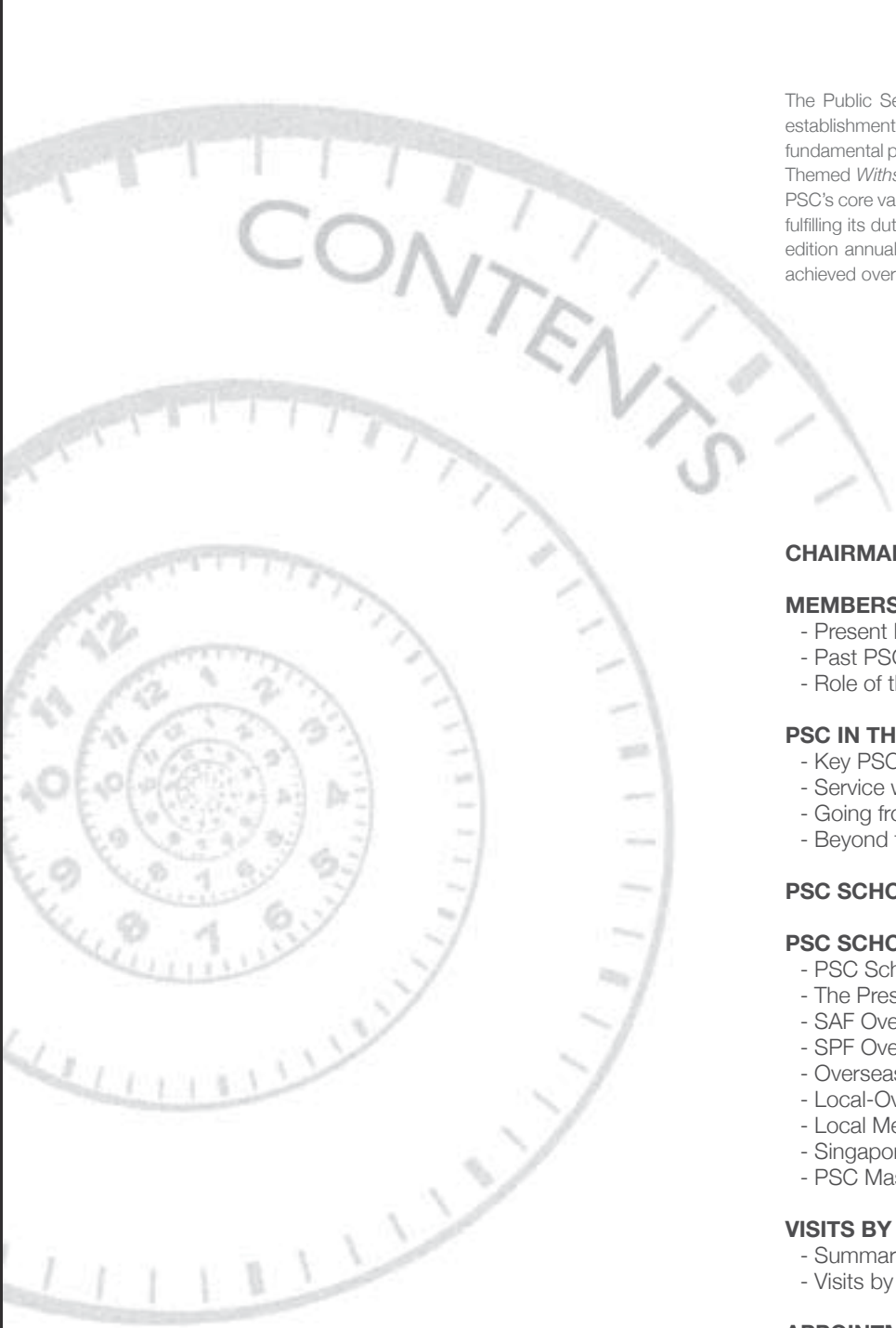




SINGAPORE PUBLIC SERVICE COMMISSION
ANNUAL REPORT 2010



The Public Service Commission marks its 60th anniversary this year. Since its establishment, it has evolved and refined its roles and responsibilities, but its fundamental principles of integrity, impartiality and meritocracy remain unchanged. Themed *Withstanding The Test Of Time*, this year's annual report pays tribute to PSC's core values which have provided it with focus and gravitas as it goes about fulfilling its duties. Visual representations of time are used throughout this special edition annual report to echo its theme and celebrate the key milestones it has achieved over the years.

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CHAIRMAN'S REVIEW

This year, the Public Service Commission (PSC) turns 60.

When the PSC was set up in 1951, its key role was to oversee the recruitment, promotion and terms of service of colonial civil servants. The role was extended subsequently to include dismissal and discipline. It was a neutral and independent body, meant to carry out its work without fear or favour from any one, including the government of the day.

In the late 1950s, many British expatriate officers left the Civil Service. This exodus was hastened by Singapore's self-government in 1959, leaving the Civil Service with a void which was difficult to fill.

Singapore's new government recognised the importance of building up the Civil Service's talent pool. The Service needed young and talented officers to help our fledgling nation to develop and prosper. In 1960, the Singapore government turned to the PSC to help select government scholarship holders. The government decided to require all scholars to serve a stint in the Civil Service after graduation, and many answered the call to serve.

As the Civil Service grew and the operating environment became more complex, the PSC transformed itself in the 1980s. It handed over personnel management of the Civil Service to the Public Service Division, then a part of the Ministry of Finance. By the 1990s, there were signs that the centralised personnel management system was beginning to slow down appointments and promotions, affecting the Service's ability to compete for talent. In 1995, some of the PSC's authority was devolved to a system of personnel boards to give Ministries greater autonomy in deciding on appointments, promotions and confirmation of staff.

Today, in addition to awarding PSC scholarships, the Commission is responsible for appointing and promoting senior public officers as well as deciding on appeals for promotion and disciplinary matters in the Civil Service. Like its colonial predecessor, the PSC continues to be a neutral and independent body and members swear an oath to make decisions without fear or favour.

The management of scholarships has also undergone change since 1961 when PSC was put in charge of the award of all government scholarships. In 2002, PSC



delegated the management of lower-tier scholarships to Ministries. This allowed PSC to focus on awarding the country's most prestigious scholarships, with the aim of grooming Singapore public sector leaders from among the scholarship holders.

Each year, the PSC awards scholarships to a small number of students out of a much larger pool of talented young men and women. We will continue to work closely with our partners to ensure the Civil Service has its fair share of talent.

Through the system, we have managed to identify and groom individuals who are not only intelligent and well-rounded, but also committed to enriching the lives of Singaporeans and to the development of our nation. Some rise to assume leadership positions in the Public Service. Others continue to make significant contributions to Singapore even after moving to other sectors. We have scholarship holders in a variety of jobs - in politics, the corporate world, academia, the media world, the health sector or less well-trodden paths such as the voluntary organisations or NGOs.

Some of these individuals are featured in our Special 60th Anniversary Annual Report. They include Mr Laurence Lien, who has moved out of the Public Service but remains committed to serving Singapore in the social sector; Mr Manohar Khiatani who left and rejoined the Public Service because of his passion in Singapore's economic development; Mr Desmond Kuek who, like many of his colleagues, chose to stay within the Service to make a difference; and Mr Aaron Maniam whose spirit of volunteerism is exemplary.

To stay relevant, we have to keep pace with what is happening around us and continue to adapt to an increasingly complex and volatile global environment. Bright young students today have many options in a very competitive market. How do we ensure that our scholarships are attractive to them? How do we develop

our scholars so that they hold the right instincts and values to serve our country and our people and to lead the public sector in future?

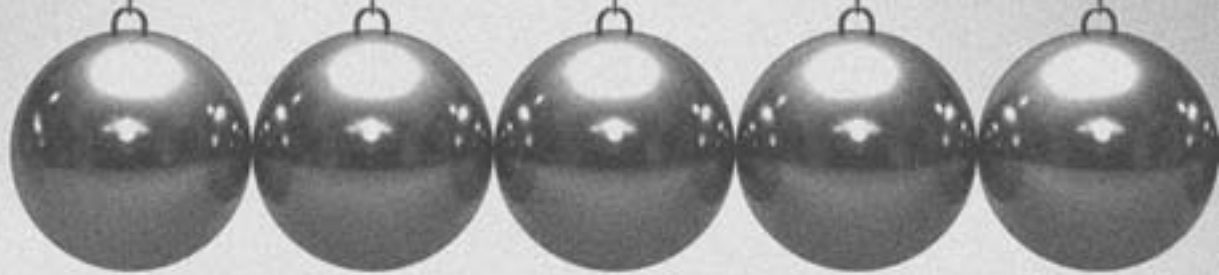
For a long time now, a PSC Scholarship is not just about being excellent in academic work. Over the years, our selection criteria have been refined to emphasise non-cognitive skills such as commitment, integrity, EQ, creativity and leadership. We believe these are qualities critical for a career in the Civil Service, whether in policy design or implementation. I would add that empathy and the ability to connect with the people we work with remain key to being a successful leader.

The Commission itself has also seen several changes in recent years. In the past two years alone, five new eminent members were appointed. They are Mr Richard Magnus (Chairman, Casino Regulatory Authority), Ms Chua Sock Koong (Group Chief Executive, Singtel), Prof Lily Kong (Vice-President, University & Global Relations, National University of Singapore), Mr Philip Jeyaretnam (Managing Partner, Rodyk & Davidson, LLP) and Mr Alan Chan (Chief Executive Officer, Singapore Press Holdings Ltd). The members' varied experiences and backgrounds have added to the diversity of views, and ensured the decision-making process within the PSC remains robust. I am glad to report that by challenging me constantly, PSC members have helped to ensure that the Commission's decisions are as fair and as just as they can possibly be.

Sixty years is quite a long time in the life of any institution. Yet, throughout the PSC's history, what has not changed is its core mission to uphold the principles of integrity, impartiality and meritocracy in the Singapore Public Service. These fundamental principles have withstood the test of time. They are the same values that will take us into the future.

