

**SINGAPORE**  
**PUBLIC SERVICE**  
**COMMISSION**

INTEGRITY

IMPARTIALITY

MERITOCRACY

ANNUAL REPORT 2009



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## Chairman's Review

The Singapore Public Service Commission (PSC) was constituted on 1 January 1951. Over the last 59 years, the PSC's structure and roles have evolved to ensure that it remains relevant and effective as the custodian of the principles of integrity, impartiality and meritocracy for the Singapore Public Service. Today, the PSC is responsible for appointing and promoting senior public officers, deciding on disciplinary matters and appeals for promotion, as well as green harvesting top talent for the public service through PSC Scholarships.

The PSC is responsible for ensuring that the high standards of the Singapore Public Service are maintained. The PSC must also ensure that the long-term needs of the Service are met. To add further rigour to the selection of our President's Scholars, the PSC introduced an Assessment Centre in 2009. Comprising a series of exercises that presented challenges and scenarios related to public service work, the Assessment Centre provided the PSC with a better overall perspective of the candidates.

As part of the public service-wide effort to groom a pool of officers with a deep understanding of China, the PSC China Scholarship was launched in 2008 and awarded in 2009. There are ten awardees in the inaugural batch of PSC China Scholarship holders. Seven of them are reading their degrees at Peking University and two at Tsinghua University. The remaining awardee will commence his studies at Peking University next year. They will read a diverse range of courses including Economics, Engineering, International Relations and Literature. The friendships they form with the Chinese people will help the Civil Service engage China more effectively.

Now into its second year, the Internship Programme for Junior College (JC) students provides an avenue for top JC students to learn more about civil service work so that they can have a better idea about the future career they are embarking on when they accept PSC Scholarships. More than 60 students and 12 government agencies participated in the programme in 2009. Interns worked on a varied range of projects ranging from reviewing social support schemes for needy Singaporeans to studying the implications of foreign perceptions on Singapore's national security – a reflection of the sheer complexity and scope of public administration in Singapore. The interns also participated in learning journeys to the Prisons Department and the Internal Security Department (ISD) Heritage Centre. They also had the opportunity to participate in dialogue sessions with senior civil servants to better understand the myriad opportunities and challenges that a career in the Civil Service offers.

The PSC organised the Singapore Seminar 2009 in London. The Singapore Seminar series seeks to reach out to the overseas Singapore Public Service student community and engage them on key developments back home. More than 300 participants attended the one-day seminar entitled "Changing Landscapes: Can We Survive?".

In 2009, PSC received a record number of more than 2,500 scholarship applications. Of these, some 350 candidates were

interviewed over 49 Selection Board meetings, and 85 were eventually awarded PSC Scholarships at the undergraduate and mid-term levels. This also represents the highest number of awards given out in recent years.

A total of 77 disciplinary cases were reported to PSC in 2009. Together with the 38 on-going cases brought forward from previous years, PSC handled a total of 115 cases in the year. Of these, 69 were completed in 2009.

Four eminent new members were appointed by the President as PSC Members in 2009. Three were appointed on 29 January 2009. They are Mr Richard Magnus (Chairman, Casino Regulatory Authority); Ms Chua Sock Koong (Group Chief Executive, SingTel) and Professor Lily Kong (Vice-President, University & Global Relations, National University of Singapore). Mr Philip Jeyaretnam (Partner, Rodyk & Davidson, LLP) was appointed on 24 November 2009. Their breadth of experiences and diverse backgrounds will add to the diversity of views in the PSC and we welcome them warmly.

Finally, on behalf of the PSC, I wish to thank the representatives from the Ministries of Defence and Home Affairs, the National University of Singapore and the Nanyang Technological University for their contributions on the PSC Scholarships Selection Board. The PSC also wishes to express its appreciation to all who served on the Disciplinary Committees of Inquiry. Finally, I would also like to express my gratitude to the universities, both local and overseas, as well as the public and private sector organisations, for their generous assistance to, and support of, the development of Singapore's young talent under the various scholarship programmes.

