

# W.L. TERENCE HO

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## EXPERIENCE

Jan 2025 – Present

### **INSTITUTE FOR ADULT LEARNING, SINGAPORE UNIVERSITY OF SOCIAL SCIENCES**

#### ***Deputy Executive Director and Associate Professor (Practice)***

- Overseeing the work of the Learning and Professional Development Division, Centre for Workplace and Learning Innovation, and Partnership and Market Development Division.

Aug 2020 – Present

### **LEE KUAN YEW SCHOOL OF PUBLIC POLICY, NATIONAL UNIVERSITY OF SINGAPORE**

#### ***Adjunct Associate Professor in Practice*** (Jan 2025 - present)

#### ***Associate Professor in Practice*** (Aug 2020 - Dec 2024)

- National bestselling author of four books and two book chapters on public policy and governance in Singapore. Also contributed articles to the *East Asia Forum* (published by ANU's Crawford School of Public Policy), *Singapore Labour Journal* (NTUC), *Ethos* (Singapore Civil Service College) and *Urban Solutions* (Centre for Liveable Cities).
- Contributed over a hundred opinion pieces to *The Straits Times*, *The Business Times*, *Lianhe Zaobao*, *Berita Harian*, *CNA*, *TODAY* and *The Edge Malaysia* since 2021.
- Quoted/interviewed in over 150 news reports in *The Straits Times*, *The Business Times*, *Lianhe Zaobao*, *Berita Harian*, *TODAY*, *CNA Singapore Tonight*, *CNA Insight*, *CNA 93.8 FM*, *Money FM 89.3*, *Malaysia's Business FM 89.9*, *Astro Awani*, *Morning Wave in Busan*, *BBC World Service*, *Nikkei Asia*, *South China Morning Post (SCMP)*, *RTHK News*, *China Global Television Network (CGTN)* and *Fortune* magazine
- Taught "Markets and Growth" (elective) and "Governance Study Project" (Master in Public Administration core course).
- Provided consultancy/training/lectures for the World Bank, Asian Development Bank Institute, International Labour Organization, Forum of Small States, Chandler Institute of Governance and public agencies/think-tanks/educational institutions from Australia, Bangladesh, Brunei, China, Djibouti, Eritrea, Ethiopia, Germany, Guinea, India, Indonesia, Iraq, Kazakhstan, Netherlands, Oman, Palestine, Philippines, Saudi Arabia, Singapore, Spain, Taiwan, UAE, Ukraine and Vietnam. Invited to speak at conferences and seminars in over ten countries since 2021.

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
- 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
- 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

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
- Managed the Minister's press relations and public engagements

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**BOARDS/COMMITTEES/ADVISORY PANELS**

May 2025 – present

**ASEAN + 3 FINANCE EXPERTS PANEL**

***Member (representing Singapore)***

Sep 2024 - present

**NATIONAL TRADES UNION CONGRESS**

***Member of Labour Alliance co-laB (research alliance)***

***Industry Leader Mentor (NTUC Mentors Network)***

May 2023 – present

**SKILLSFUTURE SINGAPORE**

***Member of Research Advisory Panel***

Apr 2016 – Mar 2021

**BUILDING AND CONSTRUCTION AUTHORITY, SINGAPORE**

***Member of the Board and Audit Committee***

Jan 2017 – Aug 2020

**WORKFORCE SINGAPORE**

***Member of the Board and Audit & Risk Committee***

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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	<b>YALE UNIVERSITY, USA</b> <b><i>MA in International and Development Economics</i></b> <ul style="list-style-type: none"> <li>■ Topped core courses in Macroeconomics, Microeconomics, Statistics and Econometrics, and Development Economics</li> </ul>
Sep 1996 – Jun 1999	<b>UNIVERSITY OF CAMBRIDGE (CHRIST'S COLLEGE), UK</b> <b><i>BA (Hons), MA in Economics</i></b> <ul style="list-style-type: none"> <li>■ 1<sup>st</sup> Class Honours in Part I of the Economics Tripos (obtained highest score in the university), 2nd Upper Class Honours in Part II of the Economics Tripos</li> <li>■ Received the Christ's College Book Prize, Scholarship and Prest Prize for Economics</li> </ul>
Jan 1994 – Dec 1995	<b>RAFFLES JUNIOR COLLEGE (RJC), SINGAPORE</b> <b><i>GCE 'A' Level Certificate – 8 distinctions in 8 A/AO/S papers</i></b> <ul style="list-style-type: none"> <li>■ Professor Lim Pin Trophy (Top Triple Science Student of RJC), Plaque Award (Highest award for co-curricular activities in RJC)</li> <li>■ 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.</li> </ul>

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## BOOKS AND SELECTED PUBLICATIONS

- *Refreshing the Singapore System: Recalibrating Socio-Economic Policy for the 21<sup>st</sup> Century* (Singapore: World Scientific, 2021)
- *Governing Well: Reflections on Singapore and Beyond* (Singapore: World Scientific, 2023)
- *Future-Ready Governance: Perspectives on Singapore and the World* (Singapore: World Scientific, 2024)
- *How Singapore Beat the Odds: Insider Insights on Governance in the City-State* (World Scientific, 2025)
- “Supporting Jobs and Livelihoods During the Pandemic,” *Ethos* 22 (Singapore: Civil Service College, June 2021)
- “Assessing the Suitability of Public-Private Partnerships for Infrastructure Projects,” *Urban Solutions* 22 (Singapore: Centre for Liveable Cities, 2023)
- “Outward Foreign Direct Investment and its Impact on the Home Economy: The Case of Singapore,” *Journal of Asian Business* 19(3) (Ann Arbor, Mich.: University of Michigan, 2003), 27-48 (with Friedrich Wu and Toh Mun Heng)
- “Economic Contributions of Singapore’s Creative Industries,” *Quarterly Economic Survey of Singapore First Quarter 2003* (Singapore: Ministry of Trade and Industry, 2003), 51-75 (with Toh Mun Heng and Adrian Choo)

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## LANGUAGES

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

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## FELLOWSHIPS AND AWARDS

- Lien Ying Chow Legacy Fellowship (2019)
- Public Administration Medal (Silver) (2023)