

PSC

MERITOCRACY
IMPARTIALITY
INTEGRITY

ANNUAL
REPORT
2018



PUBLIC SERVICE COMMISSION

SINGAPORE

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CHAIRMAN'S REVIEW

Public Service organisations and jobs are not immune to disruption. The private and people sectors, as well as individuals, are re-inventing ways to communicate, work and organise. The Public Sector Transformation efforts underway in Singapore are needed not only to maintain excellence in service to our citizens, communities and businesses, but to envision and develop stimulating challenges and careers for public servants. Disruption brings opportunities for us to learn, grow and re-imagine Singapore for future generations. These challenges are key to raise the horizon for the Public Service and continue to attract talent.

Coming into the Public Service Commission from the private sector, I am both impressed by what I learn every day about the scope and breadth of the Public Service, as well as concerned for the future. It is not enough to rely on tried and tested approaches, as both Singapore and the world around us are rapidly changing. For excellence in Public Service, we now require agility of thinking, measured risk-taking, and willingness to go where others have not gone before. Public Service officers will need to frame new future challenges, and acquire fresh competencies, integrate multiple disciplines and find original solutions. The risk appetite of the Public Service will shape our policies, service delivery and regulatory practices. Digital and technological literacy in this age will become as important as language is to thinking and ideas.

As we reskill, retool and reorganise, we must be guided by our enduring core values – Integrity, Service and Excellence – to guide the Public Service to emphasise incorruptibility, service-mindedness and humility, and continuous learning for improvement. With social inequality and public accountability in focus, Public Service officers must demonstrate empathy with our diverse communities and actively engage them. Equally, our building of trust, both foreign and domestic, remains key. Relations with other countries and our ASEAN neighbours will be increasingly important, and language and cultural familiarity and skills will be an advantage. An increasingly diverse and complex domestic population demands a Public Service that understands and is able to serve that diversity in its planning, policies and delivery.

We must accept that success is always work-in-progress, and that delivery of plans and programmes is key. The value and respect given to delivery capability must be commensurate with its importance. Delivery capability must be actively grown and nurtured. Both good policy and excellent delivery are needed to meet our promises, and these interact to enable learning to improve outcomes.

The Public Service Commission will continue to seek and develop talent for the Public Service. Intellect will always be



important. However, success will demand more qualities, including dealing with uncertainty in situations of increasing complexity, building trust, agility and the ability to lead and inspire diverse teams. Diversity will be a source of strength for the Public Service, increasing its leadership resilience in a volatile environment.

In line with these challenges, the Public Service Commission is exploring ways to broaden our approach to scholarship recruitment. We continue to reach out to more pools of talent in schools and polytechnics which had been less actively tapped. New selection tools are being validated, including game-based assessments, to assess attributes such as perseverance and learning orientation, which traditional psychometric tests may be less effective in assessing. These reinforce that the success of talent is not solely dependent on academic excellence, but on the individual's many skills and qualities, and the team's ability to successfully leverage the diversity of attributes of its members. I am optimistic that talented persons who possess the heart, creativity and resolve will be found to commit to serve Singapore.

Mr Lee Tzu Yang
Chairman
Public Service Commission

THE SINGAPORE PUBLIC SERVICE COMMISSION



PSC CHAIRMAN & MEMBERS

The PSC is constituted under Part IX of the Constitution of the Republic of Singapore. The Constitution provides for the PSC to have a Chairman, and at least five but not more than 14 other Members. As at 31 December 2018, the PSC comprised the Chairman, two Deputy Chairmen and 10 other Members.



From left to right (standing):

Ms Chua Sock Koong, Dr Sudha Nair, Mr Alan Chan, Mr Philip Jeyaretnam, Professor Tan Ser Kiat, Professor Lily Kong

From left to right (sitting):

Mr Po'ad Mattar, Mr Michael Lim, Mr Tan Yam Pin, Mr Lee Tzu Yang, Mr Kwa Chong Seng, Mr Edward D'Silva, Mr Richard R Magnus

THE PSC'S ROLE

The functions of the PSC under the Constitution are as follows:

- a) Appoint,
- b) Confirm,
- c) Emplace on the permanent or pensionable establishment,
- d) Promote,
- e) Transfer, and
- f) Dismiss and exercise disciplinary control over public officers*.

**These categories of officers do not fall under the PSC's purview: Singapore Armed Forces personnel, officers in the Judicial and Legal Services, Police Officers below the rank of Inspector, and daily-rated employees.*

Under the Public Sector (Governance) Act 2018 which came into operation on 1 Apr 2018, the PSC's concurrence is required for the appointment, promotion and discipline of Chief Executive Officers of Statutory Boards.

With effect from 1 January 1995, the following personnel functions were devolved to the Personnel Boards in the Ministries:

- a) Recruitment and appointment to the Civil Service except the Administrative Service and Auditing Service,
- b) Confirmation and emplacement of officers on the permanent or pensionable establishment,
- c) Appointment and promotion of officers up to Superscale E1/Grade 8 (except for the Auditing Service), and
- d) Transfer of service among services other than transfers to the Administrative Service.

Following the devolution, the PSC serves as the final appellate body to consider appeals against decisions of the Special Personnel Board.

The PSC also retains the following key non-constitutional role:

To recruit and develop talent for the Singapore Public Service through PSC Scholarships, as well as coordinate the efforts of scholarship-awarding public sector agencies.

PSC SCHOLARSHIPS 2018



PSC SCHOLARSHIPS 2018

ABOUT PSC SCHOLARSHIPS

Since 1961, the PSC has been awarding scholarships on the basis of merit to outstanding young men and women who have chosen a career in the Public Service. PSC Scholarship holders are sponsored to study various disciplines at established local and overseas universities. They return to serve in the Public Service upon completion of their studies.

To equip PSC Scholarship holders with the skills to serve in the Public Service and to ensure that they remain updated on the developments in Singapore, they participate in a series of developmental programmes during the course of their studies. Their learning and development continues after they join the Public Service.

SELECTION OF PSC SCHOLARSHIP HOLDERS

One of PSC's key responsibilities is the selection and development of talent to build and strengthen the leadership pipelines in the Public Service. Over the years, the PSC Scholarships have been continuously updated and reviewed to ensure they remain relevant to meet the growing needs of the Public Service. The Public Service Division introduced the Public Service Leadership Programme (PSLP) in 2013, to further develop generalist and specialist leaders.