**Mr Eddie Teo**  
Chairman

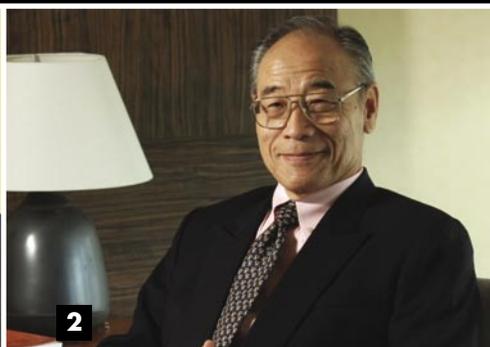
**Members of**  
**THE SINGAPORE**  
**PUBLIC SERVICE**  
**COMMISSION**

Neutral

Independent

Duty

# Members of The Singapore Public Service Commission



**1** Mr Eddie Teo

**2** Mr Tan Yam Pin

**3** Dr Charles Toh

**4** Mr Kwa Chong Seng

**5** Mr David Wong

**6** Mr Michael Lim

## Members of The Singapore Public Service Commission

**7** Mr Po'ad Mattar

**8** Mr Edward D'Silva

**9** Mr Richard Magnus

**10** Ms Chua Sock Koong

**11** Prof Lily Kong

**12** Mr Philip Jeyaretnam



# Role of the Public Service Commission

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 not less than five and not more than fourteen other Members. As at 31 December 2009, the PSC comprised the Chairman and 11 other Members.

The functions of the PSC under the Constitution are to:

- (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.

Under the Constitution of the Republic of Singapore (Amendment No.2) Act 1994, the following personnel functions were devolved to the Personnel Boards in the Ministries with effect from 1 January 1995:

- Recruitment/appointment to the Civil Service except that to the Administrative Service and Auditing Service;

- Confirmation and emplacement of officers on the permanent or pensionable establishment;
- Appointment/promotion of officers up to Superscale Grade E1/Grade 8 except that of officers in the Auditing Service; and
- Transfer of service except that 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. The first is to consider the suitability of candidates recommended by the Special Personnel Board for appointment as Chief Executive Officers of statutory boards whose job grades are Superscale Grade D/Grade 7 and above, and the suitability of Chief Executive Officers of statutory boards for promotion to Superscale Grade D/Grade 7 and above.

The second is in the planning and management of undergraduate and other scholarships provided by the Singapore Government. Recipients of Government scholarships are required to serve the Government for a number of years after their graduation.

**PSC**

**SCHOLARSHIPS**  
Leadership Potential Opportunity

**2009**



# PSC Scholarships 2009

## About PSC Scholarships

PSC Scholarships have served as a key source of talent for the Singapore Public Service since 1961. The scholarship provides outstanding young men and women who have the passion and conviction to serve Singapore and Singaporeans, with a rewarding career in the Public Service. Apart from the opportunity to study at top-tier universities locally and overseas, they will have the opportunity to be put through development programmes to hone their leadership skills and realise their leadership potential so that they can better serve the nation.

## PSC China Scholarships

Recognising the growing importance of China and as part of the public service-wide effort to groom a pool of officers with a deep understanding of China, the PSC China Scholarship was launched in 2008. There are ten awardees in the inaugural batch of PSC China Scholarship holders, who received their scholarships in 2009. Seven of them are reading their degrees at Peking University and two at Tsinghua University. The remaining awardee will commence his studies at Peking University next year. The PSC China Scholarship holders can look forward to an internship programme in China and have the opportunity to read a two-year Master's degree in any part of the world. Upon graduation, they will be given priority to take on China-related work in the Civil Service.

## Assessment Centre for President's Scholars

The Assessment Centre was introduced in 2009 to select the most outstanding young men and women from our schools for the President's Scholarships. The Assessment Centre seeks to provide the PSC with a better all-rounded perspective of the candidates and to add further rigour to the selection process for Singapore's most prestigious scholarship.



## Nurturing Talent

Strong emphasis is placed on the training and development of PSC scholars from the time they are awarded a PSC Scholarship. This ensures that PSC scholars are well-attuned to the core challenges, opportunities and constraints in the business of building the public administration, as well as the concerns and issues faced by Singaporeans across all strata of society. The two key milestone programmes for all scholars are the Pre-Departure Course (PDC) and the PSC Scholars' Mid-Course Programme (PSMP). Dialogue sessions and seminars with politicians and senior public sector leaders are also organised to ensure scholars remain rooted to and are emotionally and intellectually connected to Singapore. PSC scholarship holders are also encouraged to participate in other development programmes and initiate community service projects. Their training and development continues upon graduation and appointment into the civil service.



## Pre-Departure Course

7 – 24 July 2009

More than 70 scholarship awardees attended the 2009 Pre-Departure Course (PDC). Through the four-week programme, they gained deeper insights into the principles underpinning our public policies and the challenges of policy formulation, learnt more about

their individual leadership styles, had the opportunity to interact with Singaporeans from different walks of life through a week-long community involvement programme and participating in Meet-the-People sessions, and picked up life-skills for coping with the demands of a new environment.

