



PCS

ANNUAL REPORT 2013
SINGAPORE
PUBLIC SERVICE
COMMISSION

integrity

impartiality

meritocracy

CONTENTS

CHAIRMAN'S REVIEW	「 2 」
THE SINGAPORE PUBLIC SERVICE COMMISSION (PSC)	「 4 」
• PSC Chairman & Members	「 5 」
• The Public Service Commission's Role	「 7 」
PSC SCHOLARSHIPS 2013	「 8 」
PSC SCHOLARSHIP HOLDERS 2013	「 15 」
• PSC Scholarships – A Gateway to Public Service Careers	「 16 」
• President's Scholarship Holders	「 18 」
• PSC Scholarship Holders – Uniformed Service	「 20 」
• PSC Scholarship Holders – Public Administration	「 22 」
• PSC Scholarship Holders – Professional Service	「 28 」
APPOINTMENTS, PROMOTIONS, APPEALS AND DISCIPLINARY CASES	「 30 」
OFFICIAL VISITS 2013	「 33 」
• Visits by Foreign Delegates 2013	「 34 」
PSC SECRETARIAT	「 35 」
• Organisation Chart	「 36 」

Image courtesy of Challenge magazine

CHAIRMAN'S REVIEW



Identifying and nurturing talent for the Public Service has been one of the Singapore Public Service Commission (PSC)'s core responsibilities since its constitution in 1951. As Singapore enters a new phase of development, a forward-looking Public Service must continue to adapt to the changing needs of Singapore and Singaporeans.

While we continue to find people with suitable capabilities and values to bring into the Service, PSC remains mindful that there is no single formula or definition of what 'the *right* people' should be. This is why in my second Open Letter I shared the value of seeking greater diversity in perspectives, backgrounds and experiences for the Public Service.

Growing a diverse talent pool

To build a diverse talent pool, we need scholarship holders from a variety of schools and socio-economic backgrounds, and we have to continue to ensure diversity in their course disciplines and countries of study.

The PSC has made good progress to this end. In 2013, the PSC continued its outreach efforts with key partners to attract outstanding students from different schools and socio-economic backgrounds. Within the 2013 undergraduate scholarship cohort, 92 students from 17 schools were represented, including five from three polytechnics and two from the pioneering graduating batch of the School of the Arts. Amongst the junior colleges, we have students from Pioneer, St Andrew's and Nanyang receiving the scholarships. The PSC also awarded the PSC Masters Scholarship to three recipients for postgraduate studies, the highest in the last five years.

The PSC also recognises talent beyond the academic ability of our scholarship candidates. In 2013, we awarded our first President's Scholarship to a recipient from the Singapore Sports School - another positive result for our effort to ensure greater diversity in the Public Service.

2013 also saw new trends in study destinations and course disciplines. I am pleased to note that one of our scholarship recipients started her undergraduate studies in France, the first in seven years to do so. This was a welcome change from traditional destinations like the UK or US. We will continue to encourage and support scholarship holders who wish to study in non-traditional countries. The PSC also awarded 25 scholarships for science, mathematics and engineering courses – the highest since 2009. These are trends I hope to see continue, as the Public Service will benefit from having officers with a collective breadth of subject knowledge and experiences. Ultimately, this will deliver a Public Service which will better serve the diverse needs and aspirations of the people.

Seeking the right values and attributes

While we seek to recruit the best talent from different backgrounds and experiences, we have maintained equal focus on their intrinsic values, attitudes and attributes. These include the commitment, empathy and integrity to serve Singapore and Singaporeans. We are also conscious of an increasing need for public engagement skills in the face of a citizenry that desires greater participation in policy decisions.

One of the key outcomes delivered during the year was the restructuring of PSC's milestone programmes to place greater emphasis on these areas. We also introduced the Preparatory Seminar as a common platform to inculcate the Public Service identity, values and ethos in newly awarded scholarship recipients across the public sector.

At the individual level, it is heartening to learn that PSC scholarship holders are increasingly taking time from their studies to serve the community. Three of our scholarship holders have initiated independent community service and fundraising campaigns to raise social awareness for the underprivileged in Singapore and overseas. Their good work has been highlighted by the media.

Identifying suitable people will always be an uphill task, but more so if we do not have a robust and reliable selection system. Our close partnerships with the schools complement regular reviews and enhancements to ensure that the selection process remains objective, robust and a good assessment of whole-person qualities. This is pivotal in helping us identify and groom students with integrity, relevant skill sets and a genuine commitment to serve the nation. As we continue our efforts to ensure diversity in a system guided by strong values, we must also continue to award scholarships to high calibre individuals deserving of them.

Upholding the integrity of the Public Service

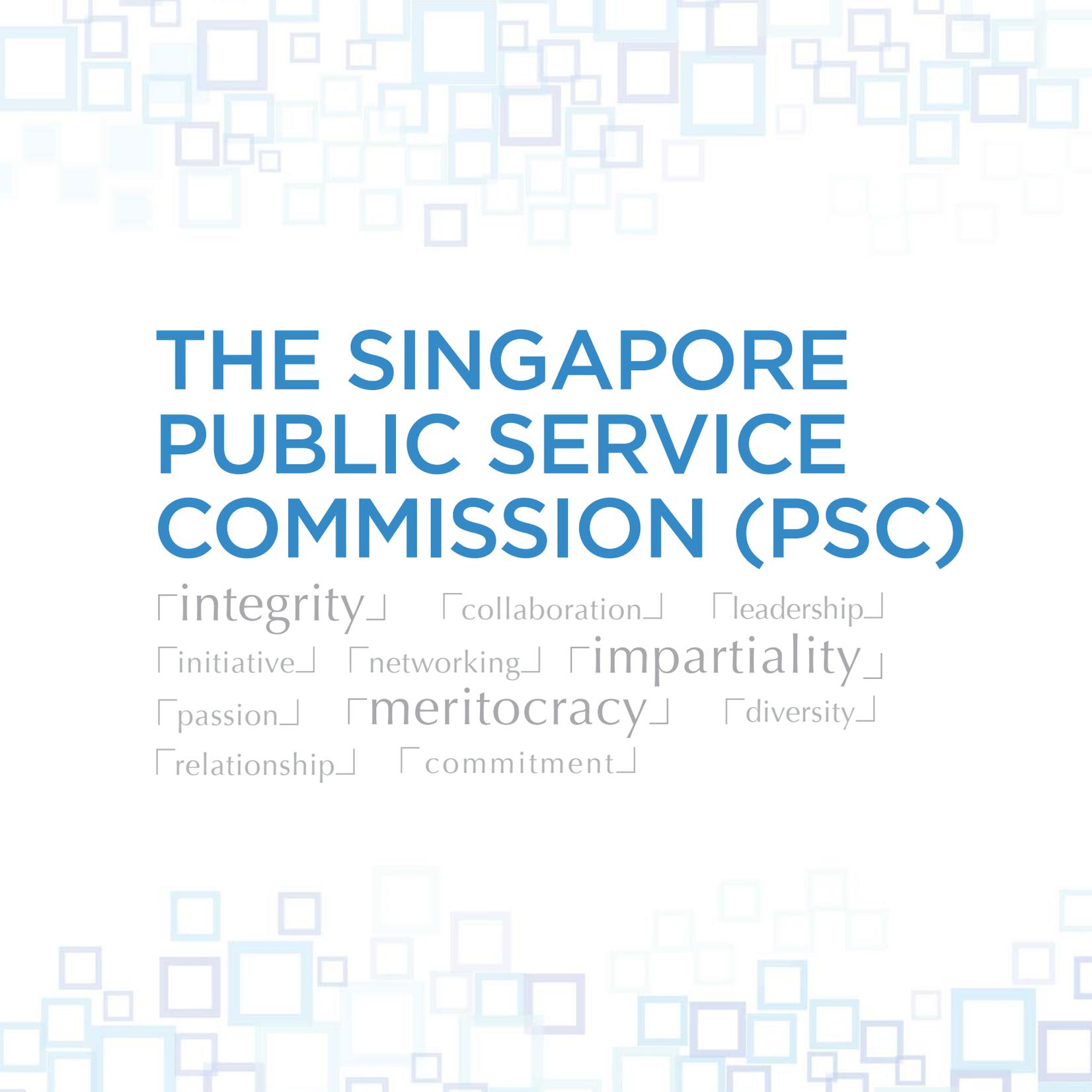
Another core responsibility of the PSC is to uphold the integrity of the Service. We work with Ministries and Agencies to ensure that public officers conduct themselves honourably at all times. Doing so entails not just an understanding of the Code of Conduct or disciplinary regulations, but an intrinsic appreciation of the values of the Public Service. For the few who fall short and commit acts of misconduct, we have in place a disciplinary system to ensure they are dealt with appropriately.