PSC Scholarship holders are selected based on merit through a rigorous assessment process in order to identify leadership potential and high calibre talent for the Public Service. The selection process takes into account various aspects and a range of information from different sources. These include the candidate's personal statement, school reports, psychologist reports, Co-Curricular Activity (CCA) achievements, Community Involvement Programme (CIP) records, academic results and other notable achievements. The holistic assessment of candidates serves to determine if they are a good fit for a Public Service career.



STRENGTHENING THE VALUES AND ETHOS OF THE PUBLIC SERVICE

The Public Service values are instilled in PSC Scholarship holders through our milestone programmes – the Preparatory Course and the PSC Scholarship Holders' Mid-Course Programme (PSMP).

Preparatory Course

85 PSC Scholarship holders attended the Preparatory Course from 25 June to 6 July 2018 to prepare themselves for their roles as scholarship holders and future leaders of the Public Service. Through the programme, the scholarship holders reflected on the roles and responsibilities of a Public Officer, furthered their understanding of the values and ethos of the Public Service, and explored the challenges ahead for the Singapore Public Service. The 2-week preparatory course included the following components:

Three-day teambuilding with Outward Bound Singapore

The programme focused on developing self-awareness and leadership skills required to be an effective Public Sector leader.

Future of the Public Service

The component served as an introduction to scholarship holders on the needs and vision of the future Public Service, to help scholarship holders understand how to contribute to the development of the Public Service.

Public Service Values and Code of Conduct

The segment consisted of a dialogue with senior Public Service officers, a vignette discussion and a classroom activity. The activities were designed to help scholarship holders obtain a better understanding of the Public Service Values and Code of Conduct and use these to guide their behaviour and development in their scholarship journey.

Adventures in the new age of technology

To inspire scholarship holders to pursue areas relating to digital technology and engineering, senior scholarship holders were invited to share their public sector experiences in the field of digital technology.

Healthy mind, healthy soul

This segment was developed to raise awareness among scholarship holders of the importance of mental health and well-being. A representative from Silver Ribbon (Singapore) was invited to speak about mental health, coping mechanisms for mental health issues and mental health first-aid.

Road less travelled

This segment aimed to encourage scholarship holders to pursue their studies and build their experiences in non-traditional destinations, to increase exposure and diversity of experiences to contribute to their Public Service career development.

Youth Corps Singapore Leaders programme

This component aimed to help participants understand the issues faced by Singaporeans and equip them with skills training and mentorship for their volunteering journey.





The Preparatory Course concluded with the PSC Scholarships Award Ceremony on 18 July 2018, graced by Guest of Honour Mr Chan Chun Sing, Minister for Trade and Industry and Minister-in-charge of the Public Service.



PSC Scholarship Holders' Mid-Course Programme (PSMP)
The PSMP is organised for scholarship holders who are midway through their undergraduate studies. The programme aims to prepare scholarship holders for work in the Public Service by imparting a deeper understanding of the principles and constraints that guide policy-making in the Public Service. Scholarship holders also participate in a 6 – 8-week internship with a government agency, where they gain first-hand experience of operational and planning challenges in the Public Service.

The 2018 PSMP programme comprised the following components:

[A] Understanding the Public Service Context

Understanding the Public Service Context aimed to familiarise scholarship holders with Singapore's priorities, ground realities of policy delivery, and encourage a greater understanding of social diversity in Singapore. Participants explored the dilemmas of balancing trade-offs in priorities, complexities in policy-making processes and the domestic and global challenges faced by Singapore.

[B] Dialogue with Senior Minister of State

The Dialogue Session with Senior Minister of State (SMS) Dr Janil Puthuchear was a highly engaging session which offered participants the valuable opportunity to understand the political perspectives on strategic issues and challenges facing Singapore. Dr Janil urged participants to build technological resilience, embrace change, and to accept new opportunities and challenges to better develop themselves. He reminded scholarship holders to volunteer regularly, to engage citizens on the ground and to continue to uphold the public's trust in the Public Service.



[C] Singapore Seminar

The 2018 Singapore Seminar's theme was "Beyond Singapore's Shores: Opportunities and Challenges" and it was attended by 165 scholarship holders from 16 public sector agencies. The speakers were Dr Noeleen Heyzer (Social Scientist and Former Under-Secretary-General of the United Nations), Mr Hirubalan Veluppilla Ponnudurai (Senior Advisor, Ministry of Foreign Affairs) and Mr Manu Bhaskaran (Director, Centennial Group International; Founding Director and Chief Executive, Centennial Asia Advisors). Participants discussed Singapore's role and position on the global stage, and how individuals could further Singapore's influence and interests overseas. Questions generated from the discussions were addressed in a plenary session by the speakers which was facilitated by Ms Melissa Yoong (2010 Overseas Merit Scholarship (Open) holder, Senior Manager, Competition and Consumer Policy, Economic Regulation Division, Ministry of Communications and Information).



[D] Preparing for a Public Service Career

The session involved a presentation by Leadership Development/Public Service Leadership, Public Service Division, followed by a dialogue with Secretary/PSC, Senior Director/Leadership Development, Director/Leadership Development and Director/PSC Secretariat. The session

focused on the nature of job postings for holistic development, career opportunities in the various sectors of the Service and on the importance of having relevant skills to face future challenges. Scholarship holders were receptive and were encouraged to equip themselves with skills highly relevant to the workplace of the future (e.g. data analytics).

[E] Sharing Session on Non-traditional Destinations

The purpose of the sharing session was to encourage scholarship holders to diversify their experiences and consider spending time in a non-traditional country through a summer programme, exchange programme, Master's programme or Gap Year programme. Questions from scholarship holders were addressed by a panel of four speakers who had experience either working or studying in non-traditional countries. The speakers were Ms Koh Choon Hwee (PhD student, Yale University), Mr Francis Chong (Senior Director, Emerging Markets and Amaravati Partnership Office, Ministry of Trade and Industry), Ms Wong Sheau-Fong (Divisional Director, Architecture and Land Planning, Sentosa Development Corporation) and Ms Melissa Yoong (2010 Overseas Merit Scholarship (Open) holder, Senior Manager, Competition and Consumer Policy, Economic Regulation Division, Ministry of Communications and Information).