Eddie Teo
Chairman

MEMBERS OF THE PSC



PRESENT PSC CHAIRMAN & MEMBERS



- 1 Mr Eddie Teo (Chairman)
- 2 Mr Tan Yam Pin
- 3 Dr Charles Toh
- 4 Mr Kwa Chong Seng
- 5 Mr David Wong
- 6 Mr Michael Lim
- 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
- 13 Mr Alan Chan

PAST PSC CHAIRMEN & MEMBERS



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PSC Chairmen since 1951

No.	NAME	APPOINTMENT AS	DATE OF APPOINTMENT
1.	Mr Frederick Gordon-Smith	Chairman	01.01.51 - 11.05.52
2.	Dr Alfred William Frisby	Chairman	12.05.52 - 08.07.56
3.	Sir Han Hoe Lim	Chairman	09.07.56 - 16.09.56
4.	Mr Wilfred Lawson Blythe	Chairman	17.09.56 - 28.01.57
5.	Mr Chew Hock Leong	Chairman	29.01.57 - 16.07.59
6.	Mr Yusof bin Ishak	Chairman	17.07.59 - 01.12.59
7.	Mr Lim Eng Bee	Chairman	10.12.59 - 19.11.61
8.	Dr Phay Seng Whatt	Chairman	01.01.62 - 18.06.75
9.	Mr Tan Teck Chwee	Chairman	19.06.75 - 09.04.88
10.	Mr Lee Hee Seng	Chairman	01.08.88 - 31.07.98
11.	Dr Andrew Chew Guan Khuan	Chairman	01.08.98 - 31.07.08
12.	Mr Eddie Teo	Chairman	01.08.08 - to-date

PSC Members since 1951

NAME	APPOINTMENT AS	DATE OF APPOINTMENT
Mr Reynold Lionel Eber	Member	01.01.51 - 29.11.51
Mr Wee Swee Teow	Member	01.01.51 - 14.03.52
Mr Lionel Cresson	Member	30.11.51 - 31.12.56
Sir Han Hoe Lim	Member	15.03.52 - 08.07.56
	Chairman	09.07.56 - 16.09.56
Mr Wilfred Lawson Blythe	Member	09.07.56 - 16.09.56
	Chairman	17.09.56 - 28.01.57
Mr Chew Hock Leong	Member	17.09.56 - 28.01.57
	Chairman	29.01.57 - 16.07.59
Rev Dr Ho Seng Ong	Deputy Chairman	29.01.57 - 16.07.59
Dr Gopal Haridas	Member	29.01.57 - 16.07.59
Mr Haji Ismail bin Che' Lee	Member	29.01.57 - 21.06.58
Mr Ee Peng Liang	Member	29.01.57 - 16.07.59
Mr Haji Ismail Mohamed bin Haji Hassan	Member	12.07.58 - 16.07.59
Mr Lim Eng Bee	Deputy Chairman	17.07.59 - 09.12.59
	Chairman	10.12.59 - 19.11.61
Mr Lim Kim San	Member	17.07.59 - 09.12.59
	Deputy Chairman	10.12.59 - 21.09.61
	Member	22.09.61 - 10.01.62
	Deputy Chairman	11.01.62 - 09.09.63
Mr Chew Kia Song	Member	17.07.59 - 15.07.64
Mr Lien Shih Sheng	Member	17.07.59 - 28.02.66
Dr Phay Seng Whatt	Member	15.01.60 - 21.09.61
	Deputy Chairman	22.09.61 - 19.11.61
	Acting Chairman	20.11.61 - 31.12.61
	Chairman	01.01.62 - 18.06.75

NAME	APPOINTMENT AS	DATE OF APPOINTMENT
Dr Chee Siew Oon	Member	01.06.62 - 31.05.67
Mr Haji Buyong bin Adil	Member	01.02.64 - 31.01.69
Mr Whang Tar Liang	Member	16.07.64 - 23.12.64
	Deputy Chairman	24.12.64 - 15.07.69
Mr Howe Soo Kee	Member	01.03.66 - 31.12.76
Mr R.S. Boswell	Member	29.04.70 - 06.12.79
Dr Benoy Kumar Sen	Member	01.06.67 - 15.07.69
	Deputy Chairman	16.07.69 - 31.12.75
Mr Paul Chu Yao Ju	Member	28.01.70 - 18.06.97
Mr Tan Teck Chwee	Member	18.12.70 - 18.06.75
	Chairman	19.06.75 - 09.04.88
Dr Wong Heck Sing	Member	18.12.70 - 04.06.73
	Deputy Chairman	05.06.73 - 17.12.94
Mr Ismail bin Abdul Aziz	Member	01.07.72 - 11.07.74
Mr Tan Eng Heng	Member	01.02.73 - 31.01.98
Mr Samuel Chu Hoong Chung	Member	01.08.73 - 31.07.95
Mr Naganathan Vaithinathan	Member	15.11.76 - 14.11.89
Mr Rex Anthony Shelley	Member	15.11.76 - 14.11.07
Mr Lee Hee Seng	Member	12.02.80 - 31.07.88
	Chairman	01.08.88 - 31.07.98
Mr Stephen Sim See Loy	Member	14.03.80 - 13.03.85
Prof Gloria Lim	Member	06.12.82 - 05.12.96
Dr Cheong Siew Keong	Member	01.07.85 - 17.12.85
	Deputy Chairman	18.12.85 - 30.06.98
Mr Sat Pal Khattar	Member	02.10.89 - 01.10.98
Mr Keith Tay Ah Kee	Member	01.02.90 - 30.10.91
Mr Tan Yam Pin	Member	01.02.90 - 30.11.10
	Deputy Chairman	01.12.10 - to date
Mr Haji Abu Bakar bin Maidin	Member	15.05.90 - 14.05.96
Dr Charles Toh Chai Soon	Member	02.03.92 - 30.11.10
	Deputy Chairman	01.12.10 - to date
Mr Kwa Chong Seng	Member	17.04.97 - to date
Dr Andrew Chew Guan Khuan	Member	16.10.97 - 31.07.98
	Chairman	01.08.98 - 31.07.08
Mr Lim Chin Beng	Member	03.12.97 - 02.12.08
Mr David Wong Chin Huat	Member	17.08.98 - to date
Mr Michael Lim Choo San	Member	22.10.98 - to date
Mr Darke Mohamed Sani	Member	01.08.00 - 30.11.01
Mr Po'ad Bin Shaik Abu Bakar Mattar	Member	03.02.04 - to date
Mr Edward Alec D'Silva	Member	03.01.07 - to date
Mr Richard Rokmat Magnus	Member	29.01.09 - to date
Ms Chua Sock Koong	Member	29.01.09 - to date
Prof Lily Kong Lee Lee	Member	29.01.09 - to date
Mr Philip Antony Jeyaretnam	Member	24.11.09 - to date
Mr Chan Heng Loon Alan	Member	06.09.10 - to date

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 14 other Members. As at 31 December 2010, the PSC comprised the Chairman and 12 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 IN THE PAST 60 YEARS







*Image courtesy of National Archives of Singapore
Collection of Lee Kip Lin*

1



Key PSC Milestones

1. Opening of the Civil Service Political Study Centre

2

MALAYANISATION STATEMENT OF POLICY

The rapid, systematic and complete Malayisation of the public service is one of the main planks in the Labour Front-Alliance Government's programme by which it could be achieved last year. The Report of the Commission, to whose members the Government's policy and its intentions. The Commission forms the basis of the Government's policy and its intentions. The Commission's Report is an admirable statement of the possible extent and speed of Malayisation if certain premises can be realised. Chief among these are that Malayisation will be available to the planned date; and that it will be possible to ensure for service by officers until certain target dates. Certain other factors, namely that the Government activities, particularly in the Education and

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1950s

Laying the groundwork

5



1951

Public Service Commission was created on 1 Jan 1951 as a statutory and independent body to advise the British Governor on matters related to Civil Service recruitment, appointment and promotion. Frederick Gordon-Smith was appointed as first Chairman, PSC.

1957

The Public Service Commission Ordinance came into effect. The PSC was reconstituted with five Members and its functions extended to include disciplinary and dismissal control of civil servants. Under the new Ordinance, the Governor was required to act in accordance with the advice of the PSC and referred back to the PSC any recommendation tendered to him only once for its reconsideration.

Chew Hock Leong took over from Wilfred Lawson Blythe as the first Malayan-born Chairman of the PSC.

1959

Singapore achieved self-government. The People's Action Party government launched an economy drive to cut the budget deficit of \$14 million by freezing appointments and cutting variable allowances of local civil servants. In line with the constitutional reforms for Singapore's self-government, the PSC was reconstituted more as an executive body advising the Yang di-Pertuan Negara on the appointment, dismissal and discipline of public officers.

The Singapore Government started the Singapore State Scholarships, which replaced the Queen's Scholarships

The Political Study Centre was established to raise awareness among civil servants of the challenges facing the elected leadership.

2. Malayisation - Statement of Policy

3. Public Service Commission, 1959

4. The signing of the Report on Malayisation of the Singapore Government Service

5. Singapore's first Prime Minister and his Cabinet after their swearing in ceremony



1960s

Building on the foundation

1961

The Singapore government recognised the need to build up a pool of Civil Service talent as the number of expatriate officers leaving increased with the focus on Malayisation. It ruled that those awarded Commonwealth and foreign government scholarships would be required to sign a bond to serve the Singapore Government or a quasi-government body. The PSC was asked to nominate a Member to sit as Chairman of selection boards for these awards.

1963

Singapore merged with the Federation of Malaya, Sarawak and North Borneo to form Malaysia. Under the Sabah, Sarawak and Singapore (State Constitutions) Order in Council, the PSC was transformed into a fully executive body with powers to "appoint, confirm, emplace on the permanent or pensionable establishment, promote, transfer and exercise disciplinary control over public officers."

The administration and coordination of scholarships were centralised in the PSC. A Scholarships Coordinating Committee was set up, chaired by the PSC Chairman. PSC also became the agency for recruiting, promoting, disciplining and posting people across the Civil Service.

1964

The Singapore Government gave out its own scholarships for Humanities Studies in Oxbridge.

1966

The new President's Scholarships were awarded to nine scholars.

6. PSC officers processing scholarship applications

7. Then Deputy Prime Minister Dr Toh Chin Chye chat with some of the 1966 President's Scholars

8. First batch of President's Scholars

9. Singapore students, including Colombo Plan Scholars meet then PSC Chairman, Dr Phay Seng Whatt

10



1970s

Gearing up for the challenges

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1970

The Constitution of Singapore (Amendment) Act, 1970 came into operation. Among other constitutional changes, it expanded the membership of the PSC by providing for a minimum of four and a maximum of seven members, excluding the Chairman.