The number of misconduct cases has remained low. The PSC has and will continue to discharge our role in upholding the integrity of the Service, and discipline errant officers without fear or favour, regardless of rank or seniority. In doing so, we have to make sure that the final decision taken is fair and beyond reproach. Hence, it is important that officers accused of misconduct should be given a fair chance to be heard.

Looking ahead

I would like to thank my fellow PSC members for their invaluable counsel during the year and the support of the Secretariat. Going forward, I am confident that our founding values, together with our ability to adapt and improve, will serve us well into the future as we continue to play a critical role in the Singapore Public Service.

Eddie Teo
Chairman



THE SINGAPORE PUBLIC SERVICE COMMISSION (PSC)

「integrity」 「collaboration」 「leadership」
「initiative」 「networking」 「impartiality」
「passion」 「meritocracy」 「diversity」
「relationship」 「commitment」

PSC CHAIRMAN & MEMBERS

The Public Service Commission (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 Dec 2013, the PSC comprised the Chairman, two Deputy Chairmen and 10 other Members.

Mr Eddie Teo
Chairman



Mr Tan Yam Pin
Deputy Chairman



Mr Kwa Chong Seng
Deputy Chairman



Mr David Wong



Mr Michael Lim



Mr Po'ad Mattar



Mr Edward D'Silva



Mr Richard R Magnus



Ms Chua Sock Koong



Professor Lily Kong



Mr Philip Jeyaretnam



Mr Alan Chan



Professor Tan Ser Kiat



THE PUBLIC SERVICE COMMISSION'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*.

**The following 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.*

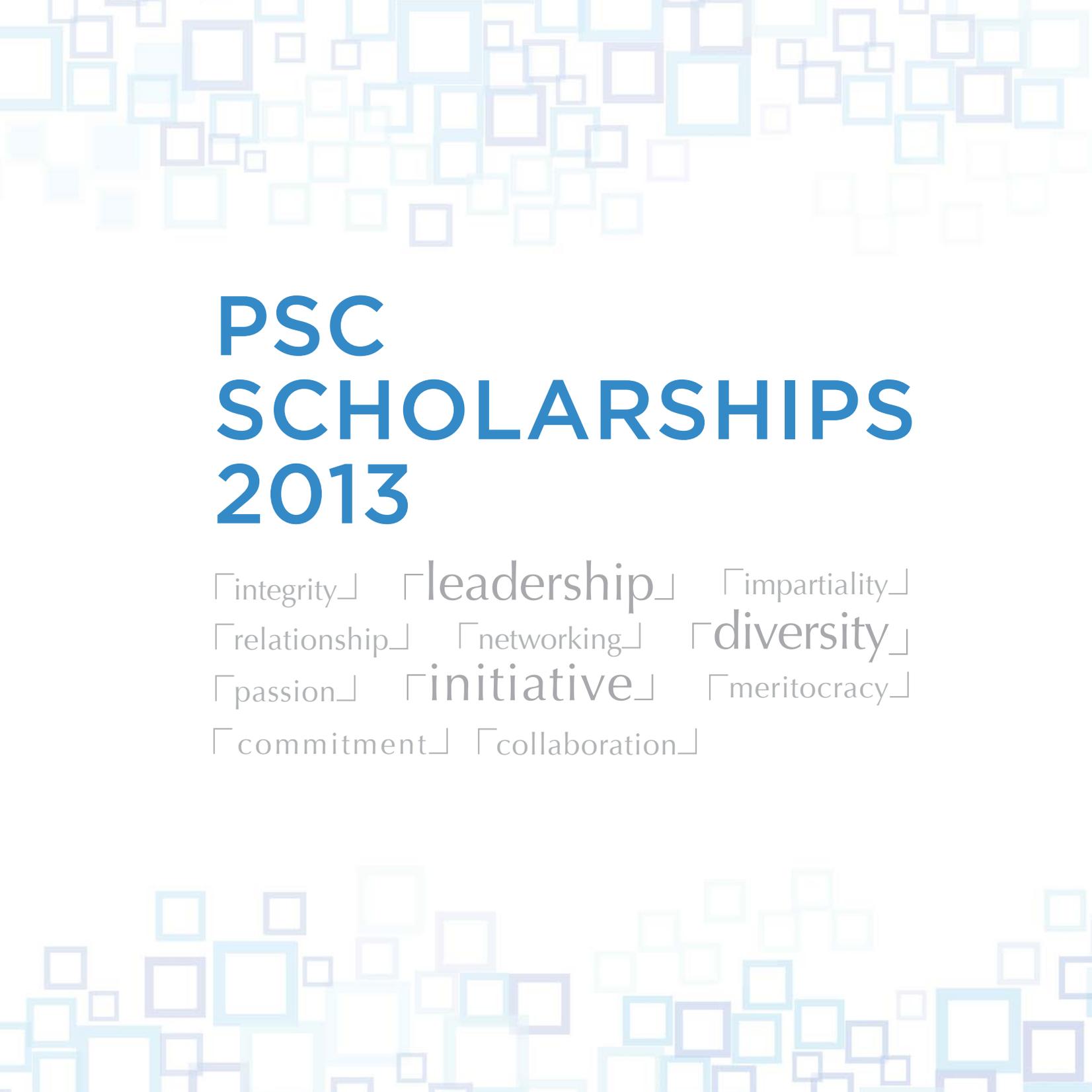
With effect from 1 Jan 1995, the following personnel functions were devolved to the Personnel Boards in the Ministries:

- 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 promotion appeals against decisions of the Appeals Board.