COMMUNITY INVOLVEMENT & SERVICE

Beyond their academic training, scholarship holders are strongly encouraged to initiate and contribute in community service projects. These projects help them understand the challenges and issues faced by people in Singapore and overseas. Through community service, scholarship holders are also given the opportunity to hone their skills in teamwork and leadership.

In 2018, PSC partnered the Youth Corps Singapore to organise a customised Service Learning programme for first year PSC Scholarship holders, as part of the Preparatory Course. The Youth Corps Singapore Leaders Programme provided a platform for youths to receive skills training and mentorship throughout their volunteering journey, and to meet like-minded peers with a strong esprit de corps. Involvement in the various community service initiatives and volunteering opportunities allowed participants to develop multiple perspectives on social issues both in Singapore and overseas.

Community Service Initiatives

Several scholarship holders took the initiative to work on other community service projects.

[A] Save the Children, Amman, Jordan

2017 PSC Scholarship (Foreign Service) recipient Mr Jasdeep Singh Hundal volunteered with the education programme department in Save the Children, Jordan as part of a project funded by the European Civil Protection and Humanitarian Aid Operations (ECHO). The project aimed to increase retention numbers of refugee children in schools. He accompanied the team to site visits in the community and at the Zaatari refugee camp, which was a community space for children to play games and be educated on emergency preparedness measures. During his volunteering stint with Save the Children, Jasdeep also organised a 3-day capacity building workshop for humanitarian aid workers, as well as designed and delivered a workshop on Education in Emergencies.



[B] Code4Good, New Haven, US

2014 Overseas Merit Scholarship (Foreign Service) recipient Mr Lim Zhi Wei, Eugene led and trained a team of junior developers in a community service project with New Haven Transportation Department. 2016 PSC Scholarship recipient Mr Tan Yi Chern was part of the team of developers working on the Code4Good project. The team developed an Internet of Things solution to underutilised electronic road signs to display useful information around the city. Examples of this include parking spots and locations.



[C] ALittleCare in Singapore

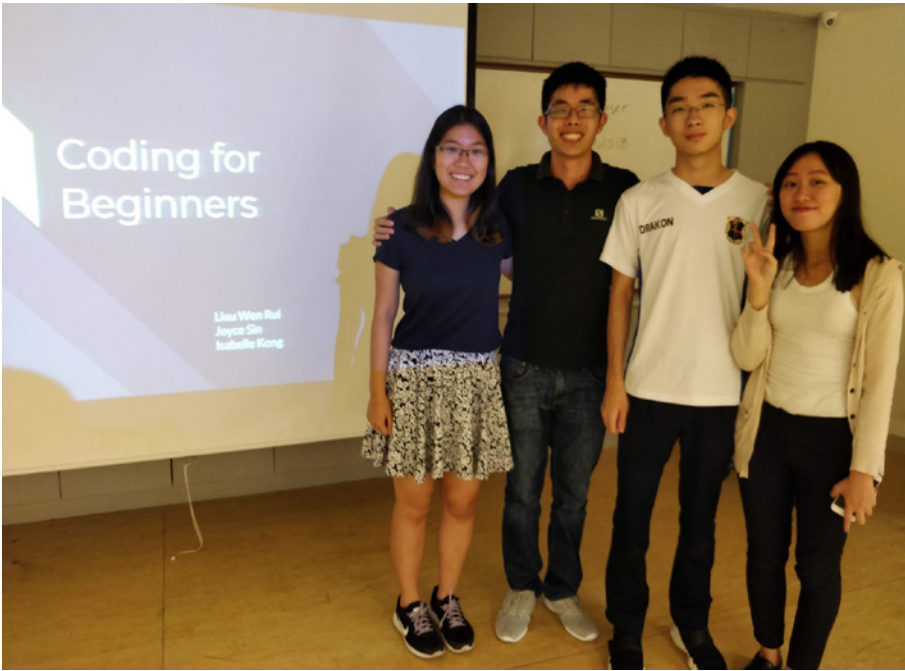
2018 PSC Scholarship recipient Mr Nur Hazeem Bin Abdul Nasser initiated ALittleCare, a recurring programme to celebrate different festive seasons (e.g. Hari Raya, Chinese New Year, Deepavali and Christmas) for the different races and religions with vulnerable families. The absence of spaces in the name 'ALittleCare' symbolises that those who fall through the cracks are not forgotten. During festive seasons, care packages are distributed to vulnerable families, and since February 2019, more than 200 volunteers have distributed over 6,000 care packages. This programme also serves as feedback to Family Service Centres and Social Services Offices regarding any problems faced by families. Participating in the initiative helped volunteers become more aware of the difficulties faced by vulnerable families.





[D] Coding Workshop in Singapore

2016 PSC Scholarship recipient Mr Liau Wen Rui, 2016 PSC Scholarship recipient Ms Kong Siu Xian, Isabelle and 2016 PSC Scholarship Joyce Sin Jie Yin organised an introductory Computer Science workshop together with the Marine Parade Community Centre Youth Executive Club and Dunman High School to improve Computer Science educational opportunities in Singapore. The workshop was open to all ages, and was a success with an age group of participants from 8 to 80 in attendance. Participants were taught programming languages such as Scratch and Python, and were given the opportunity to write their first computer programme. The team plans to continue this project in the summer of 2020.



DIVERSE EXPERIENCES AND OPPORTUNITIES

To ensure that PSC Scholarship holders are well equipped to deal with the increasingly complex challenges faced by the Public Service, they are encouraged to seek out a diverse range of developmental activities and experiences in different parts of the world.

Academic Programmes and Exchanges

In 2018, PSC Scholarship holders participated in summer programmes and exchanges to countries such as Cambodia, China, Costa Rica, India, Israel, South Africa and South Korea. 11 scholarship holders pursued their postgraduate studies in various non-traditional countries – China, France, Germany, Japan, Spain and The Netherlands.