1971

The PSC helped the Ministry of Defence select the first Singapore Armed Forces Overseas Scholars. It took over the administration of the ASEAN and Hong Kong scholarships from MOE.

To overcome a labour shortage in some areas within the Civil Service, more females were employed for various technical and other jobs traditionally confined to male candidates.

The PSC decided to promote officers on merit and beyond the number of vacancies available where there are deserving officers. The PSC also recruits foreign talent for areas with a shortage of qualified local candidates.

10. 1971 President's Scholars 11. PSC Scholars - George Yeo, Teo Chee Hean and Lim Hng Kiang

12. Then PSC Chairman, Dr Phay Seng Whatt at a meeting with New Zealand's top administrators

13. PSC officers sifting through stacks of papers to shortlist applicants

A sepia-toned photograph of the San Francisco skyline, featuring the Transamerica Pyramid and the San Francisco City Hall. The word "UNFOLD" is overlaid in large, white, bold, sans-serif capital letters.

UNFOLD

THE STORY OF PSC



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16



1980s

Changing with the times

1983

The Public Service Division was set up as part of the Ministry Of Finance. The PSC handed over personnel management of the Civil Service to the PSD.

The Civil Service adopted Shell's appraisal system for the Administrative Service, and the professional services. A personnel-centred management system was introduced.

PSC delegates to the Permanent Secretaries the authority to make all appointments to Div IV grades without referring to the Commission.

The PSC is now able to focus on its role as spelt out in the Constitution—that of ensuring impartiality of appointments, promotions and disciplinary actions.

1988

Singapore stopped receiving scholarships awards under the Colombo Plan.

14. One of our President's Scholars with his parents

15. 1980 Singapore Police Force Overseas Scholars

16. Scholarship applicants lining up to submit applications

17. Then President Devan Nair with 1984 President's Scholars



1994

The Constitution of the Republic of Singapore (Amendment 2) devolved some personnel functions from PSC to personnel boards in the ministries. From 1 January 1995, PSC served as an appellate board to consider appeals against personnel board decisions other than those under the Education and Police and Civil Defence Services.

The Education Service Commission and Police and Civil Defence Services Commission were amalgamated with PSC into a single commission, the PSC on 1 April 1998.

1998

Andrew Chew was appointed as PSC Chairman. He was the first ex-civil servant to be appointed.

18. Then President Wee Kim Wee & 1991 President's Scholars 19. 1995 Administrative Service Dinner and Promotion Ceremony

20. Dr Andrew Chew was first ex-civil servant to be appointed PSC Chairman

21. Then Prime Minister Goh Chok Tong was one of the leaders who were instrumental in steering the changes to the PSC's role in the 1990s

22. 1995 PSC Scholars



23



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2000s

Facing the future, meeting the challenges

2002

The Management Associates Programme was established as a career development programme to groom outstanding young officers to assume leadership positions in the Civil Service.

PSC sharpened its focus on top-tier scholarships and delegates to Ministries the selection and management of other tied scholarships. PSC continued to be the scholarships authority for the civil service to safeguard against over-investment in scholarships, safeguard standards and maintain a hierarchy of scholarship schemes to meet the needs of the service.

2003

PSC delegated to Permanent Secretaries and Director of Prisons authority to discipline civil servants (up to Division 1 Grade III or its equivalent, except Administrative Officers) for minor offences.

2005-2009

The PSC Mid-Term Scholarship, PSC Master's Scholarship, PSC China Scholarship and the PSC Overseas-Merit Scholarship (Specialist) were introduced to meet the needs for diverse talent in the Civil Service.

23. PSC interviewing a candidate 24. PSC scholars attending Outward Bound Singapore

25. At Outward Bound, scholars face challenges that bring out their teamwork and leadership skills

26. 2010 President's Scholars with past President's Scholars



SERVICE WITH DISTINCTION

Meet Mrs Tan Ching Yee, Permanent Secretary of Ministry of Education (MOE); LG(NS) Desmond Kuek, Permanent Secretary of Ministry of the Environment and Water Resources (MEWR); and Mr Ng Joo Hee, Commissioner of Police - three former PSC Scholarship holders who epitomise the meaning of service with drive and distinction.

Making a difference

Mrs Tan Ching Yee started her career as a civil servant in 1986 “in the bowels of statistics collection” after graduating from the University of Cambridge on an Overseas Merit Scholarship. Seated among her team mates in tight rows at the old Fullerton Building, working furiously on calculators, she saw and heard first-hand how statistics collection worked at the ground level.

“I became a more ‘enlightened’ user of statistics in my subsequent jobs, as a Research Economist and also as a Permanent Secretary. I learned not to ask for much more than the system could realistically provide with fidelity. I learned not to dissect data to beyond the level where accuracy could no longer be guaranteed. Most of all, I learned not to create work for other people, unless it was necessary.”

Working with people was what Mrs Tan found, a recurring theme through the varied challenges in different Ministries and at different stages of her career. “In the Civil Service, we deal with issues that cut across sectors and affect a large number of people. No matter how competent you are as an individual, it is not possible for a single person to conceptualise, implement and refine a policy from beginning to end. Being able to receive unfinished work from a colleague, see it to fruition, or some stage of completeness, and then hand it over to someone else is a critical asset.”

After her stint in the Department of Statistics, Mrs Tan went on to various positions in Ministry of Trade and Industry and MOE before being appointed as the Chief Executive of the Infocomm Development Authority in 2002, a position she held concurrently with that of Deputy Secretary (Infocomm and Media Development) at the Ministry of Information, Communications and the Arts. It was here that she had the opportunity to craft the government’s national ICT plan, both building on past work and also bridging into future efforts, to ensure that Singapore’s ICT infrastructure would remain one of the most modern in the world.

That experience was the essence of working in the Civil Service, which allows one to have that influence at the national or systemic level. She recalls, “Our work created the conditions for industry players, both large and small, incumbents and upstart to thrive in. We often had to hold the ring, and occasionally even ‘throw the book’ at players which might not have played fair.”

Similarly, her work in MOE to nurture the young for the future, helps shape Singapore in the next generation. She returned to MOE as its second Permanent Secretary in 2005, working to bring about the kind of education system that would ensure our young are prepared to thrive in a more sophisticated and complex environment.

Mrs Tan was appointed as MOE’s Permanent Secretary in 2007. Her many contributions to the nation were recognised with a Public Administration Medal (Gold) in 2008.

When asked what personal values kept her going, she had this to share.

“Take pride in your work. Use a thought experiment - imagine someone coming many years later and seeing your work in the files (or electronic repository). Would he feel that the piece of work was done in a rigorous manner, could stand the test of time, and led to solutions that were effective? This ‘pride’ should drive you to do your best, not just for now, but beyond the here and now. What if we lose all our files or the repositories are obsolete? The thought experiment is just that. In the end, it is you and your conscience.”

For those who would like to be a part of the Civil Service, Mrs Tan has this advice.

“Think of how your work may leave Singapore a better place for your children and fellow Singaporeans. You may not be able to boast of your specific contributions, because you did it as part of a team, but at least you know something in there was better because of your work.”

Mrs Tan Ching Yee >

Serving with humility

An SAF Overseas Scholarship holder and an Oxford and Harvard graduate, LG(NS) Desmond Kuek began his service to the nation as a young army officer some 28 years ago. Since then he has held as many as 16 different leadership roles before becoming Chief of Army, Chief of Defence Force and currently Permanent Secretary of MEWR.

As Chief of Army, he steered the Army towards organisational excellence. He improved its combat capability, especially in the areas of command and control, firepower and urban operations.

It was also under his leadership that the SAF was transformed into a third-generation armed force which harnessed advanced technology and networked structures for precision warfare and peacetime contingencies.

Now, as Permanent Secretary of MEWR, LG(NS) Kuek is responsible for ensuring a clean, sustainable environment and water supply for Singapore.



Asked why he had stayed on in the Public Service, LG(NS) Kuek said it has been a tremendously satisfying and rewarding experience. "I enjoy the diversity of new challenges and opportunities, the sense of adventure in blazing new trails and breaking new ground, the camaraderie of friends and colleagues who share the same mission and values, and the deep feeling of pride and purpose being in service to our country and people."

His many contributions and exceptionally distinguished performance were recognised by the nation. In 2009 he was awarded the Meritorious Service Medal (Military) at the National Day Awards.

Yet LG(NS) Kuek remains humble about his achievements. He shared that working in the Public Service is about "working with others to make things happen...The Civil Service is not a place for big egos nor about trumping others to get ahead... What is needed is the ability to lead people, win hearts and minds, and engage and collaborate with stakeholders across public, private and people sectors so that policies are effectively implemented and sustained."

Did he have to make sacrifices to pursue his dreams?

"No, I would not call it sacrifice when you find meaning and fulfillment in what you do. It's my wife and children who had to make the sacrifices - adjusting their schedules and soldiering on whenever my duties take me away."

He still carries about him that certain gravitas and values - values that he has held dearly since his army days.

"I believe in being true: to those who entrust me with a responsibility or mission, to my subordinates who place their lives and well-being under my charge; to the rest of my team who count on me to carry my end of the load, and to my own conviction and conscience to do what's right to the best of my ability.

Life is not just about making a living. It is about making a difference."

< LG(NS) Desmond Kuek

Repaying a debt with conviction

Growing up, Mr Ng Joo Hee never dreamt of becoming a policeman. But once he was inducted into it, he grew to love the profession so much that he stayed on for the next 23 years.

An SPF Overseas Scholarship holder, Mr Ng started out as an Investigation Officer after graduating from Oxford in 1988. In the early nineties he was sent to Cambodia as a UN blue beret to keep an eye on the local police and to investigate political harassment, including a political assassination, while dodging the occasional Khmer Rouge artillery barrage.

He remembers those days clearly: “You never really appreciate peace until you have been in a war – a life-changing experience!”

After returning from Cambodia, Mr Ng held various portfolios in the Police Force before rising to become the Commissioner of Police. He established and was the first commander of the STAR Unit, the Police’s elite hostage rescue outfit. He then spent 3 years outside of the Police Force in Ministry of Home Affairs and the Ministry of Trade and Industry before returning to Police where he was subsequently appointed Deputy Director of the CID, the Police Intelligence Department and Prisons Department in succession.