The PSC also retains two key non-constitutional roles:

- a) Attract and groom talent for the Singapore Public Service through PSC scholarships, as well as coordinate the efforts of scholarship-awarding public sector agencies, and
- b) Consider the suitability of Statutory Board Chief Executive Officers (CEOs) for promotion to Superscale D/Grade 7 and above, and the suitability of officers with job grades Superscale D/Grade 7 and above for appointment as Statutory Board CEOs.



PSC SCHOLARSHIPS 2013

「integrity」 「leadership」 「impartiality」
「relationship」 「networking」 「diversity」
「passion」 「initiative」 「meritocracy」
「commitment」 「collaboration」

PSC SCHOLARSHIPS 2013

About PSC Scholarships

PSC scholarships have been in place since 1961. PSC scholarship holders are funded to study a range of disciplines at good universities locally and overseas, and will serve in the Public Service after completing their studies. In this regard, PSC scholarships provide opportunities for outstanding young men and women to serve Singapore and Singaporeans through a career in the Public Service.

To ensure that PSC scholarship holders are attuned to the opportunities and challenges faced by the Public Service and to prepare them to serve the public, they are exposed to a series of developmental programmes during their course of studies. Their training and development continue after they join the Public Service.

Selecting PSC Scholarship Holders

In selecting candidates for PSC scholarships, the PSC considers a range of information from different sources. These include the candidate's character, commitment to serve the Public Service, 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 via the PSC scholarship.

In 2013, the PSC awarded five President's Scholarships, 92 PSC scholarships and three PSC Masters Scholarships.

Strengthening the Values and Ethos of the Public Service

In 2013, the PSC reviewed milestone programmes such as the Preparatory Course and the PSC Scholars' Mid-Course Programme to place greater emphasis on values and public engagement. The inaugural Preparatory Seminar was also introduced on 9 Jul 2013 to provide a common platform to inculcate the Public Service identity, values and ethos in newly awarded scholarship recipients across the public sector.

Preparatory Course

78 newly-awarded PSC scholarship holders attended the Preparatory Course from 2 – 15 Jul 2013 to prepare themselves for their role as ambassadors of the Public Service. The two-week programme allowed participants to gain insights into the values of the Public Service and examine the conduct expected of public sector scholarship holders and public officers. Participants also learnt about leadership styles and the principles and challenges of public policy formulation.



The Preparatory Course culminated in the PSC Scholarships Award Ceremony on 23 Jul 2013, graced by Guest-of-Honour Mr Teo Chee Hean, Deputy Prime Minister, Minister-in-charge of the Civil Service, Coordinating Minister for National Security and Minister for Home Affairs.

Preparatory Seminar

181 PSC, Ministry and Statutory Board scholarship holders attended the Preparatory Seminar. They discussed the guiding principles and values in the Public Service as well as the importance of their conduct through the use of case studies.



PSC Scholars' Mid-Course Programme (PSMP)

The PSMP is organised for scholarship holders at the end of their second year in university. From May to Sep 2013, 76 second-year PSC scholarship holders interned with more than 25 public sector agencies. They also attended the Developments in Public Policy Seminar (DPPS) to understand perspectives from different stakeholders in the Public Service and the intricacies of public policy formulation. Through the DPPS, they interacted with senior public sector leaders, community leaders and Singaporeans from different backgrounds. They gained firsthand experience in policy formulation and implementation in preparation for their future role as public officers.



On 26 Aug 2013, 120 public sector scholarship holders engaged Mr Lawrence Wong, Acting Minister for Culture, Community and Youth, and Senior Minister of State, Ministry of Communications and Information at the National Day Rally Dialogue (NDR) Session. The scholarship holders discussed key national issues raised in the Prime Minister's NDR Speech with Mr Wong and gained a better understanding of the importance of managing expectations, communicating clearly and effectively engaging the public.

Community Involvement and Service



Beyond academic training and the PSC milestone programmes, scholarship holders are encouraged to initiate or contribute to community service projects. These experiences not only allow them to hone their skills in teamwork and leadership, but also help them understand the challenges and issues facing Singapore and Singaporeans.

As part of the PSMP, 77 second-year PSC scholarship holders spent four days with voluntary welfare organisations, local schools and Community Development Councils to understand issues on the ground faced by different segments of the Singapore society. The scholarship holders obtained crucial experiences from the programme which would benefit them when they enter the Public Service in future. The list of participating organisations for the community involvement programme is in [Table 1](#).



Table 1: List of Participating Organisations

Voluntary Welfare Organisations	<ul style="list-style-type: none"> a) Fei Yue Family Service Centre, b) Movement for the Intellectually Disabled of Singapore, c) Peace Connect, d) Pertapis, and e) Singapore Indian Development Association.
Local Schools	<ul style="list-style-type: none"> a) Commonwealth Secondary School, b) Dunearn Secondary School, c) Greendale Secondary School, d) Riverside Secondary School, e) Serangoon Garden Secondary School, and f) Tampines Secondary School.
Community Development Councils (CDCs)	<ul style="list-style-type: none"> a) Central Singapore CDC, b) North East CDC, c) North West CDC, and d) South East CDC.

PSC scholarship holders also actively volunteered as note-takers and participants in the series of “Our Singapore Conversation” (OSC) dialogue sessions. Beyond discussing national issues, scholarship holders also appreciated the opportunity to understand the hopes and aspirations of Singaporeans through the OSC sessions. This will help broaden their perspectives and strengthen the foundations for their future Public Service careers.

Community Service Initiatives

In particular, the good efforts of three PSC scholarship holders were highlighted by The Straits Times on 17 Oct 2013, for initiating their own community service projects:

1. The Ghana Initiative – Started by 2012 PSC scholarship recipient, Ms Woo Wan Fong, the independent “Ghana Initiative” runs two fundraising campaigns – the first aims to provide impoverished women with sewing machines, while the second aims to build a school in an area torn by political and tribal conflicts.

2. Project Paradise Falls – 2009 PSC scholarship recipient, Ms Loy Sye Yuet, took the opportunity through this service learning project to raise awareness on child sexual abuse in Singapore by conducting prevention education workshops in pre-schools with a local Non-Governmental Organisation and by consulting experts to create materials to support adult survivors of child sexual abuse.

3. The Straits Times School Pocket Money Fund (SPMF) – Fundraising for this was supported by 2009 PSC scholarship recipient, Yeo Han Liang, who led in the local publicity and fund raising efforts for a Gobi Desert expedition in June 2013. Volunteers for the expedition trekked across 250km of desert terrain in China over the course of seven days to raise awareness and funds for the SPMF, which provides financial support to students whose families have less than S\$450 a month per capita income.



Ms Woo Wan Fong in Ghana for the fundraising campaigns.