The PDC culminated in the PSC Scholarships Award Ceremony held at Shangri-la Hotel on 25 July 2009. The Guest-of-Honour, Prime Minister Lee Hsien Loong, presented scholarship certificates to the new PSC scholarship holders.



## PSC Scholars' Mid-Course Programme

July to  
September 2009

The PSC Scholars' Mid-Course Programme (PSMP) is eight to ten weeks in duration. It comprises three modules, namely, the Developments in Public Policy Seminar, a ministry attachment and a community involvement module. Scholars participate in the PSMP during their

vacation break at the end of their second year in university. More than 40 participants attended the PSMP in 2009. The PSMP provided participants with the opportunity to deepen their understanding of the Civil Service and to better prepare them for a career in the Public Service. Through interactions with senior public sector leaders, as well as community leaders and Singaporeans from different walks of life, participants will be able to develop a better appreciation of the opportunities and challenges facing Singapore and Singaporeans.

## NDR Dialogue Session

21 August 2009

The annual National Day Rally (NDR) Dialogue Session serves as a platform for participants to delve into key national issues raised in the Prime Minister's NDR Speech. About 150 participants attended the dialogue session with Mr S Iswaran, Senior Minister of State, Ministry of Trade & Industry and Ministry of Education.



## Singapore Seminar

31 October 2009  
London, United Kingdom

An annual conference organised by the PSC, the Singapore Seminar series seeks to reach out to the overseas Singapore Public Service student community and engage them on key developments back home. More than 300 participants attended the one-day seminar entitled "Changing Landscapes: Can We Survive?". The speakers were Mr Eddie Teo, Chairman, Public Service Commission; Mr Ravi Menon, Permanent Secretary, Ministry of Trade and Industry; and Mr Tai Wei Shyong, formerly Senior Director, Ministry of Home Affairs.

## Gap Year Programme

The Gap Year is an opportunity for scholars to experience, first-hand, the concerns and challenges faced by private sector companies and organisations in the voluntary sector. In 2009, five scholars completed their Gap Year stints with The Ascott Group, Cellius, The Hina

Group, PSA Corporation and YMCA Singapore. Two scholars began their Gap Year stints in 2009, with one at Keppel Land Ltd working on the Singapore-Tianjin Eco-City Project and the other at Groundwork in London.

## PSC Secretariat Overseas Visit

The PSC Secretariat visits top-tier universities each year to keep abreast of developments in universities and in the country's tertiary education landscape; and to update the universities on developments in PSC Scholarships. The trips are also for the purpose of touching

base with our scholarship holders, as well for meeting other Singaporean students to enthuse them in a career with the Singapore Public Service. In 2009, the PSC Secretariat visited universities in China, the United Kingdom and the United States.



## Others

PSC scholars are encouraged to participate in programmes that contribute to their total development, including Outward Bound Singapore courses and the Sino-Singapore Undergraduates Exchange.

**PSC**

**SCHOLARSHIP**

Passion

Service

**HOLDERS**

Commitment

**2009**

# PSC Scholarships 2009

85 PSC Scholarships were awarded in 2009, comprising 74 overseas scholarships and 11 local scholarships. The distribution of awards by Scheme of Service is as follows:

## Scholarships Awarded By Scheme – 2009

Scholarship Scheme	Number of Awards
Singapore Armed Forces Overseas Scholarship	6
Singapore Police Force Overseas Scholarship	3
Overseas Merit Scholarship	
Open	30
Tied – Legal Service	5
Tied – Teaching Service	4
Tied – Foreign Service	2
Local-Overseas Merit Scholarship	
Open	3
Tied – Legal Service	3
Local Merit Scholarship (Open) – Medicine	1
Singapore Government Scholarship (Open)	28
<b>Total</b>	<b>85</b>

The main fields of study were Economics; Philosophy, Politics & Economics; Science; Law; Humanities & Social Sciences and Engineering. The classification of the awards by field of study is given below:

### Scholarships Awarded by Field of Study – 2009

Field of Study	Number of Awards
Economics or Philosophy, Politics and Economics	27
Science	10
Law	10
Humanities and Social Sciences	9
Engineering	8
Others <i>(Including Medicine, Business Administration, Accountancy and Double Degrees)</i>	21
<b>Total</b>	<b>85</b>

# The President's Scholarship

As the most prestigious undergraduate scholarship in Singapore, the President's Scholarship is awarded to students who have, beyond academic excellence and strong leadership in their co-curricular activities, distinguished themselves with a strong ethos for public service, sound character and an unwavering dedication to improving the lives of Singaporeans. The scholarships are awarded to the most outstanding young men and women from our schools.

