

TERENCE HO
CURRICULUM VITAE



Work Experience

Date	Organisation	Designation
Dec 2025 – present	Institute for Adult Learning, SUSS	Executive Director – Designate and Assoc. Professor (Practice)
Jan 2025 – Nov 2025		Deputy Executive Director and Assoc. Professor (Practice)
Jan 2025 – present	Lee Kuan Yew School of Public Policy, NUS	Adjunct Associate Professor (Practice)
Aug 2020 – Dec 2024		Associate Professor (Practice)
Oct 2016 – Jul 2020	Ministry of Manpower	Divisional Director (Manpower Planning and Policy)
Jun 2013 – Sep 2016	Ministry of Finance	Director (Economic Programmes)
Jul 2010 – Jun 2013		Director (Performance and Resource Organisation)
Apr 2007 – Aug 2009	South East Community Development Council	General Manager
Aug 2004 – Mar 2007	Ministry of Education	Assistant Director (Higher Education)
May 2002 – Aug 2004	Ministry of Trade and Industry	Economist, Deputy Press Secretary to Minister

Career Highlights

- **Institute for Adult Learning, SUSS (2025-present)**
 - o Involved in developing the Training and Adult Educator Professional Pathway and the Centre for Skills-First Practices (2025-present)
- **Lee Kuan Yew School of Public Policy (2020-24)**
 - o Taught “Markets and Growth” (elective) and “Governance Study Project” (MPA core module)
 - o MPA Programme Co-Chair (2023-24)
 - o Conducted core skills workshops for LKYSPP students across all programmes in the school (2022-24)
- **Ministry of Manpower (2016-2020)**
 - o Supervised six MOM departments/units
 - o As MOM’s Chief Data Officer, established a data lab to facilitate sharing of employment data among public sector agencies for policy analysis
- **Ministry of Finance (2010-2016)**

- Assessed funding and manpower needs of economic agencies, national research funding, climate finance
- Oversaw budgets, policies and governance of the Accounting and Corporate Regulatory Authority, Singapore Accountancy Commission and Singapore Customs
- Reviewed and strengthened Government procurement policies and financial controls
- **South East Community Development Council, PA (2007-2009)**
 - Managed an organisation of 90 staff
 - Oversaw ramp-up of employment assistance during the financial crisis in 2009
- **Ministry of Education (2004-2007)**
 - Developed and implemented policies relating to university, technical and arts education in Singapore, including university admissions policy
- **Ministry of Trade and Industry (2002-2004)**
 - Prepared reports on economic issues affecting Singapore and the region

Board Appointments

- Member of Board, **Civil Service College** (Oct 2025 – present)
- Member of Board and Audit Committee, **Building and Construction Authority** (Apr 2016 – Mar 2021)
- Member of Board and Audit & Risk Committee, **Workforce Singapore Agency** (Jan 2017 – Aug 2020)

Selected Conferences (as Speaker/Panellist)

- International Symposium on Investment for Human Development (Astana, Kazakhstan, 30 Oct 25)
- ESS-NUS Singapore Economic Policy Forum 2025 (Singapore, 24 Oct 25)
- International Center for the Apprenticeship Degree Convening (Oxford, UK, 13 Aug 25)
- International Conference on Societies of Opportunity (Singapore, 29 Apr 25)
- World Governments Summit (Dubai, UAE, 11 Feb 25)
- Sarawak Future Forum (Kuching, Malaysia, 9 Oct 24)
- MOE Pre-University Seminar (Singapore, 28 May 24)

Education

- MBA with Distinction, INSEAD (2010)
- MA in International and Development Economics, Yale University (2000)
- BA (Hons) in Economics, University of Cambridge (1999)

Honours and Awards

- Public Administration Medal (Silver) (2023)
- Ministry of National Development Medallion (2021)
- Lien Ying Chow Legacy Fellowship (2019)

Books

- *How Singapore Beat the Odds: Insider Insights on Governance in the City-State* (World Scientific, 2025)
- *Future-Ready Governance: Perspectives on Singapore and the World* (Singapore: World Scientific, 2024)
- *Governing Well: Reflections on Singapore and Beyond* (Singapore: World Scientific, 2023)
- *Refreshing the Singapore System: Recalibrating Socio-Economic Policy for the 21st Century* (Singapore: World Scientific, 2021)

Book Chapters

- "Singapore: Support for Households and Businesses During the Pandemic," in Lee, Negara and Menon, Eds. *Learning from Covid-19 in Southeast Asia: Restriction, Relief, Recovery* (ISEAS-Yusof Ishak Institute, 2025).
- "Progressive Wage Model 2.0: A Step Closer to a More Inclusive Society," in World Scientific, [*Singapore Unveiled Volume 2: Insights and Reflections on the Economy and Society in the Lion City* \(World Scientific, 2025\).](#)
- "The Future of Work in the Age of AI" in Fiona Leung, Bianca Cheo and Woon Tai Ho, [*\(Re\)Defining Singapore* \(World Scientific, 2025\)](#)

Selected Articles

- "The Growing Scope and Impact of the Progressive Wage Model," *Singapore Labour Journal* 2(1), (Singapore: National Trades Union Congress, 2023),
- "Supporting Jobs and Livelihoods During the Pandemic," *Ethos* 22 (Singapore: Civil Service College, June 2021), 56-67
- "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)