Mr Ng is rather philosophical when it comes to describing the sort of work he is currently doing.

“My job, in essence, is to deal with other people’s misfortune. I suppose I would have gone through several lifetimes’ worth of it by now. But even now, every crime, every tragedy, and every evil put right continues to instruct me in the fragility of life, and to make me treasure human goodness that little bit more.”

It is not always easy, though. “To be a good cop takes a lot of you. The times are many when I (and my colleagues) wonder about an easier way to make a living.”

Yet he soldiers on. Why?

“If not me, who? I love my job. I love the men and women who stand with me. And I love Singapore.”

He also holds a deep sense of gratitude and a grave sense of responsibility.

“For a son of a hawker to be able to attend the best universities in the world and then rise to become police chief is, by any measure, a remarkable thing. In the system that is administered by PSC, however, it is but common place. I, like many other government scholars, owe a debt which I can never hope to repay.

Today, I lead the 14,000-strong Singapore Police Force with a heavy sense of responsibility and humility; knowing full well that the safety and security of five million Singaporeans and residents are largely in my hands. How can I not stay on?”

He has just this to say to those deciding to join the Civil Service. “Join up for Singapore.”



Mr Ng Joo Hee >

GOING FROM STRENGTH TO STRENGTH

The Public Service Commission has identified and nurtured talent to serve the nation for the past 50 years through PSC Scholarships. Some of them have since left the Public Service - including Mrs Lim Hwee Hua, Mr Laurence Lien and Prof Su Guaning - but continue to contribute to the well-being of Singapore. Mr Manohar Khiatani enjoyed his work so much that he returned to the Public Service after spending five years in the private sector.

Engaging the People

Mrs Lim Hwee Hua, a PSC Overseas Merit Scholarship holder, began her career as an officer in the Administrative Service after graduating from the University of Cambridge in 1981. She then moved on to the financial services sector

before joining politics and becoming Singapore's first female Minister and Second Minister for Finance and Transport in 2009.

As a politician, she found great meaning in making a difference to the lives of many, and being part of a team that works hard to help chart the future of Singaporeans. She had a hand in the success of Singapore as Asia's premier financial hub. She also played a crucial role in transforming our transport system into one of the finest in the world. As the first woman Minister in Singapore, she has helped to increase the profile of women in Singapore and was awarded the title "Woman of the Year" by a leading woman's magazine in 2010.

Mrs Lim described her postings to the Ministry of Finance, Education and Law as "intellectually stimulating". At the same time, her stint in the Civil Service also helped her understand the importance of engaging stakeholders in policy implementation.

She recalls, "After a stint at Ministry of Finance where I was heavily involved in productivity efforts at the civil service-wide level, I was posted to the Ministry of Education and assigned to implement the initiative in schools. The process was a rather educational one which left me fully appreciative on the importance of securing buy-in before full implementation, however well-intended it was."

Mrs Lim spent 15 years in the private sector - investment and banking - after leaving the Civil Service. She said that she would join the Civil Service if she could make the decision all over again. "The experience and exposure cannot be equalled anywhere in the private sector."

< Mrs Lim Hwee Hua



Envisioning the future

Prof Su Guaning was the Chief Executive of DSTA before his secondment to NTU in 2002. He subsequently retired from the Public Service to join NTU as its President. He is passionate about the future and hopes to build a university that is the envy of many throughout the world.

“I am proud of the people we have and the students we have. I feel privileged to have this opportunity to create a unique university that will stand as a shining beacon of knowledge throughout the world.”

Prof Su, who was awarded the President's and Colombo Plan Scholarship in 1967, had made profound contributions

towards sharpening the technological edge of Singapore's defence capabilities in his 30-year career devoted to defence science and technology. He was instrumental in redefining the strategic direction of DSTA when he was its CEO.

He moved out of the Public Service to NTU as President because it “was a great opportunity to make a lasting impact in education and research”. Under Prof Su's leadership, NTU has enhanced its research and educational capacities, attracting top global faculty and administrators. Prof Su also led the transformation of the university, widening its academic and research programmes with the establishment of three new schools and the plan to set up Singapore's third medical school, a tie-up between NTU and Imperial College London.

Prof Su shared that his three-decade career in the Public Service gave him a good appreciation of the complexities of government. His advice to those deciding to join the Civil Service?

“It is well worthwhile joining the Civil Service for the excellent development opportunities. It is even more meaningful if one thinks of the intangible rewards of serving one's fellow citizens and determining the course of development for our nation.”



< Prof Su Guaning

Taking up the social cause

Mr Laurence Lien, Chief Executive Officer of the National Volunteer & Philanthropy Centre and Chairman of the Lien Foundation, was a PSC Overseas Merit Scholarship holder and an Oxford and Harvard graduate. He served for 14 years in the Singapore Administrative Service and was posted to different positions in the Ministries of Community Development, Youth and Sports; Home Affairs and Education.

Mr Lien left the Civil Service in 2008 to devote his life to social issues, as he has enjoyed working in this area most. “I think that in Singapore there is no lack of good thinkers and strategists; the problem today is that there is a lack of good executors – whether entrepreneurs or social entrepreneurs...I feel that I can personally make more of a difference in the social sector.”

As CEO of the National Volunteer & Philanthropy Centre, Mr Lien helps to promote volunteerism and philanthropy in Singapore, working in partnership with the public, people and private sectors.

So what is the greatest satisfaction in his current role?

“The privilege of being able to do meaningful work, and the freedom to chart the right course.”

Mr Lien shared that the training he received during his time as a civil servant was useful and enabled him to see the need to build civil society organisations that were partners with the government.

“The Civil Service experience helps me understand the big picture, and it teaches me to think about things in a more strategic way. In Singapore, it is a great advantage to know how policymakers think and how the bureaucracy works.”



Mr Laurence Lien >



Securing our economic future

Mr Manohar Khiatani, Chief Executive Officer of JTC Corporation, is passionate about the economic development of Singapore. He believes what we do or do not do today will have an impact on the future of our children and grandchildren.

This is why he returned to the Public Service after leaving EDB and spending five years in the private sector. "Since I have had such a fulfilling and enjoyable career in EDB, I took on the offer and rejoined the Public Service."

Trained in Germany as a naval architect on a Carl Duisberg Gesellschaft Scholarship administered by the PSC, he joined EDB in 1986 and was involved in the development of several key industry clusters including Electronics, Infocomms and Media, Precision Engineering, Transport Engineering and Clean Technology. He also spent several years based overseas in EDB's European operations and rose to become the Board's Deputy Managing Director in 2009.

But what makes this public officer so passionate about Public Service?

"I think the single biggest attraction and differentiator is the opportunity to make a real difference to Singapore and Singaporeans."

As the main man behind JTC Corporation, he plays a crucial role in determining the sort of economic future we might have.

"In many aspects, at JTC we function as a private sector entity, with our own profits and losses. At the same time we undertake long-term, strategic and iconic development projects such as Jurong Island, one-north, Seletar Aerospace Park, CleanTech Park, Jurong Rock Caverns etc. Our job, as a key economic agency in Singapore is really to secure the economic future of our country."



BEYOND THE CALL OF DUTY

They could cite hectic work schedules as reason for not being involved in community service work, but Mr Gabriel Lim and Mr Aaron Maniam, both PSC Overseas Merit Scholarship holders, make time to champion causes close to their hearts. Gabriel volunteers with the Movement for the Intellectually Disabled in Singapore (MINDS) and St Joseph's Institution (SJI), while Aaron is keenly involved in the work of youth organisations, the Indian and Muslim community groups and arts groups.

Giving back to society

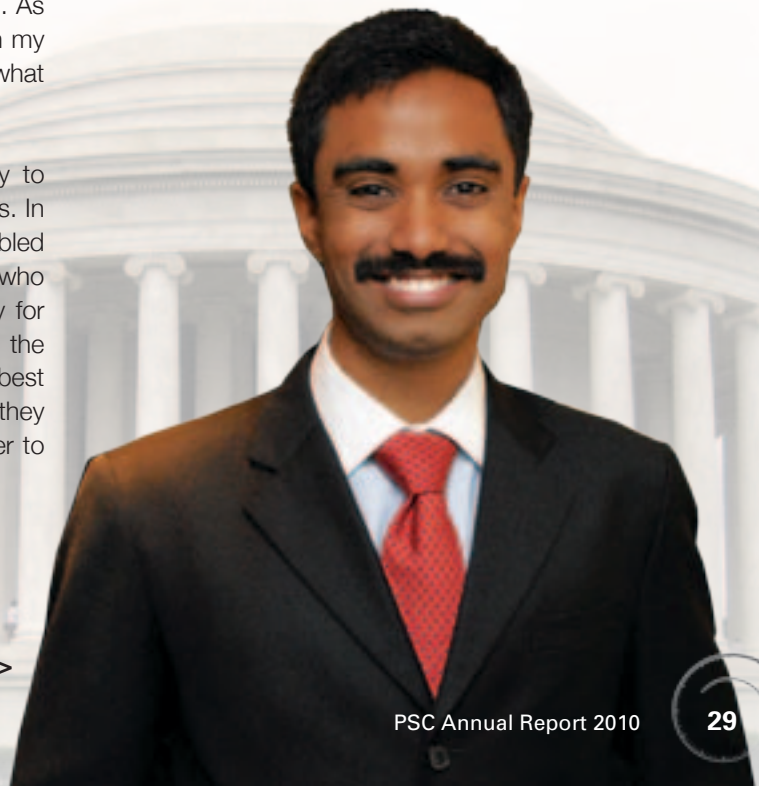
Asked why they continue to volunteer despite their busy schedules, both men cited their desire to make lives better for Singaporeans and contribute to Singapore as reasons very much in line with their aspirations as civil servants.

They are also aware that a PSC scholarship had opened up many doors for them and hence hope to contribute to the society that had given them the opportunity to excel. As Gabriel says, "I have been very blessed and fortunate in my life and it is only right for me to give back to society what society has enabled me to achieve."

"In both my main volunteer work, it is the opportunity to give others the chance to lead better lives for themselves. In MINDS, it is the opportunity to equip our intellectually-disabled clients with the basic skills for daily living and, for those who are able, to perform simple tasks to earn some money for themselves in social enterprises. In SJI, it is to provide the best environment for our school children to receive the best education that is suited for their needs, and ensure that they are well-rounded and steeped in the right values in order to succeed in life."