Six students were awarded the President's Scholarship in 2009.

Name	Secondary School / Junior College	University and Course of Study
Alexander Joseph Woon Wei-Ming	St John's International School (Brussels, Belgium) Raffles Junior College	Cambridge University, UK Law
Au Yong Kok Kong Jonathan *	Raffles Institution Raffles Junior College	Yale University, USA Ethics, Politics & Economics
Gan Su Yi (Miss)	Singapore Chinese Girls' School National Junior College	University College London, UK Economics
Soon Jing Min Claire (Miss)	Nanyang Girls' High School Hwa Chong Institution	Oxford University, UK History
Tan Bao Jia (Miss)	Dunman High School	Peking University, PRC Economics
Tay Weizhe Nicholas **	Catholic High School Victoria Junior College	London School of Economics and Political Science, UK International Relations &



\* Also awarded Singapore Police Force Overseas Scholarship

\*\* Also awarded the Singapore Armed Forces Overseas Scholarship

# SAF Overseas Scholarship

The prestigious SAF Overseas Scholarships are offered to a few outstanding candidates each year. SAF Overseas scholars will be systematically trained, developed and groomed to assume key command and staff appointments in the SAF.

In 2009, six students were awarded the Singapore Armed Forces Overseas Scholarship.

Name	Secondary School / Junior College	University and Course of Study
Chua Sheng Hao	Raffles Institution Raffles Junior College	Imperial College London, UK Engineering
Chua Xianyi	Anglo-Chinese School (Independent)	Cornell University, USA History
Lee Wen Jie Jamie	Raffles Institution Raffles Junior College	Imperial College London, UK Aeronautical Engineering
Lim Kah Liang Stanley	The Chinese High School Hwa Chong Institution	University of Pennsylvania, USA Economics
Mok Wei-Sheng Jerik	Raffles Institution Raffles Junior College	University College London, UK Economics
Tay Weizhe Nicholas *	Catholic High School Victoria Junior College	London School of Economics and Political Science, UK International Relations & History

\* Also awarded the President's Scholarship



# SPF Overseas Scholarship

The SPF Overseas Scholarships are awarded to a few outstanding candidates, who will be groomed to be strategists in upholding law, maintaining order and keeping peace in Singapore. Individual capacity for command and leadership will also be developed.

In 2009, three students were awarded the Singapore Police Force Overseas Scholarship.

Name	Secondary School / Junior College	University and Course of Study
Au Yong Kok Kong Jonathan *	Raffles Institution Raffles Junior College	Yale University, USA Ethics, Politics and Economics
Ong Wei An Justin	Raffles Institution Raffles Junior College	University College London , UK Biochemistry
Wong Keng Hoe	Dunman High School	University of Chicago, USA Economics

\* Also awarded the President's Scholarship



# Overseas Merit Scholarship



Overseas Merit Scholarship recipients are offered the opportunity to study at reputable overseas universities, and sponsorship for a Masters programme.

The three awards under this scheme are the Open, Tied and Specialist awards. Scholars offered the Open award have the flexibility to decide which Ministry to join after graduation. Tied scholars will return to serve with the education, foreign or legal services upon graduation, and Specialist scholars will pursue a professional career in their specialised fields of study.

41 students were awarded the Overseas Merit Scholarship in 2009. Of these, five were tied to the Legal Service, four to the Teaching Service, and two to the Foreign Service.

The Overseas Merit Scholars were:

Name	Secondary School / Junior College	University and Course of Study
Aaron Chee Haolun	Raffles Institution Raffles Junior College	Oxford University, UK Economics and Management
Adrian Gerard Woon Wei-Xin	St. John's International School, Brussels (Belgium) Raffles Junior College	Cambridge University, UK Law
Agrima Mahajan (Miss)	Raffles Girls' School (Secondary) Raffles Junior College	Cornell University, USA Biological Sciences