Ms Loy Sye Yuet conducting a preventive education workshop in a pre-school.



Yeo Han Liang (far right in green shirt) together with the trekking team just before a training hike in Singapore.

Diverse Experiences and Opportunities

To ensure that PSC scholarship holders are collectively equipped with diverse perspectives and knowledge to negotiate the increasingly complex challenges confronting the Public Service, they are encouraged to seek out a diverse range of developmental activities and experiences. In 2013, PSC scholarship holders participated in summer programmes and exchanges to countries like Peru, Turkey, Russia, Israel, etc. They were also active in taking up internship opportunities in China and Singapore.

Public Sector Projects

PSC scholarship holders are encouraged to identify and spearhead projects relevant to the Public Service and Singaporeans. These projects provide opportunities for scholarship holders to work closely with the Public Service and understand the citizens' concerns even before they start work.

In 2013, PSC scholarship holders worked with agencies such as the Ministry of Community, Culture and Youth, Ministry of Foreign Affairs, Ministry of National Development, Ministry of Trade and Industry, National Population and Talent Division/Prime Minister's Office and the National Youth Council on various public sector projects.

Gap Year Programme

The Gap Year programme allows scholarship holders on the Public Service Leadership Programme to broaden their horizons before they start work in the Public Service.

In 2013, one PSC scholarship holder participated in a Gap Year attachment with INTERPOL, in Lyon, France, while another began his second Gap Year attachment with Morgan Stanley Singapore as an analyst.

Engaging Overseas Scholarship Holders...

Singapore Seminar

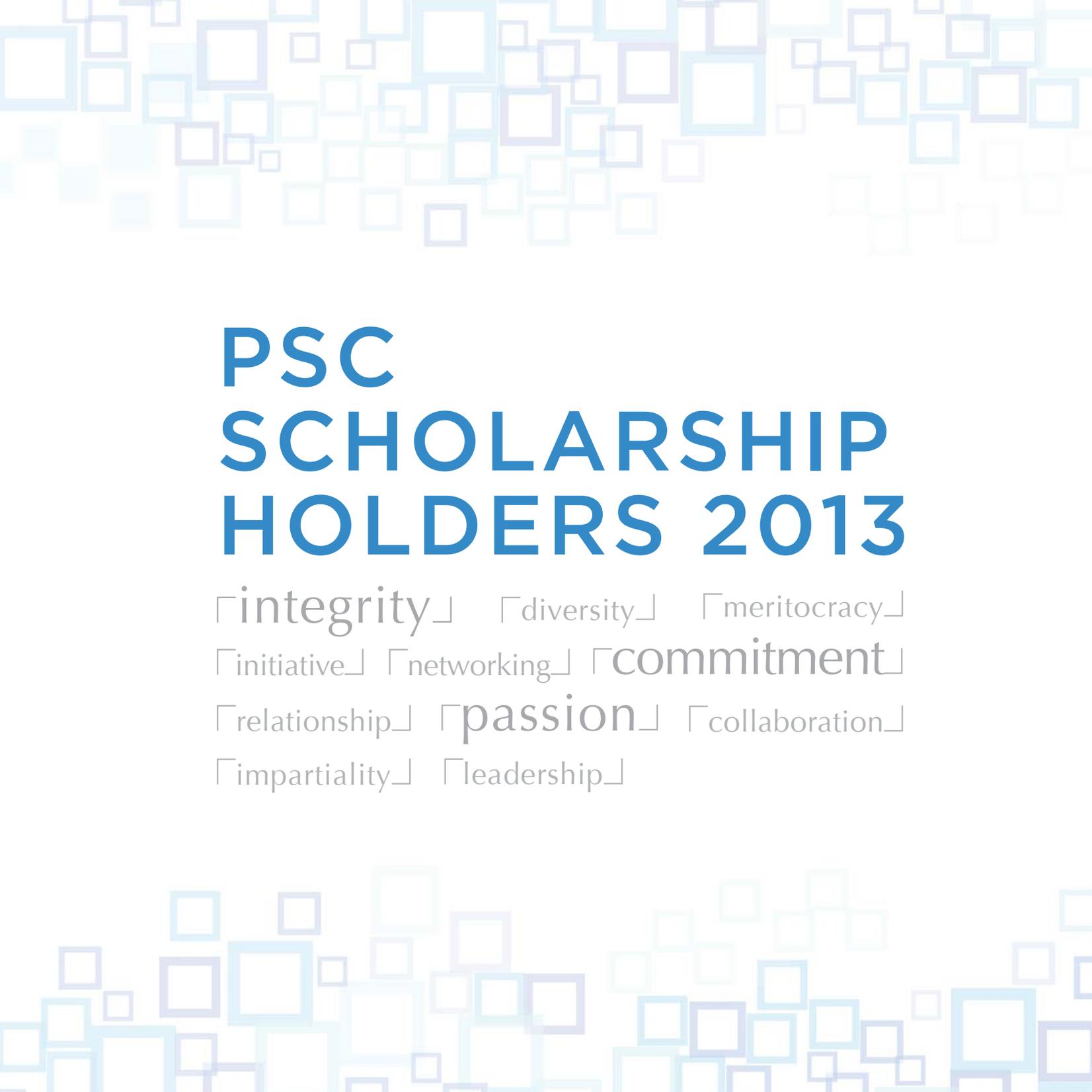
The Singapore Seminar is an annual conference to engage Singapore Public Service scholarship holders on key developments in Singapore and the larger issues confronting the Public Service.

The 2013 Singapore Seminar was held in London, UK on 26 Oct 2013. More than 300 scholarship holders from 25 public sector agencies attended the one-day seminar themed "After the Watershed: Where We Stand and Where We're Heading". The speakers were Mr Kwek Mean Luck, Deputy Secretary (Development), Public Service Division and Dean, Civil Service College, Dr Thia Jang Ping, Director (Security & Resilience Programmes), Transformation Office, Ministry of Finance, and Associate Professor Simon Tay, Chairman, Singapore Institute of International Affairs. The 2013 Seminar had the highest number of attendees arriving from outside of London, including from countries like France, Germany, the Netherlands, Russia, Spain and Switzerland, in the past five years.

... Partners and Stakeholders

The PSC values ongoing engagement with our partners and stakeholders. This allows us to keep abreast of developments in the education landscapes locally and overseas. It also enables us to educate a broad audience about opportunities and developments in Singapore and the Public Service.

In 2013, engagement with local universities and others around the world remained integral to the PSC. Besides hosting several visits by university officers in Singapore, we visited universities in Europe such as Ecole Polytechnique, HEC Paris, Hertie School of Governance, Imperial College London, London School of Economics, Oxford University, Sciences Po Paris and Le Havre, Sorbonne-Paris-Cite, TU Berlin, and University College London. We also visited universities in the US, including those with a strong focus in Science, Technology, Engineering and Mathematics like Columbia University, Cornell University, and Princeton University. Such visits enabled the PSC to gain a better understanding of the opportunities available for the development of PSC scholarship recipients, including those in less traditional fields and locations. We continued to engage schools, parents and students through meetings, information sessions, scholarship fairs and other platforms to inform them about opportunities in the Public Service.