Gap Year Programmes

The objectives of Gap Year Programmes for PSC Scholarship holders are to increase exposure and diversify their experiences so that they are better equipped to deal with the challenges of the Public Service. Gap Year Programmes are also aimed at introducing PSC Scholarship holders to private sector concerns and corporate ethos, to ensure scholarship holders are able to take into consideration various perspectives when developing public policies.

PSC has also forged partnerships with international organisations such as UNESCO and INTERPOL, to offer Gap Year opportunities. In 2018, two scholarship holders proceeded for their Gap Year Programmes with UNESCO. Other scholarship holders embarked on their Gap Year Programmes with companies such as Hektor, Moo-Lah Technologies (Singapore), Taiger (Singapore), Razer, Asia-Pacific (Singapore), One Concern (US), Group Global Limited (Hong Kong) and Beijing Mobike Technology Co. (China).

PSC SCHOLARSHIPS RECIPIENTS 2018



PSC SCHOLARSHIPS

– A GATEWAY TO PUBLIC SERVICE CAREERS

PSC Scholarships are awarded to outstanding young men and women with a keen interest to serve in the Public Service. PSC Scholarships offer three main career paths – Uniformed Service, Public Administration and Professional Service. Upon graduation, scholarship holders return to serve in the Public Service in one of the three career paths.

There were 92 PSC Scholarship recipients in 2018 ([Table 1](#)): 11 in the Uniformed Service, 39 for Public Administration and 42 for Professional Service. Details of the course of studies are in [Table 2](#).

Table 1:
Breakdown of PSC Scholarships by Career Paths and Award Schemes

Career Paths and Award Schemes	Number of Awards
Uniformed Service	11
The SAF Scholarship	9
The SPF Scholarship	2
Public Administration – PSC Scholarship	39
Public Service Commission Scholarship	38
Public Service Commission Master’s Scholarship	1
Professional Service	42
PSC Scholarship (Engineering)	21
PSC Scholarship (Foreign Service)	5
PSC Scholarship (Legal Service)	8
PSC Scholarship (Medicine)	4
PSC Scholarship (Public Finance)	2
PSC Scholarship (Teaching Service)	2
Total	92

Information correct as at 31 Dec 2018



PSC
SCHOLARSHIPS
RECIPIENTS

11
Uniformed
Service

39
Public
Administration

42
Professional
Service

Table 2:
Breakdown of PSC Scholarships by Courses of Study

Courses of Undergraduate Study	Number of Awards
Humanities & Social Sciences	26
Economics or Philosophy, Politics & Economics	20
Engineering	13
Law	12
Science/ Mathematics	12
Medicine/ Dentistry	4
Finance/ Business Administration/ Accountancy	2
Pending	3
Total	92

Information correct as at 31 Dec 2018

PRESIDENT'S SCHOLARSHIP

The President's Scholarship is widely regarded as Singapore's most prestigious undergraduate scholarship. The scholarship is awarded to students who have distinguished themselves beyond excellence in various pursuits. In awarding the President's Scholarships, the PSC looks for outstanding young men and women of sound character who exemplify the ethos of the Public Service and the dedication to improving lives of Singaporeans.

In 2018, there were five recipients of the President's Scholarship ([Table 3](#)).

5 President's Scholarships



Table 3:
President’s Scholarships Recipients

No.	Name	Pre-university Institution	Course of Study	University
1	Alden Tan Ming Yang	Raffles Institution	Economics	Yale University
2	Sharmaine Koh Mingli	Hwa Chong Institution	History and Politics	Yale University
3	Shi Peng Yi Penny	Hwa Chong Institution	Urban Studies	Stanford University
4	Stefan Liew Jing Rui	River Valley High School	Liberal Arts	Yale-NUS College
5	Tan Xin Hwee	Raffles Institution	Psychology, Philosophy and Linguistics	University of Oxford

Information correct as at 31 Dec 2018



PSC SCHOLARSHIPS – UNIFORMED SERVICES

The PSC awards The SAF Scholarships (SAFS) and The SPF Scholarships (SPFS) to outstanding students with the passion to serve in the Uniformed Service. SAFS holders will be systematically trained and developed to assume key command and staff appointments in the SAF while SPFS holders will be groomed to be strategists in upholding law, maintaining order and keeping peace in Singapore.

In 2018, there were nine recipients of the SAFS and two recipients of the SPFS ([Table 4](#)).

11 Uniformed Services Scholarships

Table 4:
PSC Scholarships Recipients – Uniformed Services

No.	Name	Award Scheme	Pre-university Institution	Course of Study	University
1	Audrey Tey Ee Teng	SAFS	Victoria Junior College	Psychology	University of California, Los Angeles
2	Chia Guole Eugene	SAFS	River Valley High School	Natural Sciences	University of Cambridge
3	Jerome Boon Yan Heng	SAFS	Raffles Institution	Economics	London School of Economics and Political Science
4	Keefe Ng Wee Siong	SAFS	Hwa Chong Institution	Pending	Pending
5	Lau Yew Quan, Edmund	SAFS	Victoria Junior College	War Studies	King's College London
6	Leck Kirk Shen	SAFS	Anglo-Chinese School (Independent)	Aerospace Engineering	University of Illinois, Urbana-Champaign
7	Phua Jue Yu Jade	SAFS	Hwa Chong Institution	Economics and Geography	University College London
8	Sharmaine Koh Mingli*	SAFS	Hwa Chong Institution	History and Politics	Yale University
9	Sim Rui-Ming, Ethan	SAFS	Raffles Institution	Biological Sciences	Imperial College London
10	Alden Tan Ming Yang*	SPFS	Raffles Institution	Economics	Yale University
11	Stefan Liew Jing Rui*	SPFS	River Valley High School	Liberal Arts	Yale-NUS College

*Also awarded the President's Scholarship
Information correct as at 31 Dec 2018





PSC SCHOLARSHIPS

– PUBLIC ADMINISTRATION

The PSC Scholarships allows students to pursue a variety of careers in Public Administration. Recipients of the PSC Scholarships are not tied to a specific Ministry at the outset, and their specific deployment will be decided after graduation. They are offered the opportunity to study at good universities locally and overseas.