Name	Secondary School / Junior College	University and Course of Study
Alexander Joseph Woon Wei-Ming *	St. John's International School, Brussels (Belgium) Raffles Junior College	Cambridge University, UK Law
Andre Chong Wei Min	Raffles Institution Raffles Junior College	Cambridge University, UK Law
Andrew Cheong Zhiren	River Valley High School National Junior College	Peking University, PRC International Politics
Ang Ying Zhen (Miss)	Nanyang Girls' High School NUS High School Of Mathematics & Science	Stanford University, USA Chemistry/Psychology
Cao Lei (Miss)	Nayang Girls' High School Hwa Chong Institution	Cambridge University, UK Natural Science
Chan Su-Chern, Philip	The Chinese High School Hwa Chong Institution	Oxford University, UK Physics & Philosophy
Charlotte Deng Ying (Miss)	Raffles Girls' School (Secondary) Raffles Junior College	Cornell University, USA Mathematics & Economics
Chua Jun Yang	Raffles Institution Raffles Junior College	Cornell University, USA Engineering
Cui Xiao Wen (Miss)	Nanyang Girls' High School Hwa Chong Institution	Peking University, PRC International Relations
Daryl Lim Wei Jie	Anglo-Chinese School (Independent)	Oxford University, UK History
Gan Su Yi (Miss) *	Singapore Chinese Girls' School National Junior College	University College London, UK Economics
Guo Yiran (Miss)	Raffles Girls' School (Secondary) Raffles Junior College	Northwestern University, USA Chemical Engineering
Han Yen Kwang Calvin	Victoria School Victoria Junior College	Cambridge University, UK Natural Sciences
Hong Xiaojun (Miss)	Nanyang Girls' High School Hwa Chong Institution	University College London, UK Economics

Name	Secondary School / Junior College	University and Course of Study
Hu Ching	Raffles Institution Raffles Junior College	Oxford University, UK Geography
Lau Kang Ruey Gregory	The Chinese High School NUS High School Of Mathematics & Science	Massachusetts Institute of Technology, USA Physics & Economics
Lau Yuan Zhi (Miss)	Anglican High School Temasek Junior College	Peking University, PRC International Politics
Lee Guan Hui	The Chinese High School Hwa Chong Institution	Peking University, PRC International Relations
Leong Mun Ee Genevieve (Miss)	Raffles Girls' School (Secondary) Raffles Junior College	University College London, UK Economics & Geography
Li Kuang Li	The Chinese High School Hwa Chong Institution	University of Pennsylvania, USA Economics
Li Zheng	Raffles Institution Raffles Junior College	University of Pennsylvania, USA Economics & Engineering
Lim Min De Timothy	Anglo-Chinese School (Independent)	Cambridge University, UK Natural Sciences
Lin Richu Jonathan	The Chinese High School Hwa Chong Institution	Princeton University, USA Economics
Ng Kok Hong	Bukit Panjang Govt High School Anglo-Chinese Junior College	Imperial College London, UK Mathematics
Priscilla Ong (Miss)	Raffles Girls' School (Secondary) Raffles Junior College	Cornell University, USA Economics
Sheryl Janet George (Miss)	Raffles Girls' School (Secondary) Raffles Junior College	University College London, UK Law
Soh Li Hui (Miss)	Dunman High School	Tsinghua University, PRC Biomedical Engineering
Soh Ming Quan	Raffles Institution Raffles Junior College	Imperial College London, UK Chemistry
Soon Jing Min Claire (Miss) *	Nanyang Girls' High School Hwa Chong Institution	Oxford University, UK History

Name	Secondary School / Junior College	University and Course of Study
Tan Bao Jia (Miss) *	Dunman High School	Peking University, PRC Economics
Tan Ee Kuan	Catholic High School Raffles Junior College	Cambridge University, UK Law
Tan Juanhe	Raffles Institution Raffles Junior College	Princeton University, USA Mathematics & Philosophy
Teo Shu Li	Raffles Institution Raffles Junior College	Oxford University, UK Economics & Management
Teo Wan Joo (Miss)	Raffles Girls' School (Secondary) Raffles Junior College	Yale University, USA Ethics, Politics and Economics
Tseng Xin Ying (Miss)	Dunman High School	Peking University, PRC Chinese Language & Literature, and International Relations
Wang Shida	Raffles Institution Raffles Junior College	University College London, UK Biochemistry
Wong Zhi Hao	Bukit Panjang Govt High School Anderson Junior College	University College London, UK Physics
Yeong Li Qian	Raffles Institution Raffles Junior College	Tsinghua University, PRC Industrial Engineering

\* Also awarded the President's Scholarship

# Local-Overseas Merit Scholarship

Local-Overseas Merit scholars pursue their undergraduate course at a local university. Upon graduation, these scholars are eligible for a Masters programme overseas. They may be offered the Open, Tied or Specialist award.

Six students were awarded the Local-Overseas Merit Scholarship in 2009. Of these, one was awarded the PSC Mid-Term Scholarship, which is awarded to outstanding local and overseas undergraduates.