PSC SCHOLARSHIP HOLDERS 2013

「integrity」 「diversity」 「meritocracy」
「initiative」 「networking」 「commitment」
「relationship」 「passion」 「collaboration」
「impartiality」 「leadership」

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. The PSC scholarships offer three main career paths – Uniformed Service, Public Administration and Professional Service. Upon completing their studies, scholarship holders return to serve in the Public Service in one of the three career paths.

There were 92 undergraduate PSC scholarship recipients and three PSC Masters Scholarship recipients in 2013: 11 were for careers in the Uniformed Service, 69 for Public Administration and 15 for Professional Service. Details of the scholarships and course of studies are in [Tables 2, 3 and 4](#).

Table 2: Breakdown of All Scholarships by Career Path and Award Scheme

Career Path and Award Scheme	Number of Awards
Uniformed Service	11
Singapore Armed Forces Overseas Scholarship	8
Singapore Police Force Overseas Scholarship	3
Public Administration	69
Overseas/Local-Overseas Merit Scholarship (Open)	32
Singapore Government Scholarship (Open)	34
PSC Masters Scholarship	3
Professional Service	15
Overseas Merit Scholarship (Foreign Service)	1
Overseas/Local-Overseas Merit Scholarship (Legal Service)	9
Overseas Merit Scholarship (Teaching Service)	4
Overseas Merit Scholarship (Specialist)	1
Total	95

Information correct as at 31 Dec 2013

Table 3: Breakdown of Scholarships by Course of Undergraduate Studies

Course of Undergraduate Study	Number of Awards
Humanities & Social Sciences	25
Economics or Philosophy, Politics & Economics	17
Law	17
Science/ Mathematics	12
Engineering	13
Finance/ Business Administration/ Accountancy	2
Liberal Arts	5
Pending*	1
Total	92

Information correct as at 31 Dec 2013

Table 4: Breakdown of Scholarships by Course of Graduate Studies

Course of Graduate Study	Number of Awards
Master in Public Policy	2
Pending*	1
Total	3

Information correct as at 31 Dec 2013

2013 exercise statistics may change based on actual university admissions (for those who do not commence their studies in the year of award)

*The scholarship holder is pending the results of his application to the university/course of his choice.

PRESIDENT'S SCHOLARSHIP HOLDERS

The President's Scholarship is widely regarded as Singapore's most prestigious undergraduate scholarship. The scholarship is awarded to students who have gone beyond excellence in academic pursuits and co-curricular activities to distinguish themselves. In awarding President's Scholarships, the PSC looks for outstanding young men and women with a strong ethos for Public Service, sound character and a dedication to improve the lives of Singaporeans.

In 2013, there were five recipients of the President's Scholarship and the details of the recipients are in [Table 5](#).



Table 5: List of President's Scholarship Holders

No.	Name	Secondary School / Pre-university Institution	Course of Study	University
1	I Naishad Kai-Ren	Raffles Institution	Liberal Arts	Brown University
2	Joshua Ebenezer Jesudason	Fairfield Methodist Secondary School/ Anglo-Chinese Junior College	History and Politics	Oxford University
3	Scott Ang Yiqiang*	Singapore Sports School/ Anglo-Chinese School (Independent)	Law	Cambridge University
4	Stephanie Siow Su Lyn	Raffles Girls' School (Secondary)/ Raffles Institution	Economics	Yale University
5	Yap Wei Hang Timothy	Hwa Chong Institution	Law	Oxford University

*Awarded SAFOS in 2012

Information correct as at 31 Dec 2013



PSC SCHOLARSHIP HOLDERS – UNIFORMED SERVICE

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

In 2013, there were eight recipients of the SAFOS and three recipients of the SPFOS. Details of the recipients are in [Table 6](#).



Table 6: List of PSC Scholarship Holders – Uniformed Service

No.	Name	Award Scheme	Secondary School / Pre-university Institution	Course of Study	University
1	Foo Sze Wei	SAFOS	Anglican High School/ Temasek Junior College	Aeronautical Engineering	Imperial College London
2	Jonathan Loh You Qing	SAFOS	Raffles Institution	Ecology and Environmental Biology	Imperial College London
3	Lee Whee Sian Dylan	SAFOS	Raffles Institution	History	Pending
4	Li Yiming	SAFOS	Raffles Institution	International Relations	Pending
5	Lim Yu Han	SAFOS	NUS High School of Mathematics and Science	Global Affairs	Pending
6	Marcus Lee Jian Ying	SAFOS	Hwa Chong Institution	Physics	Oxford University
7	Maung Thet Naing Win @ Edmund Ng	SAFOS	Hwa Chong Institution	Chemistry	Imperial College London
8	Ong Jun Kai Jeremy	SAFOS	Anglo-Chinese School (Independent)	Mechanical Engineering	Imperial College London
9	Joshua Ebenezer Jesudason*	SPFOS	Fairfield Methodist Secondary School/ Anglo-Chinese Junior College	History and Politics	Oxford University
10	Poh Yu Quan	SPFOS	NUS High School of Mathematics and Science	Biomedical Science	Imperial College London
11	Yap Wei Hang Timothy*	SPFOS	Hwa Chong Institution	Law	Oxford University

**Also awarded the President's Scholarship*

Information correct as at 31 Dec 2013



PSC SCHOLARSHIP HOLDERS – PUBLIC ADMINISTRATION

The PSC awards “Open” undergraduate scholarships to students to allow them to pursue a variety of careers in the Public Service. Recipients of the “Open” scholarships are not tied to a specific Ministry at the onset, and will have their specific deployment decided after graduation. They are offered the opportunity to study at good universities locally and overseas, and are eligible for sponsorship for a Master’s programme.

PSC “Open” scholarships include the Overseas Merit Scholarship (Open) or OMS (Open), Local-Overseas Merit Scholarship or L-OMS (Open), Singapore Government Scholarship (Open) or SGS (Open), and the PSC Masters Scholarship. Recipients of the OMS (Open) pursue their undergraduate course overseas. L-OMS (Open) holders pursue their undergraduate course at a local university and are given the option to pursue their Master’s programme in a good university in any country. SGS (Open) holders pursue their undergraduate course at good universities locally and overseas.

The PSC also awards Masters Scholarships to outstanding undergraduates who are in their final year of undergraduate studies and/or have started work with no more than three years of working experience in the private/non-government sector.

In 2013, there were 32 recipients of the OMS/L-OMS (Open), 34 recipients of the SGS (Open) and three recipients of the PSC Masters Scholarships. Details of the recipients are in [Table 7](#).



