

# TERENCE HO WAI LUEN

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## EXPERIENCE

- Aug 2020 – Present      **LEE KUAN YEW SCHOOL OF PUBLIC POLICY, NATIONAL UNIVERSITY OF SINGAPORE**  
*Associate Professor in Practice*
- Authored book on social and economic policy developments in Singapore
  - Contributed opinion pieces to *The Straits Times* and *Lianhe Zaobao*
  - Quoted / featured in *The Straits Times*, *The Business Times*, *Lianhe Zaobao*, *Berita Harian*, *CNA Insight*, *Today*, *CNA 93.8 FM*
  - Taught courses on “Markets and Growth” and “Governance Study Project” and gave guest lectures in several other courses, viz. “Policy Analysis”, “Policy Challenges”, “The Politics of Infrastructure”, “Economic Analysis”
- Apr 2016 – Mar 2021      **BUILDING AND CONSTRUCTION AUTHORITY, SINGAPORE**  
*Member of the Board and Audit Committee*
- Jan 2017 – Jul 2020      **WORKFORCE SINGAPORE**  
*Member of the Board and Audit & Risk Committee*
- Oct 2016 – Jul 2020      **MINISTRY OF MANPOWER, SINGAPORE**  
*Divisional Director, Manpower Planning and Policy*
- Oversaw the work of six departments/units – Foreign Workforce Policy Department, Workforce Planning Department, Manpower Research and Statistics Department, Human Resource Sector Development Department, Economics Unit and Data Unit (supervising five Directors and over 150 policy officers, economists and statisticians)
  - Enhanced wage and training support for jobseekers under the Adapt and Grow initiative
  - Developed foreign workforce policies to support business needs while improving employment outcomes for the local workforce
  - Ministry spokesperson at quarterly press conference on release of economic data
  - Chief Data Officer, responsible for setting up of new Data Lab for labour market data analysis
- Jul 2010 – Dec 2016      **MINISTRY OF FINANCE, SINGAPORE**  
*Director, Economic Programmes (Jun 2013- Dec 2016)*
- Responsible for assessing the funding and manpower needs of economic agencies (including MTI, EDB, SPRING, JTC), national research funding (\$19 billion 5-year budget), climate finance, and coordination of the Government’s economic strategies
  - In charge of accountancy sector development and corporate regulations
  - Oversaw budgets, policies and governance of the Accounting and Corporate Regulatory Authority, Singapore Accountancy Commission and Singapore Customs
  - Responsible for putting together economic measures for Singapore’s annual Budget
- Director, Performance and Resource Management (Apr 2011-Jun 2013)*  
*Director, Performance & Organisation / 2<sup>nd</sup> Director, Fiscal Policy (Jul 2010-Mar 20 11)*
- Reviewed and strengthened Government procurement policies and financial controls
  - Led negotiations on Government procurement for the World Trade Organisation Agreement on Government Procurement, the Trans-Pacific Partnership and the EU-Singapore Free Trade Agreement
  - Oversaw efforts to optimise public sector organisation, governance and productivity
  - In charge of the Government’s resource management policies including statutory board financing, public sector manpower management, office space management, and public sector infrastructure project management
- Apr 2007 – Aug 2009      **SOUTH EAST COMMUNITY DEVELOPMENT COUNCIL, SINGAPORE**

### **General Manager**

- Managed an organisation of 90 staff, with an annual programmes budget of \$17 million, to deliver social and employment assistance, as well as community programmes, to residents of the South East District of Singapore.
- Oversaw ramp-up of employment assistance during the financial crisis in 2009
- Launched new community initiatives, including the South East District Arts Festival, Community Sports Festival and the Marine Parade Leadership Foundation.

Aug 2004 – Mar 2007

### **MINISTRY OF EDUCATION, SINGAPORE**

#### ***Assistant Director, Higher Education Division***

- Developed and implemented policies relating to university, technical and arts education in Singapore, including university admissions policy
- Supervised the Human Resource & Operations Section and the Higher Education Quality Assurance Section of the Higher Education Division.

Jun 2002 – Aug 2004

### **MINISTRY OF TRADE & INDUSTRY (MTI), SINGAPORE**

#### ***Economist, Economics Division***

#### ***Deputy Press Secretary / Acting Press Secretary to Minister for Trade and Industry***

- Prepared reports on economic issues affecting Singapore and the region
- Published journal articles
- Managed the Minister's press relations and public engagements

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## **EDUCATION**

Aug 2009 – Jul 2010

### **INSEAD, FRANCE & SINGAPORE**

#### ***MBA with Distinction***

- GPA 4.0; attained Dean's list in every academic period

Aug 1999 – May 2000

### **YALE UNIVERSITY, USA**

#### ***MA in International and Development Economics***

- Topped core courses in Macroeconomics, Microeconomics, Statistics and Econometrics, and Development Economics

Sep 1996 – Jun 1999

### **UNIVERSITY OF CAMBRIDGE (CHRIST'S COLLEGE), UK**

#### ***BA (Hons), MA in Economics***

- 2nd Upper Class Honours in Part II of the Economics Tripos
- 1<sup>st</sup> Class Honours in Part I of the Economics Tripos (obtained highest score in the university)
- Received the Christ's College Book Prize, Scholarship and Prest Prize for Economics

Jan 1994 – Dec 1995

### **RAFFLES JUNIOR COLLEGE (RJC), SINGAPORE**

#### ***GCE 'A' Level Certificate – 8 distinctions in 8 A/AO/S papers***

- Professor Lim Pin Trophy – Top Triple Science Student of RJC
- Plaque Award – Highest award for co-curricular activities in RJC
- Represented Singapore at the 27<sup>th</sup> International Chemistry Olympiad in Beijing, China, and the Center for Excellence in Education summer programme (Research Science Institute) at the Massachusetts Institute of Technology, USA.

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## **RECENT PUBLICATIONS**

- *Refreshing the Singapore System: Recalibrating Socio-Economic Policy for the 21<sup>st</sup> Century* (Singapore: World Scientific, 2021)
- "Supporting Jobs and Livelihoods During the Pandemic," *Ethos 22* (Singapore: Civil Service College, June 2021)
- "Singapore's Social Policies: New Normal, or Still an Exceptional System?" *Straits Times*, 19 Aug 2021
- "Progressive Wage Model 2.0: A Step Closer to a More Inclusive Society," *Straits Times*, 1 Sep 2021
- "Foreign Manpower: Making the Global Talent Approach Work for Singapore," *Straits Times*, 21 Sep 2021

- “Investing in Education: Returns, Risks and Career Resilience,” *Straits Times*, 29 Sep 2021
  - “As Singapore’s Demographics Change, So Too Must Mindsets,” *Straits Times*, 6 October 2021
  - “What it Means to Live Well in Singapore,” *Straits Times*, 14 Oct 2021
  - “Making Democracy Work,” *Straits Times*, 26 Oct 2021
  - “Growing Global Champions with Roots in Singapore,” *Straits Times*, 10 Nov 2021
  - “Getting More Bang for the R&D Buck,” *Straits Times*, 30 Nov 2021
  - “A Year of Obstinate Hope,” *Straits Times*, 22 Dec 2021
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## LANGUAGES

- English (native - written and spoken)
  - Chinese (intermediate - written and spoken)
  - French (basic - written and spoken)
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