PUBLIC ADMINISTRATION SCHOLARSHIP RECIPIENTS

39
PSC
Scholarships

In 2018, there were 38 recipients of the undergraduate PSC Scholarships and one recipient of the PSC Master's Scholarship ([Table 5](#)).

Table 5:
PSC Scholarships Recipients – Public Administration

No.	Name	Award Scheme	Pre-university Institution	Course of Study	University
1	Abdul Qayyum Bin Mohamed Fazil	PSC Scholarship	Raffles Institution	Arabic and Middle East Studies	University of St Andrews
2	Andrew Chew Jing Wei	PSC Scholarship	Anglo-Chinese Junior College	Chemical and Biomolecular Engineering	Nanyang Technological University
3	Arif Shehabuddin	PSC Scholarship	Raffles Institution	Economics	University of Chicago
4	Chan Qiu Qing	PSC Scholarship	Hwa Chong Institution	Political Science and Global Affairs	National University of Singapore
5	Chao Zong-Ying Beatrice	PSC Scholarship	Raffles Institution	Social Policy and Economics	Northwestern University
6	Charlene Tjoe Fang Min	PSC Scholarship	Dunman High School	Economics	University of Warwick
7	Chloe Young	PSC Scholarship	Raffles Institution	Politics, Philosophy and Economics	University of Oxford
8	Choo Ian Kang	PSC Scholarship	Raffles Institution	Geography	Pending
9	Darren Wong Kai Jie	PSC Scholarship	Raffles Institution	Geography	University of Cambridge
10	Harish Vatsen	PSC Scholarship	Raffles Institution	Economics	London School of Economics and Political Science



No.	Name	Award Scheme	Pre-university Institution	Course of Study	University
11	Hu Yunting Grace	PSC Scholarship	Raffles Institution	Law	University of Oxford
12	Jocelyn Wong Min Yi	PSC Scholarship	River Valley High School	Environmental Earth System Science and Public Policy and Global Affairs	Nanyang Technological University
13	Kimberley Chia Qin	PSC Scholarship	Hwa Chong Institution	Politics and Economics	London School of Economics and Political Science
14	Kimberly Tan Min-En	PSC Scholarship	National Cathedral School Washington DC	Engineering Science and Liberal Arts	Dartmouth College
15	Kirstin Yip Su Jun	PSC Scholarship	Singapore Polytechnic	Liberal Arts	Bowdoin College
16	Lai Zhi Hui Yasha	PSC Scholarship	St. Joseph's Institution	Social Anthropology	London School of Economics and Political Science
17	Lee Jian Hao, Ernest	PSC Scholarship	Raffles Institution	History and Politics	University of Oxford
18	Loo Wei Juan	PSC Scholarship	NUS High School of Mathematics and Science	Law	University of Cambridge
19	Markus Leo	PSC Scholarship	Hwa Chong Institution	Politics	King's College London
20	Nadya Natasha Goh	PSC Scholarship	Anglo-Chinese Junior College	Economics, Politics and International Studies	University of Warwick
21	Ng Shao Han Elliot	PSC Scholarship	St. Joseph's Institution	Political Economy	King's College London
22	Roy Xiao Hongze	PSC Scholarship	Hwa Chong Institution	Economic History with Economics	London School of Economics and Political Science
23	See Chung Yi	PSC Scholarship	Raffles Institution	Economics	Harvard University



No.	Name	Award Scheme	Pre-university Institution	Course of Study	University
24	Shi Peng Yi Penny*	PSC Scholarship	Hwa Chong Institution	Urban Studies	Stanford University
25	Tan Cheng Hin	PSC Scholarship	Hwa Chong Institution	Economics	London School of Economics and Political Science
26	Tan Hong Kai	PSC Scholarship	Hwa Chong Institution	Philosophy, Politics and Economics	Yale-NUS College
27	Tan Li Kang	PSC Scholarship	Raffles Institution	International Relations and Computer Science	Northwestern University
28	Tan Xin Hwee*	PSC Scholarship	Raffles Institution	Psychology and Philosophy	University of Oxford
29	Teow Junhao	PSC Scholarship	Victoria Junior College	Philosophy, Politics and Economics	National University of Singapore
30	Tham Jia Yi	PSC Scholarship	Raffles Institution	Geography	University of Oxford
31	Thung You Xuan	PSC Scholarship	Hwa Chong Institution	Economics	University of Cambridge



No.	Name	Award Scheme	Pre-university Institution	Course of Study	University
32	Vanessa Chuang Zhen Xuan	PSC Scholarship	Raffles Institution	Land Economy	University of Cambridge
33	Wong Yu Jun, Zane	PSC Scholarship	Hwa Chong Institution	Social Policy and Economics	London School of Economics and Political Science
34	Yeo Jiong Han	PSC Scholarship	Raffles Institution	Economics and Computer Science	University of California, Berkeley
35	Yip Sze Kay	PSC Scholarship	Hwa Chong Institution	English Literature and Philosophy	National University of Singapore
36	Zhang Zhi	PSC Scholarship	Raffles Institution	Economics	University of Chicago
37	Zhou Xiaojian	PSC Scholarship	Raffles Institution	Law	University of Oxford
38	Zou Yi, Catherine	PSC Scholarship	Raffles Institution	Ethics, Politics and Economics	Yale University
39	Koh Jian Yi Jonathan	PSC Master's Scholarship	Victoria Junior College	International Law	Peking University

*Also awarded the President's Scholarship
Information correct as at 31 Dec 2018

PSC SCHOLARSHIPS

– PROFESSIONAL SERVICES

The PSC awards “Tied” scholarships to students with a clear interest in Engineering, Foreign Service, Legal Service, Medicine/Dentistry, Public Finance and Teaching Service. Recipients of the “Tied” scholarships will return to serve in the respective agencies linked to their scholarships.

PROFESSIONAL SERVICE SCHOLARSHIP RECIPIENTS



In 2018, there were 21 recipients of the PSC Scholarship (Engineering), five recipients of the PSC Scholarship (Foreign Service), eight recipients of the PSC Scholarship (Legal Service), four recipients of the PSC Scholarship (Medicine), two recipients of the PSC Scholarship (Public Finance) and two recipients of the PSC Scholarship (Teaching Service). The details are in [Table 6](#).