As for Aaron, most of his volunteering centres on youth development. At the National Youth Council, he chairs an Advisory Panel which aims to provide leadership and other training to youth sector activists, thereby enhancing their ability to set up and sustain robust and resilient youth organisations. At Mendaki Club and the SINDA Youth Club, he works on empowerment and upliftment programmes to enhance the self-esteem and educational performance of minority youths. He also volunteers as an adjunct lecturer at the NUS' University Scholars' Programme, and mentors young writers in poetry writing under the Creative Arts Programme as well as the National Arts Council's Mentor Access Programme. Internationally, he is an Asia 21 Fellow with the Asia 21 Young Leaders' Movement, which allows him to be part of international service projects targeting underprivileged communities in the Asia Pacific.

Mr Aaron Maniam >



Putting others above self

Their volunteerism does come at some personal sacrifice. As Gabriel shares, “There is unfortunately no silver bullet, and I have had to make difficult choices about what to focus on in order to balance the demands of the job and volunteer work. My social relationships have suffered but this is a choice I have made.”

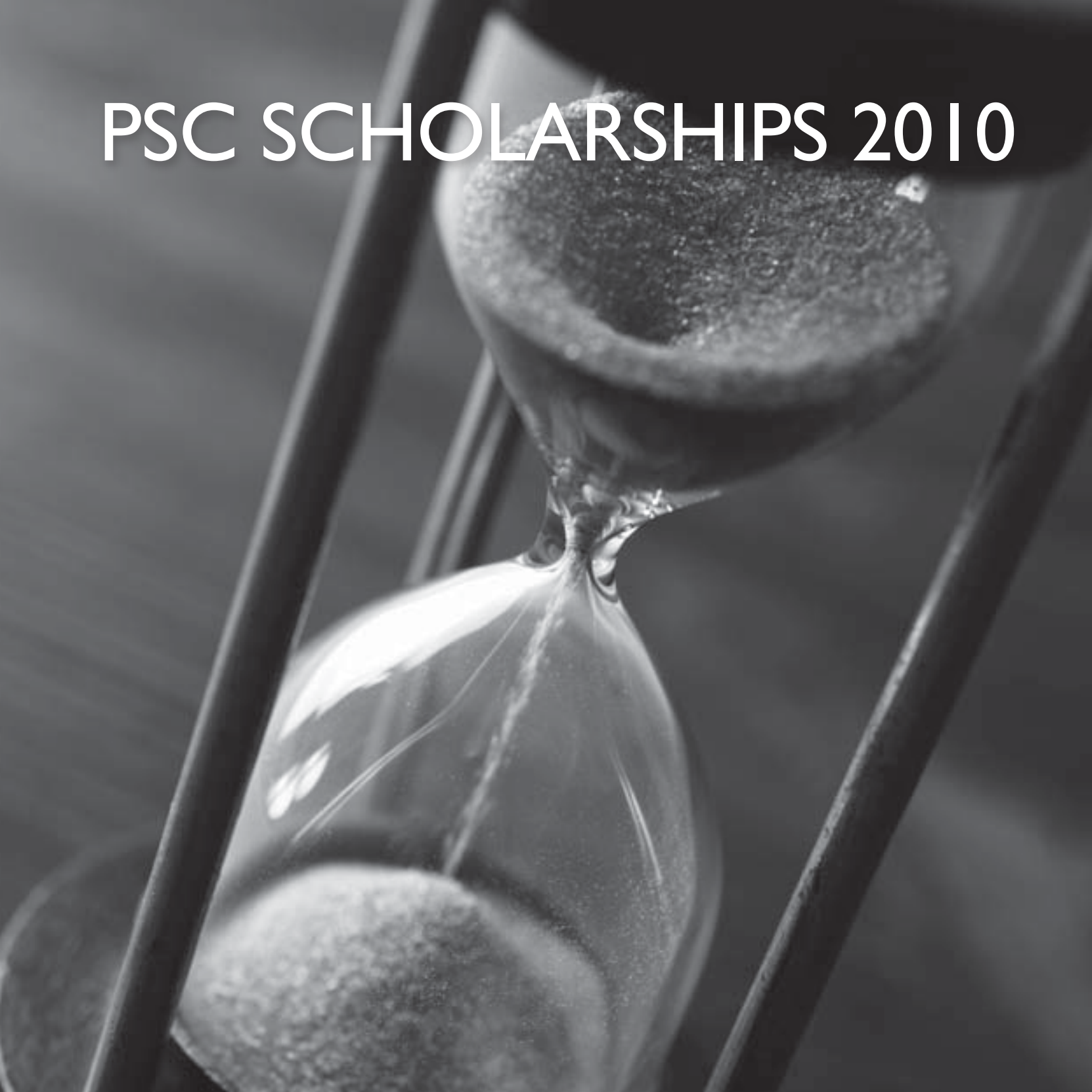
For Aaron, his teachers’ encouragements and gentle nudging that he “could do a little more” led him to start volunteering - something that he has carried on doing ever since. He adds, “It is easy to muster up the energy to do something we love. Time can always be alchemised – by waking up a little earlier, using interstitial time a little more effectively, or spending a little time at the end of each day for the causes we believe in. Every civil servant has a part to play in keeping our country ready, relevant and responsive to the changing demands of the modern world. As with any involvement, there are occasional days of frustration and fatigue, but the moments of meaning far outnumber them.”

Log on to <http://www.psc60anniversary.gov.sg/> to read other inspiring stories about PSC scholarship holders online.



Mr Gabriel Lim >

PSC SCHOLARSHIPS 2010



PSC SCHOLARSHIPS 2010



About PSC Scholarships

PSC Scholarships have served as a key source of talent for the Singapore Public Service since 1961. It 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 go through development programmes to hone their leadership skills and realise their leadership potential so that they can better serve the nation.

Assessment Centre for Selecting President's Scholarship Recipients

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 provides the PSC with a better all-rounded perspective of the candidates and adds further rigour to the selection process for Singapore's most prestigious scholarship.

Nurturing Talent

PSC Scholarship holders undergo a rigorous training and development programme right from the time they are awarded a PSC Scholarship. This ensures that they 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 scholarship holders are the Preparatory Course and the PSC Scholars' Mid-Course Programme (PSMP). Dialogue sessions and seminars with politicians and senior public sector leaders are also organised to ensure scholarship holders remain emotionally and intellectually rooted to Singapore. PSC scholarship holders are encouraged to participate in other development programmes and initiate community service projects. These training and development programmes continue after graduating and being appointed to Civil Service.



Preparatory Course, 5 – 20 July 2010

65 scholarship holders attended the 2010 Preparatory Course. Through the three-week programme, they gained deeper insights into the principles underpinning our public policies and the challenges of policy formulation. They learnt more about their individual leadership styles and 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. Participants also took part in a 3-day Outward Bound Singapore (OBS) programme to foster esprit de corps among fellow scholarship holders.

The Preparatory Course culminated in the PSC Scholarships Award Ceremony on 24 July 2010. The Guest-of-Honour was Deputy Prime Minister, Minister for Defence and Minister in charge of the Civil Service, Teo Chee Hean.



PSC Scholars' Mid-Course Programme

The PSC Scholars' Mid-Course Programme (PSMP) was held from July to September 2010. It comprised of three modules; the Developments in Public Policy Seminar, a Ministry Attachment and a Community Involvement module. Scholarship holders participated in the PSMP during their vacation break at the end of their second year

in university. In 2010, 51 participants attended the PSMP. 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, community leaders and Singaporeans of different backgrounds, participants gained a better understanding of the challenges facing Singaporeans and the nation.

National Day Rally Dialogue Session



Held on 3 September 2010, the annual National Day Rally (NDR) Dialogue session was a platform for participants to discuss key national issues raised in the Prime Minister's NDR Speech. Close to 100 public sector scholarship holders attended the dialogue session with Minister for Communication and the Arts, Lui Tuck Yew.

Singapore Seminar

The Singapore Seminar, an annual conference organised by the PSC, seeks to engage the overseas Singapore Public Service student community on key developments back home. In 2010, more than 200 participants attended the one-day seminar held in Boston, USA, entitled "Where Have All Our Scholars Gone?". The speakers were Mr Eddie Teo, Chairman, Public Service Commission; Professor Lily Kong, Member of the Public Service Commission and Vice-President (University and Global Relations), National University of Singapore; Professor Kishore Mahbubani, Dean, Lee Kuan Yew School of Public Policy; and LG(NS) Ng Yat Chung, Head of Energy & Resources, Co-Head of Australia and New Zealand and Co-Head of Strategy, Temasek Holdings.

Gap Year Programme

The Gap Year is an opportunity for scholarship holders on the MAP to gain first-hand experience of the concerns and challenges faced by private sector companies and organisations in the voluntary sector. In 2010, two scholarship holders completed their Gap Year stints with Keppel Land Ltd and a Non-government organisation, Groundwork, in London.

Another two scholarship holders began their Gap Year stints in 2010 with Keppel FELS Limited, Singapore and Organica Ecotechnologies, Inc. in Budapest, Hungary.

PSC Secretariat Overseas Visits

The PSC Secretariat visits top-tier universities each year to keep abreast of development in universities and tertiary education landscapes overseas, and to keep the universities updated on developments with PSC Scholarships. The trips also allows the PSC Secretariat to touch base with our scholarship holders, and to meet other Singaporean students to enthuse them in a career with the Singapore Public Service. In 2010, the PSC Secretariat visited top universities in the USA such as Brown University, Columbia University, Harvard University, Massachusetts Institute of Technology, Princeton University, University of Pennsylvania and Yale University.

Community Involvement

In 2010, a group of 50 PSC scholarship holders who were midway through their undergraduate studies worked actively with Beyond Social Services - a Voluntary Welfare Organisation to serve needy families and curb delinquency amongst disadvantaged young people in Singapore. The scholarship holders handled three different tasks: painting flats for Beyond's beneficiaries, delivering rice to needy families, and washing toys for the children at the Healthy Start Child Development Centre.

The volunteers took with them the lesson that as future Public Officers, they need to bear in mind the people they are serving, and to consider the impact of policies on society's most vulnerable community.