Table 7: List of PSC Scholarship Holders – Public Administration

No.	Name	Award Scheme	Secondary School / Pre-university Institution	Course of Study	University
1	Glenda Kee Li Ting	L-OMS (Open)	Methodist Girls' School (Secondary)/ Hwa Chong Institution	Engineering	National University of Singapore
2	Ang Jia Xi	OMS (Open)	Crescent Girls' School/ Hwa Chong Institution	Electrical & Electronics Engineering	Imperial College London
3	Ang Soon Peng Darren	OMS (Open)	Chung Cheng High School/ Nanyang Junior College	Sociology	University of California, Los Angeles
4	Cher Hui Jie	OMS (Open)	Raffles Girls' School (Secondary)/ Raffles Institution	Liberal Arts	University of Pennsylvania
5	Choo Hui Ting, Felicia	OMS (Open)	Methodist Girls' School (Secondary)/ Hwa Chong Institution	International Economics	Georgetown University
6	Chuan Teck Zee, Nicholas	OMS (Open)	Hwa Chong Institution	Physics and Philosophy	Pending
7	Eleanor Koh Ching Ern	OMS (Open)	Methodist Girls' School (Secondary)/ Victoria Junior College	Economics	Durham University
8	Fong Yew Loong	OMS (Open)	Catholic High School/ Raffles Institution	Politics and History or Liberal Arts	Oxford University
9	Glendon Goh Jiajun	OMS (Open)	Hwa Chong Institution	Philosophy, Politics and Economics	Oxford University
10	Heng Wei Xiang	OMS (Open)	Catholic High School/ Hwa Chong Institution	Economics	University of Warwick
11	Hu Yongda	OMS (Open)	Hwa Chong Institution	Economics	London School of Economics
12	I Naishad Kai-Ren*	OMS (Open)	Raffles Institution	Liberal Arts	Brown University
13	Janne Hu Ziyan	OMS (Open)	Raffles Girls' School (Secondary)/ Hwa Chong Institution	Political Science and English	University of Pennsylvania
14	Jasmine Liu Jia Hwei	OMS (Open)	Raffles Girls' School (Secondary)/ Raffles Institution	Liberal Arts	Brown University
15	Jeremy Jude Seow Hsueh Chin	OMS (Open)	Temasek Junior College	Physics	Imperial College London
16	Joshua Chan Yangle	OMS (Open)	Raffles Institution	Economics and Management	Oxford University

No.	Name	Award Scheme	Secondary School / Pre-university Institution	Course of Study	University
17	Kenneth Chee Wei Quan	OMS (Open)	Anglo-Chinese School (Independent)	Economics or Mathematical Economics	Pending
18	Kwek Mu Yi, Theophilus	OMS (Open)	Raffles Institution	History and Politics	Oxford University
19	Kylie Tora Basuki Liu	OMS (Open)	Nanyang Girls' High School/ Hwa Chong Institution	Health and Society, and Anthropology	Johns Hopkins University
20	Lee Wei En Joseph	OMS (Open)	Raffles Institution	Mathematics/ Economics	Pending
21	Lim Xin Tong	OMS (Open)	Nanyang Girls' High School/ Hwa Chong Institution	Psychology	Duke University
22	Lucas Loh Wei-Lun	OMS (Open)	Anglo-Chinese School (Independent)	Pending	University of Pennsylvania
23	Martha Ching Shu Hui	OMS (Open)	CHIJ St Nicholas Girls' School/ Raffles Institution	Human, Social & Political Sciences	Cambridge University
24	Nikhil Choudhary	OMS (Open)	Hwa Chong International School/ SJI International School	Engineering	Pending
25	Sarah Toh Kai Zhen	OMS (Open)	CHIJ Secondary (Toa Payoh)/ Hwa Chong Institution	Geography	Oxford University
26	Seah Wen Yan Jaslyn	OMS (Open)	Nanyang Girls' High School/ Hwa Chong Institution	International Relations	Peking University
27	Stephanie Siow Su Lyn*	OMS (Open)	Raffles Girls' School (Secondary)/ Raffles Institution	Economics	Yale University
28	Tan Lin'en, Charis	OMS (Open)	School of the Arts, Singapore	Music	Berklee College of Music



No.	Name	Award Scheme	Secondary School / Pre-university Institution	Course of Study	University
29	Tang Pei Le Deborah	OMS (Open)	Raffles Girls' School (Secondary)/ Raffles Institution	Law	London School of Economics
30	Toh Zheng Xiang	OMS (Open)	Hwa Chong Institution	Economics	Yale University
31	Wong Zhi Yang	OMS (Open)	Raffles Institution	Land Economy	Cambridge University
32	Yeo Su Hui Sheryl	OMS (Open)	Raffles Girls' School (Secondary)/ Hwa Chong Institution	Law	Oxford University
33	Alexandria Shamini Joseph	SGS (Open)	Crescent Girls' School/ Raffles Institution	Law	Singapore Management University
34	Ang Zheng Yang Jeremy	SGS (Open)	Hwa Chong Institution	Government	London School of Economics
35	Benjamin Lim Teng Kiat	SGS (Open)	Anglo-Chinese School (Independent)	Actuarial Science or Mathematics/ Statistics	Pending
36	Chen Xin Xin	SGS (Open)	Dunman High School	International Relations	Peking University
37	Chia Zhe Min	SGS (Open)	St Andrew's Secondary School/ St Andrew's Junior College	Law	Pending
38	Chin Suet Leng Shirley	SGS (Open)	River Valley High School	Business	Nanyang Technological University
39	Choo Jia Hui	SGS (Open)	National Junior College	Sociology	University of California, Berkeley
40	Choong Ming Zhe	SGS (Open)	Bukit Panjang Government High School/ Hwa Chong Institution	Chemistry	Cornell University
41	Derek Goh Jian Yuan	SGS (Open)	National Junior College	Economics	Pending
42	Jeremy Jee De Sheng	SGS (Open)	Temasek Secondary School/ Temasek Polytechnic	Computer Science	Pending
43	Josephine Ng Li Lin	SGS (Open)	Nanyang Girls' High School/ Hwa Chong Institution	Engineering	National University of Singapore
44	Justin Ng Thian Huat	SGS (Open)	Anderson Secondary School/ Nanyang Junior College	Engineering	Pending
45	Khoo Wu Shaun	SGS (Open)	Hwa Chong Institution	Philosophy, Politics & Economics/ Economics	Pending