Table 6:
PSC Scholarships Recipients – Professional Services

No.	Name	Award Scheme	Pre-university Institution	Course of Study	University
1	Avril Wong Hui Ning	PSC Scholarship (Engineering)	Raffles Institution	Computing	Imperial College London
2	Camagni Fabio Ganesa	PSC Scholarship (Engineering)	St. Andrew’s Junior College	Chemical Engineering, Business Administration	National University of Singapore
3	Clara Keng Hui Lin	PSC Scholarship (Engineering)	Raffles Institution	Engineering	Stanford University
4	Fong Yu Fan	PSC Scholarship (Engineering)	Victoria Junior College	Engineering	Pending
5	Guo Aiyun	PSC Scholarship (Engineering)	Hwa Chong Institution	Engineering	University of Cambridge
6	Joelle Lim XueQi	PSC Scholarship (Engineering)	Raffles Institution	Computer Science	Carnegie Mellon University
7	Joshua Lim Yueh	PSC Scholarship (Engineering)	Anglo-Chinese School (Independent)	Electrical and Electronics Engineering	Imperial College London

No.	Name	Award Scheme	Pre-university Institution	Course of Study	University
8	Lai Zi lun	PSC Scholarship (Engineering)	National Junior College	Mechanical Engineering	Nanyang Technological University
9	Lee Yi	PSC Scholarship (Engineering)	Raffles Institution	Engineering	University of Cambridge
10	Lim Jing Wei, Nicholas	PSC Scholarship (Engineering)	Hwa Chong Institution	Computer Science	Brown University
11	Louis Chew Yue Pin	PSC Scholarship (Engineering)	Hwa Chong Institution	Chemical Engineering	Imperial College London
12	Lydia He Shun Zhe	PSC Scholarship (Engineering)	Hwa Chong Institution	Computing	Imperial College London
13	Ng Qian Jie Cheryl	PSC Scholarship (Engineering)	Raffles Institution	Computer Science	National University of Singapore
14	Ong Yan Chun	PSC Scholarship (Engineering)	Raffles Institution	Computer Science	National University of Singapore
15	Richard Xiong Jun Wei	PSC Scholarship (Engineering)	Hwa Chong Institution	Computing	Imperial College London
16	Tan I-En, Adriel	PSC Scholarship (Engineering)	Raffles Institution	Electrical Engineering and Computer Science	University of California, Berkeley
17	Tan Joshua	PSC Scholarship (Engineering)	Hwa Chong Institution	Computer Science	Brown University
18	Tan Seet Ynn	PSC Scholarship (Engineering)	River Valley High School	Mechanical Engineering	Nanyang Technological University
19	Tanay Bharadwaja	PSC Scholarship (Engineering)	Pioneer Junior College	Data Science	Nanyang Technological University
20	Teo Kai Jin	PSC Scholarship (Engineering)	Raffles Institution	Electrical and Computer Engineering	Pending



No.	Name	Award Scheme	Pre-university Institution	Course of Study	University
21	Zack Cheng Yew Kiat	PSC Scholarship (Engineering)	Victoria Junior College	Electrical and Computer Engineering	Pending
22	Foo Suon Chuang	PSC Scholarship (Foreign Service)	Victoria Junior College	International Politics	Peking University
23	Lim Hong Cheng, Joshua	PSC Scholarship (Foreign Service)	Hwa Chong Institution	Politics and Philosophy	London School of Economics and Political Science
24	Sabariesh Ilankathir	PSC Scholarship (Foreign Service)	Raffles Institution	Pending	Pending
25	Tang Zhen Yang	PSC Scholarship (Foreign Service)	Hwa Chong Institution	Government and Economics	London School of Economics and Political Science
26	Wong Tze Sheng, Milton	PSC Scholarship (Foreign Service)	Hwa Chong Institution	Politics and International Relations	London School of Economics and Political Science
27	Ashleigh Gan Shi-Min	PSC Scholarship (Legal Service)	Victoria Junior College	Law	National University of Singapore
28	Au Wei Hoe	PSC Scholarship (Legal Service)	Hwa Chong Institution	Law	University of Cambridge
29	Christian Charles Yeo Xuan	PSC Scholarship (Legal Service)	Anglo-Chinese School (Independent)	Law	University of Cambridge
30	Emily Zhao	PSC Scholarship (Legal Service)	Raffles Institution	Law	University of Oxford
31	Lee Wen Kym	PSC Scholarship (Legal Service)	Hwa Chong Institution	Law	University of Oxford
32	Nicolle Ng Hui Min	PSC Scholarship (Legal Service)	River Valley High School	Law	University College London





No.	Name	Award Scheme	Pre-university Institution	Course of Study	University
33	Sarah Katrina D'aran Banton	PSC Scholarship (Legal Service)	Anglo-Chinese School (Independent)	Law	University College London
34	Yu Jiaqi	PSC Scholarship (Legal Service)	Raffles Institution	Law	University of Oxford
35	Lim Qiao Yan, Eda	PSC Scholarship (Medicine) ⁺	Raffles Institution	Medicine	National University of Singapore
36	Tan Jun Kiat Thaddaeus	PSC Scholarship (Medicine) ⁺	Raffles Institution	Medicine	National University of Singapore
37	Tseng Fan Shuen	PSC Scholarship (Medicine) ⁺	River Valley High School	Medicine	National University of Singapore
38	Wong Le Yi Joy	PSC Scholarship (Medicine) ⁺	Hwa Chong Institution	Medicine	National University of Singapore
39	Gan Hui Xuen	PSC Scholarship (Public Finance)	Anglo-Chinese Junior College	Accountancy	Singapore Management University
40	Goh Choon Guan	PSC Scholarship (Public Finance)	Hwa Chong Institution	Accountancy, Business	Nanyang Technological University
41	Nicole Wong Yifei	PSC Scholarship (Teaching Service)	Hwa Chong Institution	German as Foreign and Second Language	University of Leipzig
42	Tan Ru Chuan, Zane	PSC Scholarship (Teaching Service)	Hwa Chong Institution	Economics, Political Science	Singapore Management University

⁺ Medicine Mid-term scholarship for undergraduates
Information correct as at 31 Dec 2018

APPOINTMENTS, PROMOTIONS, APPEALS AND DISCIPLINARY CASES



APPOINTMENTS, PROMOTIONS, APPEALS AND DISCIPLINARY CASES

APPOINTMENTS AND PROMOTIONS

The PSC is the approving authority for the appointment of candidates to the Administrative Service and the promotion of officers to Superscale D/Grade 7 and above in the Civil Service. The PSC also appoints/promotes officers to Superscale Grade 9 and above in the Auditing Service, and to Superscale D/Grade 7 and above in the rest of the Civil Service.