PSC SCHOLARSHIPS HOLDERS 2010



PSC SCHOLARSHIPS 2010

69 PSC Undergraduate Scholarships were awarded in 2010, comprising 62 overseas scholarships and 7 local scholarships. A Singapore Armed Forces Overseas Scholarship was also offered to an outstanding female officer cadet for the first time in PSC's history and 1 PSC Masters Scholarship was also awarded in 2010. The distribution of undergraduate scholarship awards by Scheme of Service is as follows:

Undergraduate Scholarships Awarded by Scheme – 2010

Scholarship Scheme	Number of Awards
Singapore Armed Forces Overseas Scholarship	5
Singapore Police Force Overseas Scholarship	2
Overseas Merit Scholarship	
Open	24
Tied – Legal Service	4
Tied – Teaching Service	2
Tied – Foreign Service	1
Local-Overseas Merit Scholarship	
Open	1
Tied – Legal Service	1
Local Merit Scholarship (Open) – Medicine	1
Singapore Government Scholarship (Open)	28
Total	69

The main fields of study were Economics; Philosophy, Politics & Economics; Humanities & Social Sciences; Law; Science and Engineering. The classifications of the undergraduate scholarship awards by field of study are:

Undergraduate Scholarships Awarded by Field of Study – 2010

Field of Study	Number of Awards
Economics or Philosophy, Politics & Economics	20
Humanities & Social Sciences	17
Law	12
Science	10
Engineering	9
Medicine	1
Total	69

THE PRESIDENT'S SCHOLARSHIP

The President's Scholarship is the most prestigious undergraduate scholarship in Singapore and 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 who have taken up public sector scholarships.

Four students were awarded the President's Scholarship in 2010.

No.	Name	Secondary School / Junior College	University and Course of Study
1	Chow Yi Ling ⁺	Cedar Girls' Secondary School Victoria Junior College	University of Warwick, UK Philosophy, Politics and Economics
2	Goh Koon Leong Joshua*	Catholic High School Catholic Junior College	Imperial College London, UK Chemistry
3	Joshua Rene Jeyaraj ⁺	Anglo-Chinese School (Independent)	University College London, UK Law
4	Tan Xin Hui Sharon*	Raffles Girls' School (Secondary) Raffles Institution	Stanford University, USA Political Science and Environmental Science



* Also awarded the Singapore Armed Forces Overseas Scholarship

⁺ Also awarded the Overseas Merit Scholarship

L-R: Joshua Rene Jeyaraj, Tan Xin Hui Sharon, Mrs Nathan, President S R Nathan, Chow Yi Ling, Goh Koon Leong Joshua

SAF OVERSEAS SCHOLARSHIP

The Singapore Armed Forces (SAF) Overseas Scholarships are offered to a few outstanding candidates each year. SAF Overseas Scholarship holders will be systematically trained, developed and groomed to assume key command and staff appointments in the SAF.

In 2010, five students were awarded the SAF Overseas Scholarship.

No.	Name	Secondary School / Junior College	University and Course of Study
1	Goh Koon Leong Joshua*	Catholic High School Catholic Junior College	Imperial College London, UK Chemistry
2	Seah Jun Hao	River Valley High School Raffles Institution	Imperial College London, UK Aeronautical Engineering
3	Soh Kah Loke	Hwa Chong Institution	University College London, UK Chemical Engineering
4	Tan Xin Hui Sharon*	Raffles Girls' School (Secondary) Raffles Institution	Stanford University, USA Political Science and Environmental Science
5	Tay Jian Hua	The Chinese High School Hwa Chong Institution	University College London, UK Economics

* Also awarded the President's Scholarship



SPF OVERSEAS SCHOLARSHIP

The Singapore Police Force (SPF) Overseas Scholarships are awarded to 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 2010, two students were awarded the SPF Overseas Scholarship.

No.	Name	Secondary School / Junior College	University and Course of Study
1	Lim Eng Sze Jonathan	Raffles Institution	University of Virginia, USA Political Philosophy, Policy and Law
2	Zhang Yitao	Raffles Institution	Stanford University, USA Economics or Engineering



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. Scholarship recipients of the Open award are automatically emplaced on the Management Associates Programme (MAP), a 4-year talent development programme, if they attain at least a Second Upper Honours degree. They have some flexibility to decide which Ministry to join upon graduation. Tied awardees will return to serve with the education, foreign or legal services upon graduation.

31 students were awarded the Overseas Merit Scholarship in 2010. Of these, four were tied to the Legal Service, two to the Teaching Service, and one to the Foreign Service.

The Overseas Merit Scholarship holders were:

No.	Name	Secondary School / Junior College	University and Course of Study
1	Adele Tee Ren Qi	Nanyang Girls' High School Hwa Chong Institution	Oxford University, UK History
2	Ang Zhe Wei Jeremy	Hwa Chong Institution	Oxford University, UK Philosophy, Politics and Economics
3	Audrey Ho Jia Xin	Raffles Girls' School (Secondary) Raffles Institution	Oxford University, UK History and Politics
4	Caitlin Tan Su Ying	Dunman High School Victoria Junior College	University of Warwick, UK Philosophy, Politics and Economics
5	Chew Yu Ting Denise	Crescent Girls' School National Junior College	University College London, UK Economics
6	Chong Yong	Anglo-Chinese School (Independent)	London School of Economics and Political Science, UK Law
7	Chow Yi Ling*	Cedar Girls' Secondary School Victoria Junior College	University of Warwick, UK Philosophy, Politics and Economics
8	Chua Weili Germaine	Presbyterian High School Raffles Institution	Oxford University, UK Philosophy, Politics and Economics
9	Dong Yangzi	Nanyang Girls' High School Hwa Chong Institution	Stanford University, USA Biology
10	Ho Jiayun	Raffles Girls' School (Secondary) Raffles Institution	University of Cambridge, UK Law
11	Hor Kang Ling Christine	Cedar Girls' Secondary School National Junior College	Imperial College London, UK Chemistry

No.	Name	Secondary School / Junior College	University and Course of Study
12	Ian Ernst Chai Yang ⁺	St Joseph's Institution St Joseph's Institution (International)	Oxford University, UK Law
13	Joshua Rene Jeyaraj [*]	Anglo-Chinese School (Independent)	University College London, UK Law
14	Lee Jun Jie Jonathan ⁺	Hwa Chong Institution	University College London, UK Mathematics
15	Li Xiaoyao	Hwa Chong Institution	Oxford University, UK Engineering
16	Lim Yan Chun	Dunman High School	Peking University, People's Republic of China International Relations and Psychology
17	Lim Yu	Nanyang Girls' High School Hwa Chong Institution	University of California, Los Angeles, USA Biology
18	Ng Shee Ern	Shrewsbury International School, Thailand	University of Cambridge, UK Engineering
19	Ng Wang Chin, Eileen	Raffles Girls' School (Secondary) Raffles Institution	Imperial College London, UK Biomedical Science
20	Ong Hao Yi ^{+#}	Victoria School NUS High School Of Mathematics & Science	Stanford University, USA Engineering



No.	Name	Secondary School / Junior College	University and Course of Study
21	Ow Jia Wei, Nicholas Earvin	Tanjong Katong Secondary School Victoria Junior College	University College London, UK Chemistry
22	Pang Ru Xue Jamie	Nanyang Girls' High School Hwa Chong Institution	Oxford University, UK Law
23	Samuel Lim Yong Peng	Raffles Institution	University of Pennsylvania, USA Economics
24	Sherlene Chatterji	Tanjong Katong Girls' School National Junior College	Stanford University, USA Economics and/or Environmental Science
25	Tan Jun Liang ⁺	Xin Min Secondary School Ngee Ann Polytechnic	Imperial College London, UK Aerospace Engineering
26	Tan Xin Yi Kellie	Raffles Girls' School (Secondary) Hwa Chong Institution	University of Cambridge, UK Geography
27	Tan Zhong Ming	Catholic High School NUS High School Of Mathematics & Science	Princeton University, USA Physics
28	Yoong May-Wen Melissa	Raffles Girls' School (Secondary) Hwa Chong Institution	University of Cambridge, UK Politics, Psychology and Sociology
29	Zhang Rui'En Grace	Raffles Institution	University of Chicago, USA History
30	Zhang Wenbo	Hwa Chong Institution	University of Pennsylvania, USA Chemistry

* Also awarded the President's Scholarship

⁺ Proceeding for studies in 2011

[#] Ong Hao Yi attended Sec 1 & 2 at Victoria School before NUSHS



LOCAL-OVERSEAS MERIT SCHOLARSHIP

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

Two students were awarded the Local-Overseas Merit Scholarship in 2010, of whom one was tied to Legal Service.

The Local-Overseas Merit Scholarship holders were:

No.	Name	Secondary School / Junior College	University and Course of Study
1	Koh Yi-Da, David	Hwa Chong Institution	National University of Singapore Law and Masters in Public Policy
2	Tay Jingxi	St Margaret's Secondary School National Junior College	National University of Singapore Law

LOCAL MERIT SCHOLARSHIP (MEDICINE)

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

In 2010, the only Local Merit Scholarship (Medicine) holder was:

No.	Name	Secondary School / Junior College	University and Course of Study
1	Ee Ying Hui Dina	Nanyang Girls' High School Hwa Chong Institution	National University of Singapore Medicine

SINGAPORE GOVERNMENT SCHOLARSHIP (OPEN)

The Singapore Government Scholarship (Open) was introduced as a scholarship tier just a notch below the Open Merit Scholarship. Like the Open Merit Scholarship (Open) holders, the Singapore Government Scholarship (Open) holders have the flexibility to decide which Ministry to join after they graduate if they attain at least a Second Upper Honours degree, they are also eligible for a Masters programme after they complete their undergraduate studies.

28 students were awarded the Singapore Government Scholarship (Open) in 2010.