No.	Name	Award Scheme	Secondary School / Pre-university Institution	Course of Study	University
46	Kong Yun Xin Grace	SGS (Open)	Raffles Girls' School (Secondary)/ Raffles Institution	Economics	Northwestern University
47	Leong Hei Kern	SGS (Open)	Chung Cheng High School (Yishun)/ Singapore Polytechnic	Engineering	Singapore University of Technology and Design
48	Leong Wei Shan Clarissa	SGS (Open)	Victoria Junior College	Economics	Yale-NUS College
49	Lim Cheng Yee	SGS (Open)	Dunman High School/ Victoria Junior College	Economics	University of Warwick
50	Lim Han Yang Benjamen	SGS (Open)	Bukit Panjang Government High School/ Anglo-Chinese Junior College	Engineering	Pending
51	Manickamalar Kayalvizhi Pillay	SGS (Open)	Raffles Girls' School (Secondary)/ Raffles Institution	Law	National University of Singapore
52	Ong Joey	SGS (Open)	Kuo Chuan Presbyterian Secondary School/ Ngee Ann Polytechnic	Arts and Social Sciences	National University of Singapore
53	Priscilla Tay Si Min	SGS (Open)	River Valley High School	Liberal Arts	Yale-NUS College
54	Quek Jia Hui	SGS (Open)	Singapore Chinese Girls' School/ Anglo-Chinese School (Independent)	International Relations	London School of Economics
55	Ruby Gayle Thiagarajan	SGS (Open)	School of the Arts, Singapore	Social Sciences	Sciences Po
56	Sarah Quek Tze Wei	SGS (Open)	Nanyang Girls' High School/ Hwa Chong Institution	Chemical Engineering	Imperial College London
57	Shahid Hussain Nowshad	SGS (Open)	NUS High School of Mathematics and Science	Engineering	Pending
58	Shyama Pushpa Sadashiv	SGS (Open)	Raffles Girls' School (Secondary)/ Raffles Institution	Engineering	Carnegie Mellon University
59	Sim Jing En	SGS (Open)	Temasek Secondary School/ Ngee Ann Polytechnic	Law	Pending
60	Tan Hsiao Tien	SGS (Open)	River Valley High School	Law	National University of Singapore
61	Tan Te Juin Lester	SGS (Open)	Dunman High School	Engineering	Pending
62	Tan Xinyi	SGS (Open)	Raffles Girls' School (Secondary)/ Raffles Institution	Economics	London School of Economics
63	Tan Zhi Rong	SGS (Open)	Hwa Chong Institution	Economics	Pending

No.	Name	Award Scheme	Secondary School / Pre-university Institution	Course of Study	University
64	Ting Chang Hui	SGS (Open)	Hwa Chong Institution	Biology	Pending
65	Wee Jian Yu Edwin Luke	SGS (Open)	St Joseph's Institution/ Ngee Ann Polytechnic	Business	Pending
66	Yang Yiming	SGS (Open)	Nanyang Girls' High School/ Hwa Chong Institution	International Relations	Peking University
67	Jeevaraj s/o Suppiah	PSC Masters Scholarship	Anglo Chinese School (Independent)/ National Junior College	Master in Public Policy	Harvard University
68	Tham Zhi Kang Jansen	PSC Masters Scholarship	Victoria School/ Victoria Junior College	Master in Public Policy	National University of Singapore
69	Xie Jiayin	PSC Masters Scholarship	Dunman High School/ Hwa Chong Institution	Pending	Pending

**Also awarded the President's Scholarship*

Information correct as at 31 Dec 2013



PSC SCHOLARSHIP HOLDERS – PROFESSIONAL SERVICE

The PSC awards “Tied” undergraduate scholarships to students with a clear interest in the Foreign Service, Legal Service or Teaching Service. Students who are keen to serve in other specialised areas in the Public Service may also be considered for the Overseas Merit Scholarship (Specialist) or OMS (Specialist). Recipients of the “Tied” or “Specialist” scholarships will return to serve in the respective agencies linked to their scholarships (e.g. Ministry of Foreign Affairs, Singapore Legal Service or Ministry of Education).

In 2013, there was one recipient of the Overseas Merit Scholarship (Foreign Service) or OMS (Foreign Service), nine recipients of the Overseas/Local-Overseas Merit Scholarship (Legal Service) or OMS/L-OMS (Legal Service), one recipient of the OMS (Specialist), and four recipients of the Overseas Merit Scholarship (Teaching) or OMS (Teaching). Details of the recipients listed with respect to their award scheme are in [Table 8](#).

Table 8: List of PSC Scholarship Holders – Professional Service

No.	Name	Award Scheme	Secondary School / Pre-university Institution	Course of Study	University
1	Lian Kay Hian	OMS (Foreign Service)	Hwa Chong Institution	History	London School of Economics
2	Ryan Chan-Wei	L-OMS (Legal Service)	Raffles Institution	Law	Pending
3	Eugene Phua Liang Wei	OMS (Legal Service)	Raffles Institution	Law	Pending
4	Leong Wai Teng Joanne	OMS (Legal Service)	Raffles Girls’ School (Secondary)/ Raffles Institution	Law	London School of Economics
5	Lim Jessie	OMS (Legal Service)	Raffles Girls’ School (Secondary)/ Anglo-Chinese School (Independent)	Law	Cambridge University
6	Lu Yiwei	OMS (Legal Service)	Raffles Girls’ School (Secondary)/ Raffles Institution	Law	Cambridge University

No.	Name	Award Scheme	Secondary School / Pre-university Institution	Course of Study	University
7	Ruth Ng Yew Ching	OMS (Legal Service)	Raffles Girls' School (Secondary)/ Raffles Institution	Law	Oxford University
8	Tan Jia Qi Rachel	OMS (Legal Service)	Raffles Girls' School (Secondary)/ Raffles Institution	Law	Oxford University
9	Tan Zi Xiang	OMS (Legal Service)	Raffles Institution	Law	Pending
10	Wong Mei-Yu Esther	OMS (Legal Service)	Nanyang Girls' High School/ Hwa Chong Institution	Law	Oxford University
11	Goh Wan Ting	OMS (Specialist)	Nanyang Girls' High School/ Hwa Chong Institution	Mathematics	Imperial College London
12	Fu Liren	OMS (Teaching)	Xinmin Secondary School/ Victoria Junior College	English Literature	Pending
13	Sarah Tan Ruiqi	OMS (Teaching)	Raffles Girls' School (Secondary)/ Raffles Institution	Geography	Cambridge University
14	Tan Yang Sheng Joseph	OMS (Teaching)	Raffles Institution	Music/ Life Sciences	Pending
15	Wong Xin Yi Alicia	OMS (Teaching)	Nanyang Girls' High School/ Hwa Chong Institution	Geography	University College London

Information correct as at 31 Dec 2013



APPOINTMENTS, PROMOTIONS, APPEALS AND DISCIPLINARY CASES

「integrity」 「collaboration」 「leadership」
「initiative」 「networking」 「impartiality」
「passion」 「meritocracy」 「diversity」
「relationship」 「commitment」

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 Service. It is also the approving authority which oversees the appointing/promoting of 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 2013, the PSC interviewed 30 candidates and found 23 suitable for the Administrative Service.

During the year, the PSC considered 35 officers for promotion to Superscale D/Grade 7 and above, including those in the Administrative Service. Of these, 32 officers were promoted.

There were no new appointments at Superscale Grade 9 and above in the Auditing Service, but the PSC considered two 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/Grade 7 and above. In 2013, the PSC endorsed 12 officers recommended by the Special Personnel Board for appointment as Chief Executive Officers, and one Chief Executive Officer recommended by the Special Personnel Board for promotion to Superscale D/Grade 7 and above.