The Local-Overseas Merit Scholars were:

Name	Secondary School / Junior College	University and Course of Study
Cheryl Sim Su Ling (Miss)	Paya Lebar Methodist Girls' Secondary School Raffles Junior College	National University of Singapore Business Administration with Concurrent Masters in Public Policy
Chin Jincheng	Dunman High School Temasek Junior College	National University of Singapore Law
Goh Chioa Wei (Miss)	Raffles Girls' School (Secondary) Raffles Junior College	National University of Singapore Law and Economics
Ng Jean Ting (Miss)	Raffles Girls' School (Secondary) Raffles Junior College	National University of Singapore Law
Tok Ming Da	Bukit Batok Secondary School Jurong Junior College	Nanyang Technological University Accountancy
Yeo Han Liang	Teamsek Secondary School Temasek Junior College	National University of Singapore Economics & Industrial Engineering

# Local Merit Scholarship

The PSC Local Merit Scholarships are for those keen to study medicine, and with a passion for public service.

The Local Merit Scholar was:

Name	Secondary School / Junior College	University and Course of Study
Cheryl Lynn Chan Jia Le (Miss)	CHIJ Secondary (Toa Payoh) Catholic Junior College	National University of Singapore Medicine

# Singapore Government Scholarship (Open)

The Singapore Government Scholarship (Open) was introduced to allow greater flexibility for students who wish to keep their career options open. These scholars can indicate their choice of ministries to join after they graduate. They are also eligible for a Masters programme after they complete their undergraduate studies.

28 students were awarded the Singapore Government Scholarship (Open) in 2009.

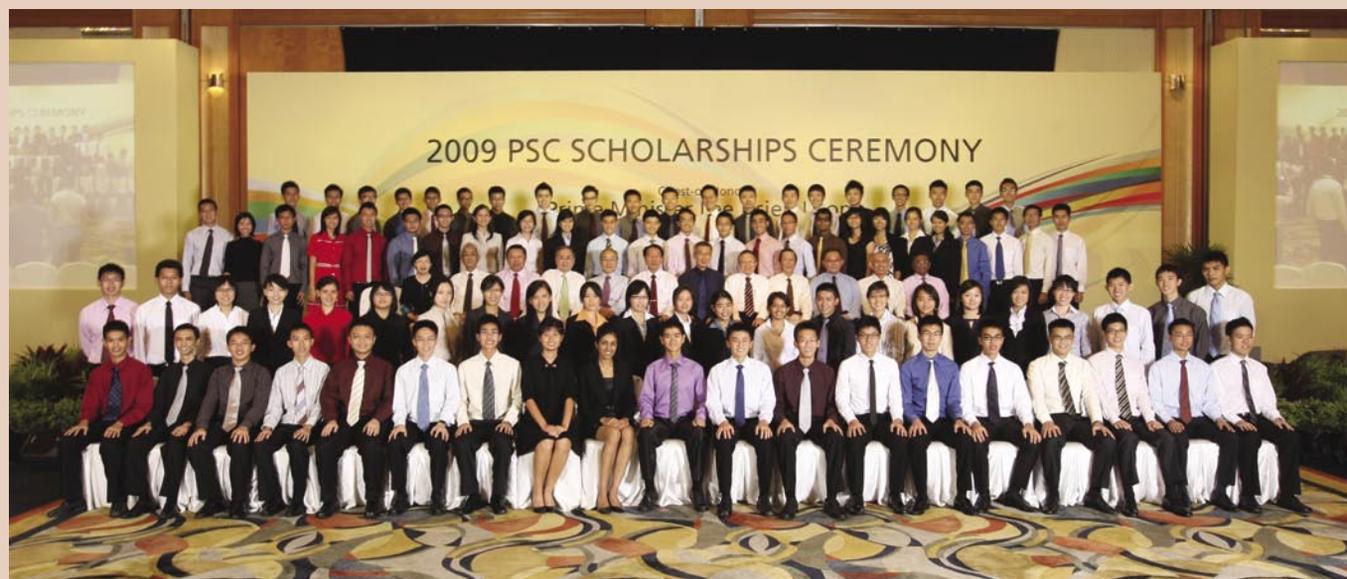
The Singapore Government Scholars were:

Name of Scholar	Secondary School / Junior College	University and Course of Study
Arjun Naidu S/O Sreedharan	Anglo-Chinese School (Independent)	Durham University or London School of Economics and Political Science, UK * History
Chen Rong Benedict	Anglo-Chinese School (Independent)	London School of Economics and Political Science, UK Business Mathematics & Statistics
Ho Wen Hao Daniel Dominic	Catholic High School Victoria Junior College	King's College London or London School of Economics and Political Science, UK * Economics
John Leo Caines	Anglo-Chinese School (Independent)	National University of Singapore * Arts & Social Sciences
Kek Jun Jie	Dunman High School	University to be confirmed, PRC * Economics
Kok Yong Han	Raffles Institution Raffles Junior College	University College London, UK Economics & Statistics
Kwek Kean Yung	Raffles Institution Raffles Junior College	University to be confirmed * Economics
Lam Jun Hui Rachel	Raffles Girls' School (Secondary) Raffles Junior College	Cornell University, USA Engineering
Lee Hong Jie	Raffles Institution Raffles Junior College	London School of Economics and Political Science or University College London, UK * International Relations or Politics

Name of Scholar	Secondary School / Junior College	University and Course of Study
Lee Kun Won	The Chinese High School Hwa Chong Institution	University to be confirmed, Japan * Economics
Lian Enyao Darrell	The Chinese High School Hwa Chong Institution	National University of Singapore * History
Lim Ruo Shuang	Nanyang Girls High School Hwa Chong Institution	Peking University, PRC International Relations
Lin Chen	The Chinese High School Hwa Chong Institution	Columbia University, USA* Operations Research: Engineering Management Systems
Lin Peixin	CHIJ St Nicholas Girls' School National Junior College	New York University, USA Sociology
Lin Yingbo	Raffles Institution Raffles Junior College	University to be confirmed, Singapore * Economics & Law
Loh Yuh Yiing	Raffles Girls' School (Secondary) Raffles Junior College	Oxford University, UK Philosophy, Politics & Economics
Loo Chih Chiang David	Anglo-Chinese School (Barker Road) Anglo-Chinese Junior College	University to be confirmed * Economics
Loy Sye Yuet	Cedar Girls' Secondary School Temasek Junior College	London School of Economics and Political Science, UK Environmental Policy & Economics
Muhd. Zulhafni B Haji Z	Xinmin Secondary School National Junior College	National University of Singapore Law
Ng Yan Jie	Raffles Institution Raffles Junior College	University to be confirmed * Economics
Ong Jia Hong Ashley	Raffles Institution Raffles Junior College	King's College London or University College London, UK * Law
Shi Qian	Raffles Girls' School (Secondary) Raffles Junior College	Cambridge University, UK Engineering

Name of Scholar	Secondary School / Junior College	University and Course of Study
Tan Hui Teng Michelle	Raffles Girls' School (Secondary) Raffles Junior College	University of California, Berkeley, USA Economics
Tang Shenghong Alan	The Chinese High School Hwa Chong Institution	University to be confirmed * Economics
Tang Wei Guo	River Valley High School Hwa Chong Institution	University to be confirmed, Japan * Civil Engineering
Teng Jin Zhi	Anglican High School Temasek Junior College	University College London, UK Mathematics with Economics
Wong Yu Wei Walter	Raffles Institution Raffles Junior College	University of Chicago, USA* Economics, Finance or International Relations
Yee Tuck Heng	Raffles Institution Raffles Junior College	University to be confirmed * Economics or Bioengineering Economics

\* Proceeding for studies in 2011



**Visits by**  
**FOREIGN**  
**DELEGATIONS**

Networking  
Collaboration  
Relationships

# Visits by Foreign Delegations

PSC hosted 9 foreign delegations in 2009 and shared with them the work undertaken at the PSC. The 9 groups were:

- 1 25 February 2009:** Joint Secretary, Bangladesh Public Service Commission and four delegates;
- 2 24 March 2009:** Chairman, Tianjin Municipal Supervision Bureau and five delegates;
- 3 21 April 2009:** Minister, Beijing Organisation Department and six delegates;
- 4 19 June 2009:** Director, Thai Ministry of Education and 20 delegates;
- 5 29 June 2009:** Secretary, Nepali Public Service Commission and two delegates;
- 6 10 July 2009:** Minister, Ministry of Education (Alberta), Canada, and three delegates;
- 7 14 August 2009:** Secretary, Beijing Municipal Commission of Science and Technology and five delegates;
- 8 6 October 2009:** Assistant Director, National Civil Service Agency, Indonesia, and three delegates; and
- 9 14 December 2009:** Deputy Director General, Ministry of Home Affairs, Vietnam, and nine delegates.

**APPOINTMENTS,**  
**PROMOTIONS,**  
**APPEALS and**  
**DISCIPLINARY**  
**CASES**

## Appointments and Promotions

The PSC is responsible for appointing candidates to the Administrative Service, civil servants in Superscale Grade D/Grade 7 and above, as well as Division I officers in the Auditing Service. The appointment of candidates into the Management

Associates Programme is undertaken by the Special Personnel Board with effect from March 2009.