The Singapore Government Scholarship holders were:

No.	Name	Secondary School / Junior College	University and Course of Study
1	Chan Jun Xian Gareth ⁺	Raffles Institution	University College London, UK Economics
2	Chen Zhikai ⁺	Raffles Institution	University College London, UK Economics
3	Cheng Yuxi	CHIJ St Nicholas Girls' School Hwa Chong Institution	Oxford University, UK Law
4	Cheong Chen Ming ⁺	Anglo-Chinese School (Independent)	University to be confirmed, USA Economics
5	Chng Luey Chun ⁺	The Chinese High School Hwa Chong Institution	University to be confirmed, People's Republic of China International Relations
6	Chong Kee En ⁺	The Chinese High School Hwa Chong Institution	University to be confirmed, UK Law
7	Chong Wei-Ren Brandon ⁺	Raffles Institution	University of Pennsylvania, USA Economics
8	Liu Hao ⁺	Hwa Chong Institution	University to be confirmed, UK Economics
9	Low Hong Wei ⁺	Bukit Panjang Govt High School Ngee Ann Polytechnic	University to be confirmed, Singapore Chemical Engineering
10	Navjeev Singh ⁺	Anglo-Chinese School (Independent)	University to be confirmed, UK Economics
11	Ng Chien Wei Benjamin ⁺	Dunman High School	London School of Economics, UK Economics

No.	Name	Secondary School / Junior College	University and Course of Study
12	Ng Sijie Kevin ⁺	Hwa Chong Institution	University to be confirmed, UK Chemistry
13	Poh Jia Yin Nicole Evangeline	Singapore Chinese Girls' School Anglo-Chinese School (Independent)	London School of Economics and Political Science, UK Law
14	Rachel Phoa Huling	Raffles Girls' School (Secondary) Raffles Institution	University of California, Berkeley, USA Biological Science
15	Samantha Chua Le Ling	CHIJ St Theresa's Convent St Joseph's Institution (International)	Singapore Management University Accountancy
16	Tan Chiang Wee Nicholas ⁺	Bukit Panjang Govt High School Pioneer Junior College	University to be confirmed, USA Engineering
17	Tan Yan Jun Joy [*]	Ngee Ann Secondary School Singapore Polytechnic	Manchester University, UK International Business, Finance and Economics
18	Tan Yanlin	River Valley High School Anglo-Chinese Junior College	Nanyang Technological University Accountancy and Business
19	Tan Zhi Hao ⁺	Raffles Institution	University to be confirmed, People's Republic of China International Relations
20	Tang Kwan Ki ⁺	River Valley High School Hwa Chong Institution	University to be confirmed, USA Economics
21	Thiam Jia Min	River Valley High School Hwa Chong Institution	National University of Singapore Law & Economics
22	Vanessa Chew Hei Yue	NUS High School Of Mathematics & Science	University of California, Berkeley, USA Arts & Social Sciences and/or Chemistry
23	Wong Qi Han ⁺	Hwa Chong Institution	Oxford University, UK Philosophy, Politics and Economics
24	Wong Wei Jie Edmund ⁺	Anderson Secondary School National Junior College	University to be confirmed, USA Liberal Arts
25	Yam An'An Denise	Raffles Girls' School (Secondary) Raffles Institution	Carnegie Mellon University, USA Engineering
26	Yip Wen Yen, Sarah	CHIJ St Nicholas Girls' School Victoria Junior College	London School of Economics and Political Science, UK International Relations
27	Zhang Hongchuan	Raffles Girls' School (Secondary) Raffles Institution	University of Cambridge, UK Law
28	Zhu Daoyuan ⁺	Hwa Chong Institution	London School of Economics, UK Economics

^{*} Proceeding for studies in 2011

⁺ Proceeding for studies in 2012/2013

PSC MASTERS SCHOLARSHIP

The Masters Scholarship is awarded to outstanding undergraduates in their final year of study and recent graduates. PSC Masters scholars will be placed on the Management Associates Programme, a four-year developmental programme upon completion of studies.

In 2010, one student was awarded the PSC Masters Scholarship:

No.	Name	Secondary School / Junior College	University and Course of Study
1	Sanjay Manohar Nanwani	Raffles Institution Victoria Junior College	Georgetown University, USA Master of Arts in Government



VISITS BY FOREIGN DELEGATES



SUMMARY OF VISITS BY FOREIGN DELEGATES 2001–2010

2010

18-Jan **Bhutan**
18-Mar **Sarawak**
22-Mar **Hong Kong PSC**
02-Aug **Malaysia PSC**
13-Oct **Taiwan**

2009

25-Feb **Bangladesh**
24-Mar **China-Tianjin**
21-Apr **China-Beijing**
19-Jun **Thailand**
29-Jun **Nepal**
10-Jul **Canada**
14-Aug **China-Beijing**
06-Oct **Indonesia**
14-Dec **Vietnam**

2008

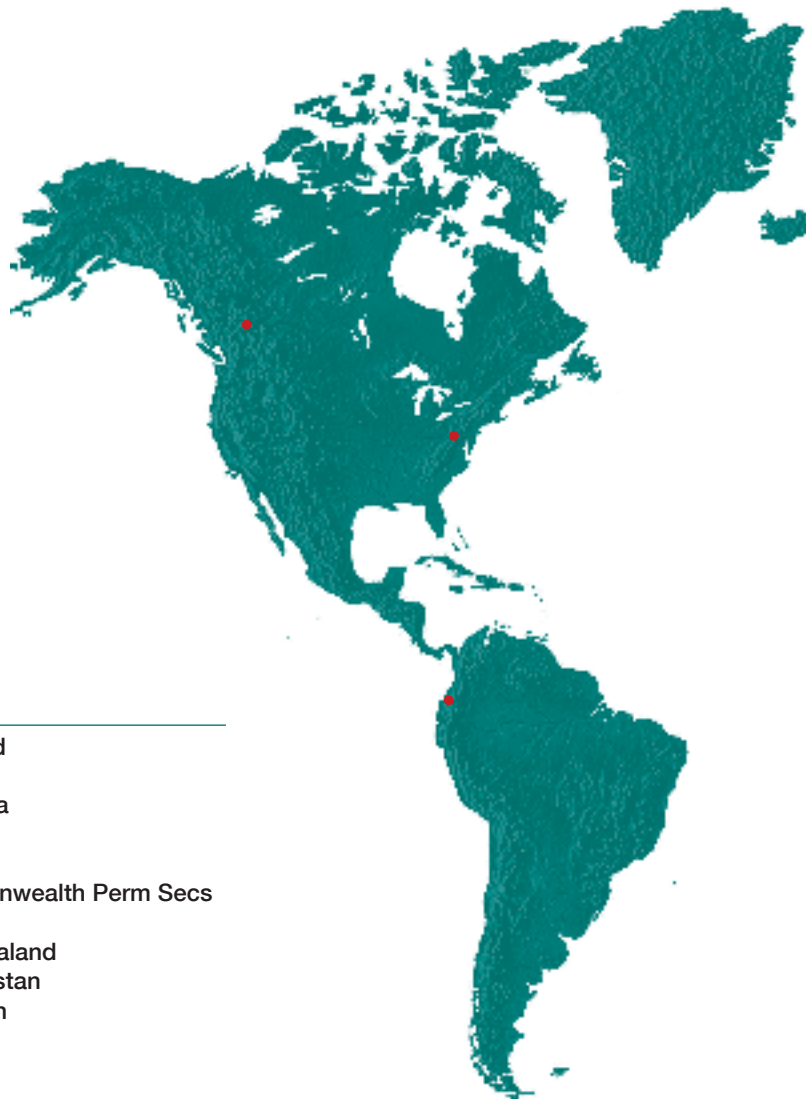
17-Jan **Israel**
21-Jan **Bhutan**
29-Apr **Kazakhstan**
04-Jul **Australia**
20-Aug **Thailand**
03-Sep **Kazakhstan**
17-Sep **Madagascar**
24-Oct **Australia**
10-Dec **Vietnam**
30-Dec **Brunei**

2007

07-Feb **India**
28-Jun **USA**
20-Sep **Russia**
20-Nov **Philippines**

2006

13-Jan **Thailand**
17-Jan **Brunei**
21-Jun **Tanzania**
27-Jun **Russia**
17-Jul **Dubai**
28-Jul **Commonwealth Perm Secs**
31-Aug **Kenya**
02-Oct **New Zealand**
03-Oct **Kazakhstan**
16-Nov **Pakistan**
18-Dec **Laos**



2005

10-Mar Hebei
 24-Mar China-Shandong
 01-Apr Jordan
 05-Jul Brunei
 17-Aug China-Guangxi
 05-Aug Switzerland
 05-Oct Indonesia
 29-Nov Japan

2004

26-Mar UK
 07-Apr China-Shandong
 23-Apr China-Guangxi
 27-Apr Korea
 11-Jun Fiji
 15-Jun China
 30-Jul Korea
 07-Sep Bhutan
 28-Oct Mauritius
 18-Nov Holland

2003

10-Mar Brunei
 30-Oct China-Zhuhai
 11-Nov China
 14-Nov Fiji
 27-Nov China

2002

03-May China-Suzhou
 22-Jul Vietnam
 26-Jul China
 01-Aug Australia
 02-Aug Cambodia
 10-Oct China
 15-Oct Taiwan
 24-Oct East Timor
 29-Oct Bahrain
 23-Dec New Zealand

2001

19-Feb Korea
 20-Feb India
 14-May China-Suzhou
 14-Sep Kenya
 16-Nov Korea
 03-Oct Bhutan
 11-Dec Vietnam