Appeals

During the year, the PSC saw three further appeals for promotion 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”), which deal with alleged acts of serious misconduct by all civil servants, as well as alleged acts of minor misconduct by senior Division 1 officers,
- b) The Public Service Commission (Delegation of Disciplinary Functions) Directions, which allows Permanent Secretaries to discipline other officers for minor offences, and
- c) The Public Service Commission (Prison Officers) (Disciplinary Proceedings – Delegation of Functions) Directions, which allows the Director of Prisons to discipline junior Prisons Officers for minor offences.

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 2013, 44 new disciplinary cases were reported to the PSC. Together with 46 cases that were brought forward from the previous years, the PSC processed a total of 90 cases in the year. Of these cases, 49 were completed, including 24 cases which were completed under the Regulations and 20 cases which were completed under the Directions. Formal disciplinary action was not instituted against the officers in the remaining five cases.

The three main types of misconduct for cases completed in 2013 under the Regulations were Immoral Behaviour, Dishonesty/Embezzlement/Criminal Breach of Trust, and Negligence/Inefficiency/Unpunctuality. About half of the cases were completed under the Regulations in 2013 involved Division I officers. About one in every two officers disciplined under the Regulations was dismissed from the service at the conclusion of the disciplinary proceedings against them.

Details of the 24 cases completed under the Regulations in 2013 are in [Tables 9](#) and [10](#).

Table 9: Breakdown by Division of Cases Completed under the Regulations in 2013

Misconduct \ Division	I	II	III	IV	Total
Corruption / Malpractice	2	-	-	-	2
Dishonesty / Embezzlement / Criminal Breach of Trust	1	4	2	-	7
Immoral Behaviour	6	2	-	-	8
Theft / Robbery	-	1	1	-	2
Negligence / Inefficiency / Unpunctuality	3	-	-	-	3
Others	1	1	-	-	2
Total	13	8	3	-	24

Table 10: Breakdown by Outcome of Cases Completed under the Regulations in 2013

Misconduct \ Outcome	Dismissal	Retirement in the Public Interest	Reduction in Rank	Pecuniary Penalties	Reprimand	Allowed to Resign	Total
Corruption / Malpractice	2	-	-	-	-	-	2
Dishonesty / Embezzlement / Criminal Breach of Trust	6	1	-	-	-	-	7
Immoral Behaviour	5	1	-	1	-	1	8
Theft / Robbery	-	1	1	-	-	-	2
Negligence / Inefficiency / Unpunctuality	-	-	-	3	-	-	3
Others	1	-	1	-	-	-	2
Total	14	3	2	4	-	1	24



OFFICIAL VISITS 2013

「networking」 「commitment」
「integrity」 「initiative」 「leadership」
「relationship」 「meritocracy」
「passion」 「impartiality」 「diversity」
「collaboration」

VISITS BY FOREIGN DELEGATES

The PSC made a courtesy call on the Malaysia Public Services Commission on 19 Mar 2013, and hosted the delegation when they made a reciprocal visit to Singapore on 2 Jul 2013.





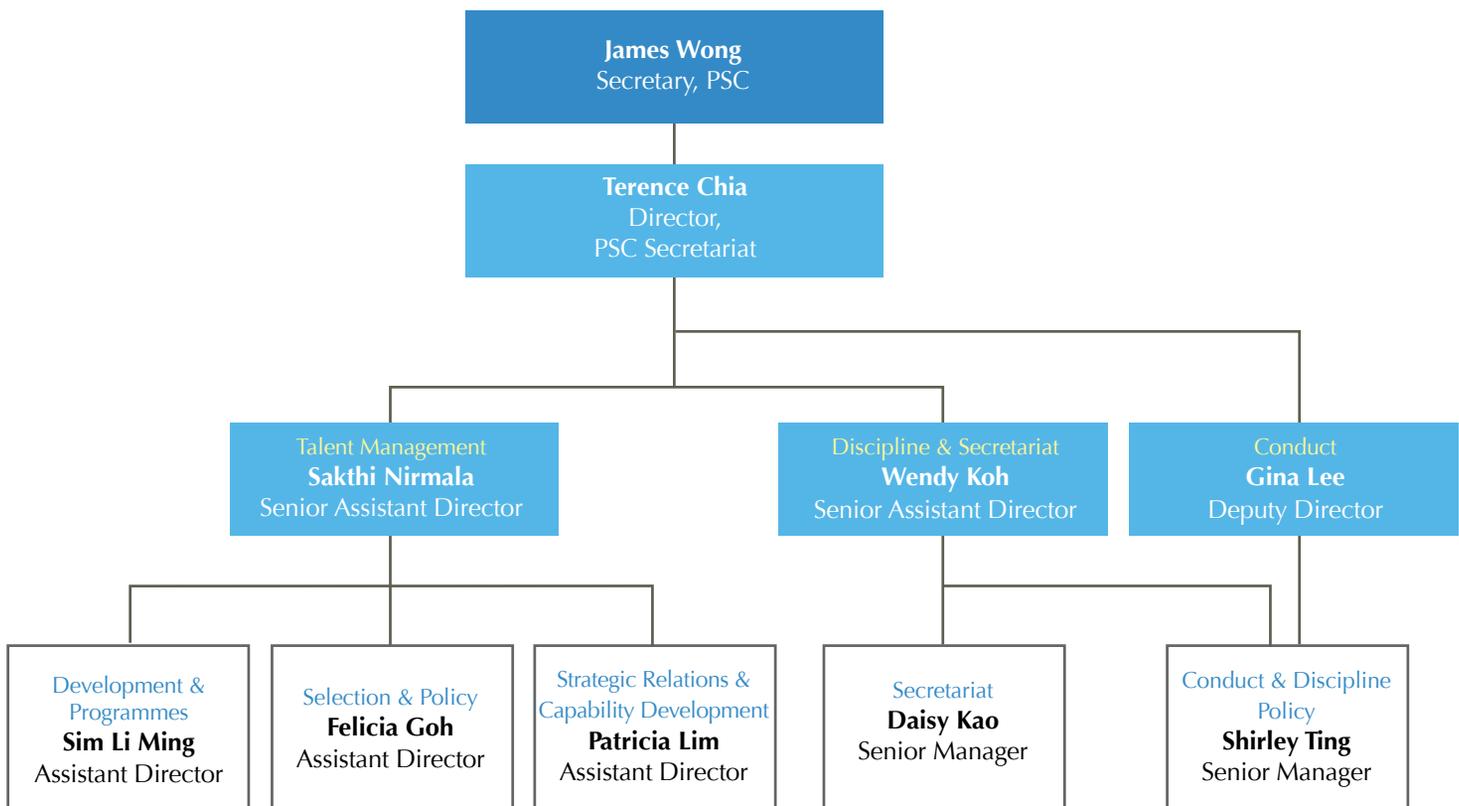
PSC SECRETARIAT

「integrity」 「collaboration」
「initiative」 「networking」 「leadership」
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「diversity」 「commitment」 「passion」
「impartiality」

PSC SECRETARIAT

The PSC Secretariat is a department in the Public Service Division, Prime Minister's Office. In providing support to the Commission, the Secretariat assists 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 Commission.



**With effect from 1 April 2014*