In 2018, the PSC interviewed 18 candidates and found 16 suitable for the Administrative Service.

The PSC considered 27 officers for promotion to Superscale D/Grade 7 and above, including those in the Administrative Service. Of these, 20 officers were promoted.

The PSC considered 2 officers and found them suitable for promotion to Superscale Grade 9 and above in the Auditing Service.

APPOINTMENT AND PROMOTION OF CHIEF EXECUTIVE OFFICERS OF STATUTORY BOARDS

The PSC considers the suitability of candidates for appointment as Chief Executive Officers of Statutory Boards, where the jobs are at an equivalent grade to senior management ranks in the Civil Service (i.e. Superscale D/Grade 7 and above). The PSC also considers the suitability of the Chief Executive Officers for promotion to Superscale D or Grade 7 and above. In 2018, the PSC considered and concurred with the Special Personnel Board's recommendation to

- a) appoint 26 officers as Chief Executive Officers;
- b) appoint 101 officers as Acting Chief Executive Officers;
- c) promote one Chief Executive Officer to Superscale D/Grade 7 and above.

APPEALS

In 2018, the PSC saw two further appeals for promotion/against termination under the Public Service (Personnel Boards and Appeals Board) Regulations. The appeals were turned down by the PSC.

DISCIPLINE

The PSC is vested with the disciplinary control of civil servants under Article 110(1) of the Constitution of the Republic of Singapore. Civil servants who misconduct themselves are dealt with under one of the three disciplinary procedures listed below:

- a) The Public Service (Disciplinary Proceedings) Regulations ("the Regulations").**
- b) The Public Service Commission (Delegation of Disciplinary Functions) Directions.**
The PSC has delegated to the Permanent Secretaries, part of its functions pertaining to the discipline of officers for minor misconduct, and
- c) The Public Service Commission (Prison Officers) (Disciplinary Proceedings – Delegation of Functions) Directions.**
The PSC has delegated to the Commissioner of Prisons, part of its functions pertaining to the discipline of junior Prison Officers for minor misconduct.

Cases under the latter two categories are collectively known as being under "the Directions". The disciplinary process ensures that officers are treated fairly, regardless of rank or seniority.

In 2018, 97 new disciplinary cases were reported to the PSC. Together with 67 cases that were brought forward from 2017, the PSC processed a total of 164 cases in the year. Of these cases, 84 were completed, including 33 cases which were completed under the Regulations and 34 cases which were completed under the Directions. Formal disciplinary action was not instituted against the officers in the remaining 17 cases.

The most common types of misconduct for cases completed in 2018 under the Regulations were Sexual Offence/ Inappropriate Behaviour, Drug Offence, Indebtedness, and Insubordination / Non-Compliance of Orders. About half of all officers disciplined under the Regulations were dismissed from the service at the conclusion of the disciplinary proceedings against them. Details of the 33 cases completed under the Regulations in 2018 are in [Table 7](#).

Table 7:
Breakdown by Outcome of Cases Completed under the
Regulations in 2018

OUTCOME MISCONDUCT	DISMISSAL	RETIREMENT IN THE PUBLIC INTEREST	PECUNIARY PENALTIES	REPRIMAND	ALLOWED TO RESIGN	TOTAL
Corruption	1	–	–	–	–	1
Dishonesty / Embezzlement / Criminal Breach of Trust	–	1	–	–	–	1
Drug Offence	4	1	–	–	–	5
Sexual Offence/ Inappropriate Behaviour	5	2	–	1	1	9
Indebtedness	3	1	–	–	–	4
Insubordination / Non-Compliance of Orders	–	1	–	3	–	4
Outside Employment/ Business	–	–	1	–	–	1
Theft	–	1	–	–	–	1
Others	4	1	1	1	–	7
TOTAL	17	8	2	5	1	33

OFFICIAL VISITS AND MEETINGS 2018

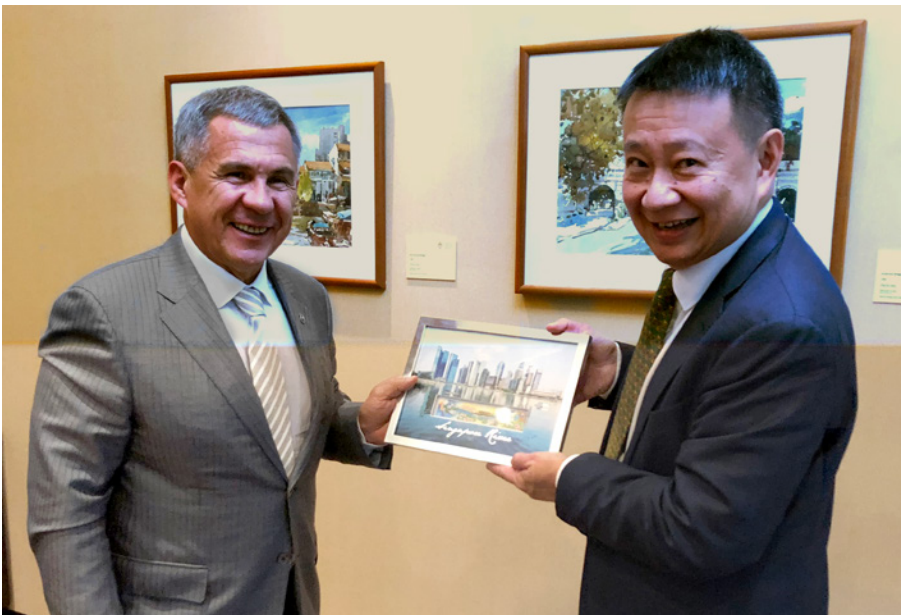


PARTNERS AND STAKEHOLDERS

The PSC values ongoing engagement with our partners and stakeholders. This allows the PSC to keep abreast of governance matters both locally and overseas. Besides hosting visits by representatives of foreign universities, local school leaders, thought leaders in different fields and other distinguished guests, the PSC also engages the Public Service Commissions of other countries.