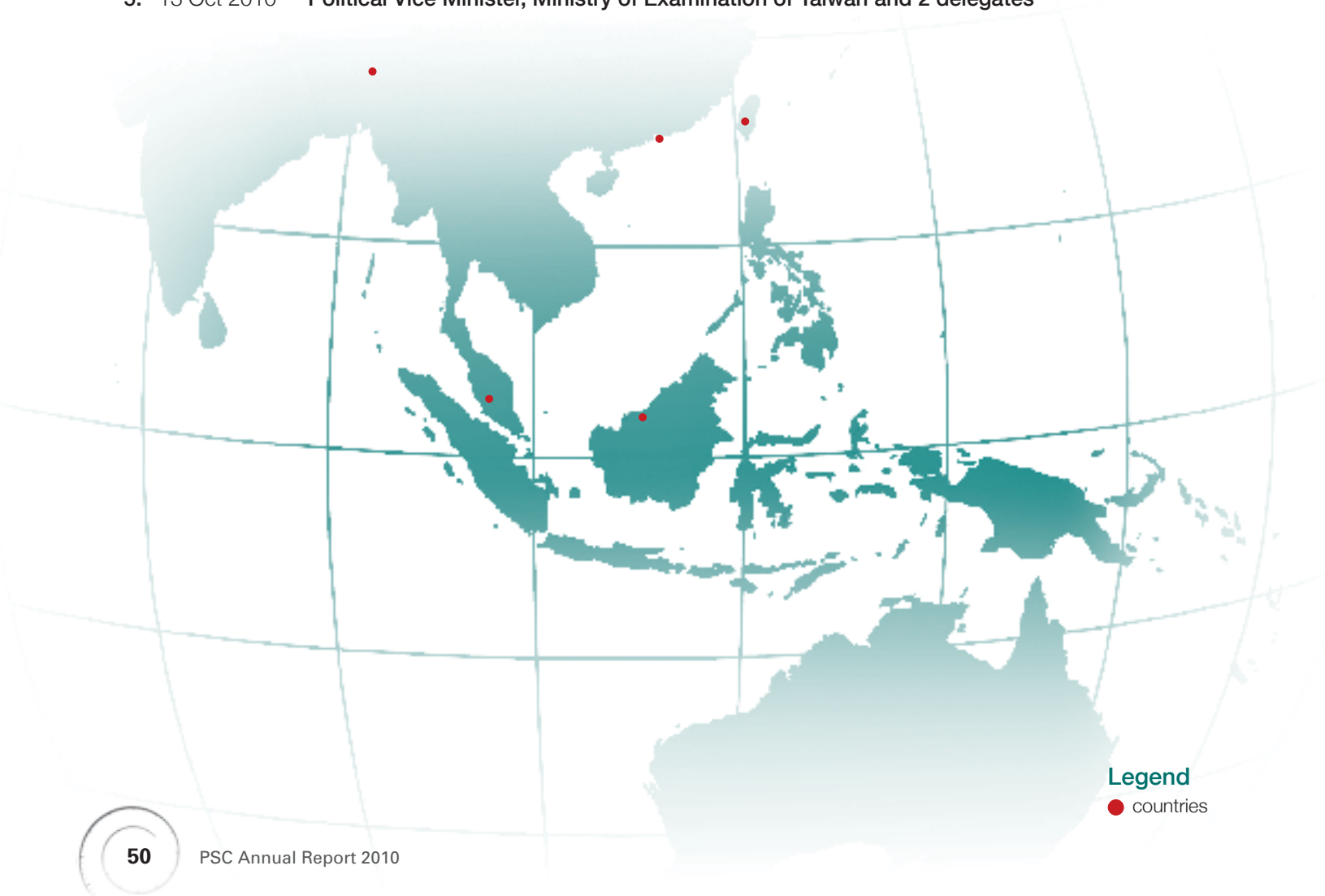


Legend
 ● countries

VISITS BY FOREIGN DELEGATES 2010

PSC hosted five delegations in 2010 and shared with them the work undertaken at the PSC. The five groups were:

1. 18 Jan 2010 **Chairman, Royal Civil Service Commission, Royal Government of Bhutan and 3 delegates**
2. 18 Mar 2010 **State Secretary of Sarawak and 13 delegates**
3. 22 Mar 2010 **Chairman, Hong Kong Public Service Commission**
4. 02 Aug 2010 **Chairman, Malaysia Public Service Commission and 49 delegates**
5. 13 Oct 2010 **Political Vice Minister, Ministry of Examination of Taiwan and 2 delegates**



Legend
● countries

APPOINTMENTS, PROMOTIONS, APPEALS AND DISCIPLINARY CASES



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 1 officers in the Auditing Service. The appointment of candidates into the Management Associates Programme (MAP) is undertaken by the Special Personal Board with effect from March 2009.

During the year, 39 candidates were interviewed for the Administrative Service, and 26 candidates were selected. Another 48 candidates were appointed to the MAP.

In 2010 the PSC considered 13 officers for promotion to Superscale Grade D/Grade 7 and above. Of these, 12 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 2010, the PSC promoted two officers into the grade of AS9 and above and the Auditor-General promoted 21 officers in the Auditing Service under the 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 2010, the PSC endorsed 16 officers recommended by the Special Personnel Board for appointment as Chief Executive Officers. The PSC also endorsed two Chief Executive Officers recommended by the Special Personnel Board for promotion to Superscale Grade D/Grade 7 and above.

Appeals

During the year, the PSC received four further appeals for promotion under the Public Service (Personnel Boards and Appeals Board) Regulations. One officer withdrew the appeal. Two appeals were turned down and one is pending PSC's decision.

Discipline

In 2010, 78 new disciplinary cases were reported to the PSC. Together with 46 on-going cases that were brought forward from previous years, the PSC processed a total of 124 cases in the year. Of these cases, 84 were completed, of which 29 were handled under the Regulations, and 36 being Directions cases handled by the Permanent Secretaries and the Director of Prisons, under authority delegated by the PSC. The remaining 19 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 Indebtedness, Dishonesty/Embezzlement/CBT and Inappropriate/Immoral Behaviour. Division 1 and 2 officers constituted the largest group of offenders. Most of the completed Regulations cases in 2009 resulted in dismissal.

Details of the 29 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 2010 (Breakdown by Division)

Offence	Div 1	Div 2	Div 3	Div 4	Total
Corruption/Malpractice	-	2	-	-	2
Dishonesty/Embezzlement/CBT	2	1	2	-	5
Drug Offences	-	-	1	-	1
Inappropriate/Immoral Behaviour	5	-	-	-	5
Theft/Robbery	2	1	1	-	4
Indebtedness	2	3	1	-	6
Negligence / Inefficiency / Unpunctuality	1	-	-	-	1
Outside Employment / Business	1	-	-	-	1
Others	2	1	1	-	4
Total	15	8	6	-	29

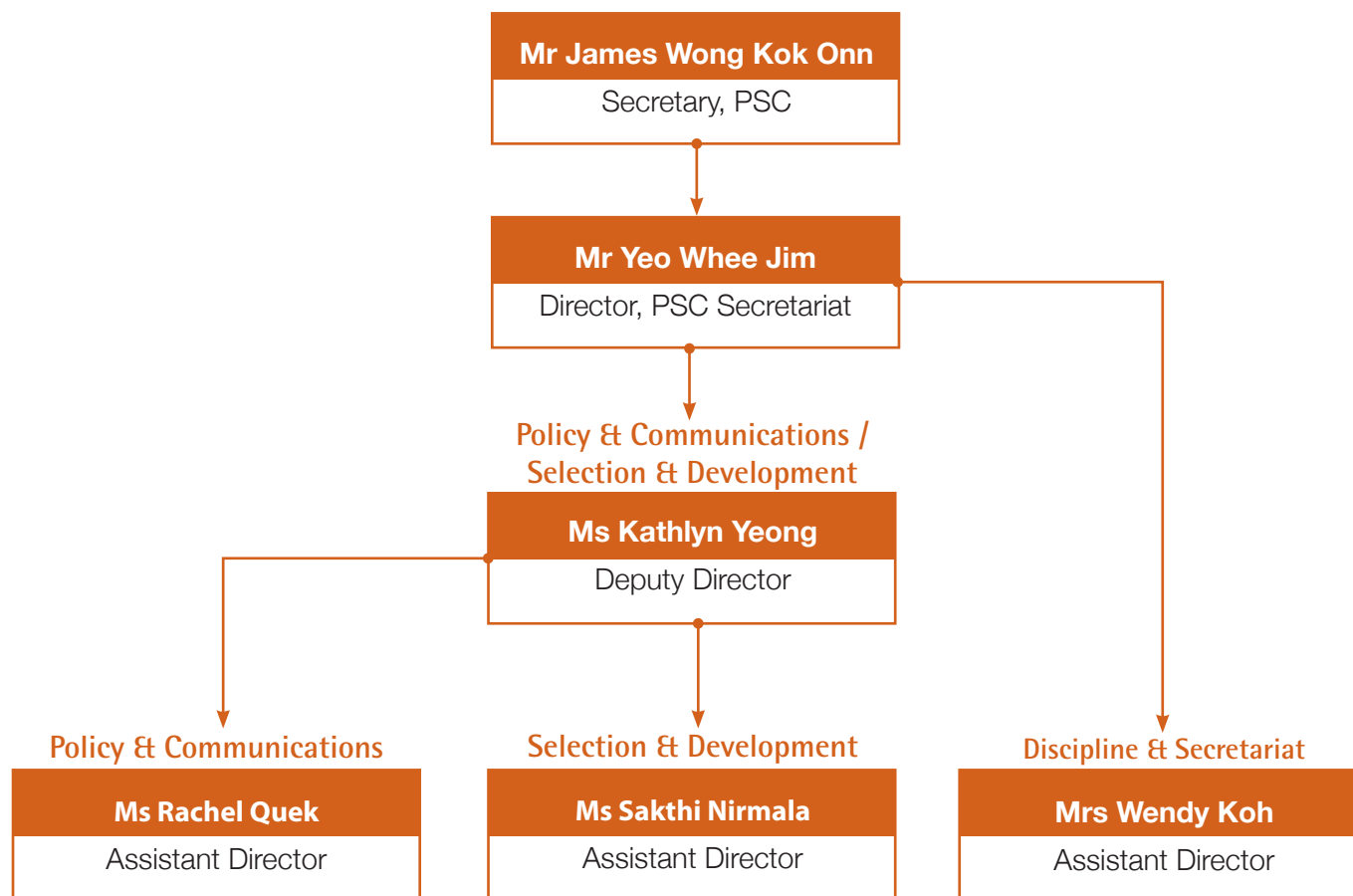
Table 2: Completed Regulations Cases in 2010 (Breakdown by Outcome)

Offence	Dismissal	Retired in the public interest	Reduction in rank	Financial penalties	Reprimand	Allowed to resign	Not to proceeded against	Written warning	Total
Corruption/ Malpractice	2	-	-	-	-	-	-	-	2
Dishonesty/ Embezzlement/ CBT	3	1	-	-	-	1	-	-	5
Drug Offence	1	-	-	-	-	-	-	-	1
Immoral Behaviour/ Sexual Offences	4	-	-	-	-	1	-	-	5
Theft/Robbery	3	1	-	-	-	-	-	-	4
Indebtedness	4	1	-	-	-	1	-	-	6
Insubordination/ Non-compliance of orders	-	-	-	-	-	-	-	-	-
Negligence/ Inefficiency/ Unpunctuality	-	-	-	-	-	-	-	1	1
Outside Employment/ Business	-	-	-	1	-	-	-	-	1
Others	2	1	-	1	-	-	-	-	4
Total	19	4	-	2	-	3	-	1	29

PSC SECRETARIAT



PSC SECRETARIAT





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years of

Public Service Commission
Singapore

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