During the year, PSC interviewed a total of nine candidates for appointment to the Administrative Service and the Management Associates Programme (MAP). Five candidates were selected for the Administrative Service and one was appointed to the MAP.

In 2009 the PSC considered 26 officers for promotion to Superscale Grade D/ Grade 7 and above. Of these, 25 officers were promoted.

The authority to appoint Division I Auditors up to Grade IA (now known as AS10) was delegated by the PSC to the Auditor-General in person with effect from 1 January 2000. In 2009, PSC promoted two officers into the grade of AS9 and above and the Auditor-General promoted seven officers in the Auditing Service under PSC's delegated authority.

## Appointment/Promotion of Chief Executive Officers of Statutory Boards

The PSC endorses the suitability of candidates recommended by the Special Personnel Board for appointment as Chief Executive Officers of statutory boards whose job grades are Superscale Grade D/ Grade 7 and above, and the suitability

of Chief Executive Officers of statutory boards for promotion to Superscale Grade D/Grade 7 and above. In 2009, the PSC endorsed four officers recommended by the Special Personnel

Board for appointment as Chief Executive Officers. The PSC also endorsed four Chief Executive Officers recommended by the Special Personnel Board for promotion to Superscale Grade D/Grade 7 and above.

## Appeals

During the year, PSC received three further appeals for promotion under the Public Service (Personnel Boards and Appeals Board) Regulations. One officer withdrew the appeal and PSC turned down the other two further appeals.

## Discipline

In 2009, 77 new disciplinary cases were reported to the PSC. Together with 38 on-going cases that were brought forward from previous years, PSC processed a total of 115 cases in the year. Of these cases, 69 were completed, with 25 handled under the Regulations, and 37 being Directions cases handled by the Permanent Secretaries and the Director of Prisons, under authority delegated by PSC. The remaining seven cases were closed after investigation as no disciplinary action was deemed necessary under the Regulations or Directions.

The three main types of offences committed were Dishonesty/Embezzlement/CBT, Inappropriate/Immoral Behaviour and Negligence. Divisions 1 and 3 officers constituted the largest groups of offenders. Most of the completed Regulations cases in 2009 resulted in dismissal.

Details of the 25 cases completed under the Public Service (Disciplinary Proceeding) Regulations are shown in [Tables 1 and 2](#) below.

**Table 1:**

Completed Regulations Cases Dealt With In 2009 (Breakdown by Division)

Offence	Div 1	Div 2	Div 3	Div 4	Total
Corruption/Malpractice	1	-	-	-	1
Dishonesty/Embezzlement/CBT	3	1	1	-	5
Inappropriate/Immoral Behaviour	3	1	-	-	4
Theft/Robbery	-	-	2	-	2
Indebtedness	-	2	1	-	3
Insubordination/Non-compliance of orders	2	-	-	-	2
Negligence	3	1	-	-	4
Others	-	-	3	1	4
<b>Total</b>	<b>12</b>	<b>5</b>	<b>7</b>	<b>1</b>	<b>25</b>

**Table 2:**

Completed Regulations Cases In 2009 (Breakdown by Outcome)

Offence	Dismissal	Retired in the public interest	Reduction in rank	Financial penalties	Reprimand	Allowed to resign	Not proceeded against	Total
Corruption/Malpractice	-	1	-	-	-	-	-	1
Dishonesty/Embezzlement/CBT	4	-	-	1	-	-	-	5
Inappropriate/Immoral Behaviour	3	-	-	-	-	1	-	4
Theft/Robbery	2	-	-	-	-	-	-	2
Indebtedness	2	-	-	-	-	-	1	3
Insubordination/Non-compliance of orders	-	-	-	-	1	-	1	2
Negligence	1	-	-	1	1	1	-	4
Others	2	2	-	-	-	-	-	4
<b>Total</b>	<b>14</b>	<b>3</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>25</b>

# PSC Secretariat

**Ms Goh Soon Poh**

*(till 4 October 2009)*

**Mr James Wong**

*(wef 5 October 2009)*

Secretary, PSC

**Mr Yeo Whee Jim**

Director, Secretariat

## Secretariat Branch

**Mrs Wendy Koh**

Assistant Director  
Secretariat

## Selection and Development Branch

**Ms Sally Tan Sin Pei**

Senior Assistant Director  
Selection & Development

## Policy and Communications Branch

**Ms Chng Lay Theng**

*(till 23 September 2009)*  
Assistant Director

**Ms Kathlyn Yeong**

*(wef 7 December 2009)*  
Deputy Director  
Policy & Communications



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