MR RUSTAM MINNIKHANOV, PRESIDENT, REPUBLIC OF TATARSTAN

Mr Rustam Minnikhanov, President of the Republic of Tatarstan, met Mr Lee Tzu Yang, Chairman of PSC, on 19 September 2018. They exchanged views on talent management in the Public Service and career development of scholarship holders.



DR MOSE SUA, CHAIRMAN, PUBLIC SERVICE COMMISSION, SAMOA

Dr Mose Sua, Chairman of PSC Samoa, met Mr Lee Tzu Yang, Chairman of PSC, on 28 August 2018. The discussion was centred on enhancing capacity building in the Public Service, PSC Scholarships and the recruitment of public officers.



AGENCY FOR CIVIL SERVICE AFFAIRS AND ANTI-CORRUPTION, KAZAKHSTAN

The delegation from the Kazakhstan Agency for Civil Service Affairs and Anti-Corruption (ACSAAC) and representatives from the Kazakhstan Embassy in Singapore visited PSC Secretariat on 18 April 2018. The discussion centred on the recruitment and career development of public officers.



LOCAL PRE-TERTIARY SCHOOL LEADERS

Mr Lee Tzu Yang, Chairman of PSC, met the local pre-tertiary school principals on 18 April and 27 September 2018. The school principals were updated on the new developments of the PSC Scholarships, and views were exchanged on strengthening outreach efforts in order to have greater diversity in the applicant pool.



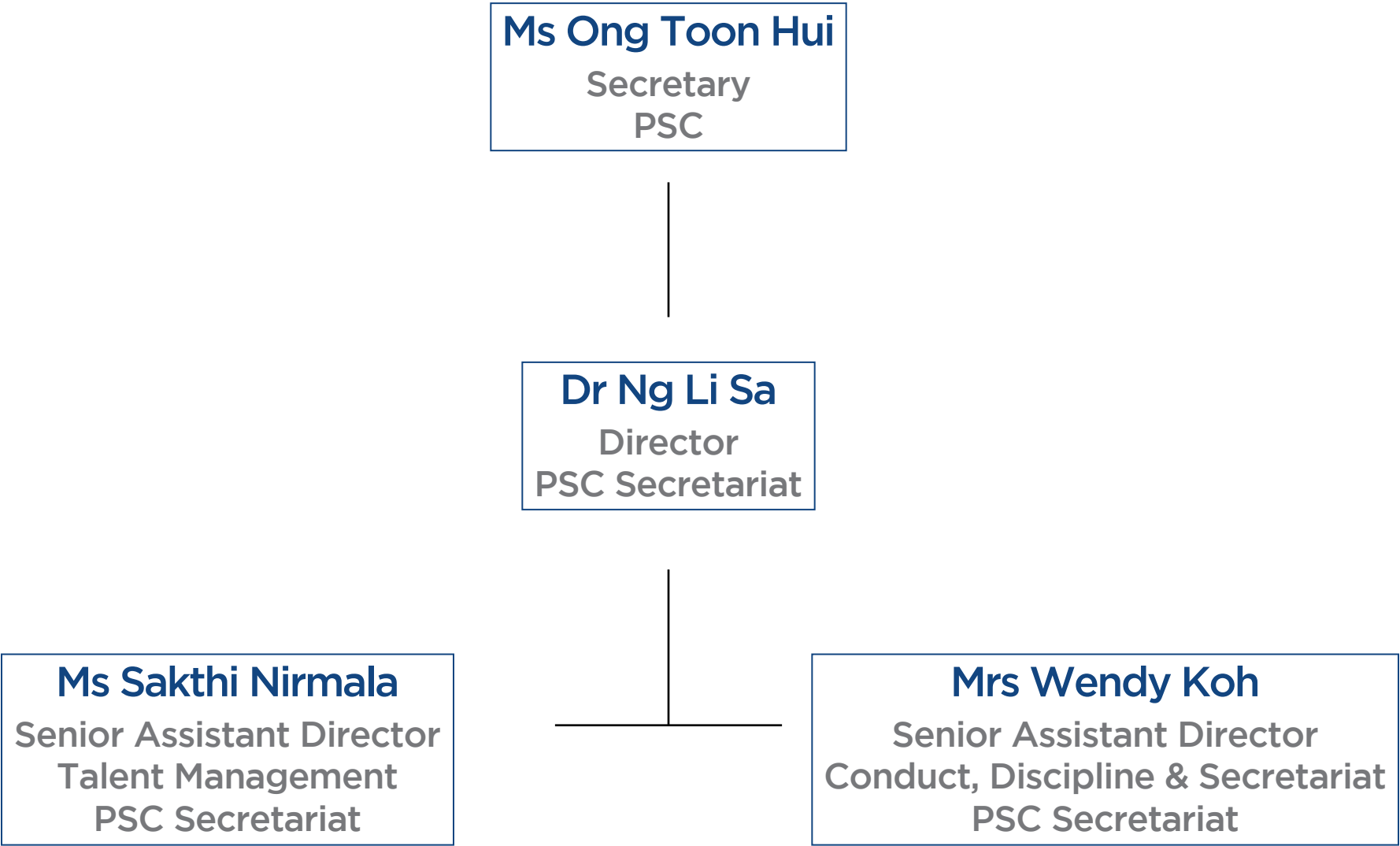
PSC SECRETARIAT



ORGANISATION CHART

The PSC Secretariat is a department in the Public Service Division, Prime Minister’s Office. The Secretariat provides support to the PSC by assisting in upholding the conduct and discipline of the Public Service, formulating scholarship policies, attracting talent and developing PSC scholarship holders as potential future leaders in the Public Service.

The PSC Secretariat is headed by the Secretary, who is a public officer appointed by the President on the advice of the PSC. The PSC Secretariat has two branches: (i) Talent Management, and (ii) Conduct, Discipline & Secretariat.



PUBLIC SERVICE COMMISSION

SINGAPORE

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