

PUBLIC SERVICE COMMISSION
SINGAPORE



ANNUAL REPORT 2024
INTEGRITY • IMPARTIALITY • MERITOCRACY

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CHAIRMAN'S REVIEW

The political transition to the 4th generation leadership team in 2024 was a significant milestone in Singapore's history. In his inauguration speech, Prime Minister Lawrence Wong shared how he and many in his 4G leadership team were beneficiaries of the public policies of Singapore's earlier generations of leadership.

The Singapore Public Service is dedicated to serving the nation and ensuring institutional continuity. It has played a significant role in delivering the public policies that have developed the Singapore of today. Public officers remain agile, providing input to and supporting the policy priorities set out by the political leadership. We need talent in the Public Service who can contribute different perspectives and view the future from multiple angles to build a stronger Singapore.

Nurturing a Strong Pipeline of Public Service Leaders

The Public Service Commission (PSC) is committed to identifying and nurturing talent for the Singapore Public Service.

We need talent who can create opportunities and shape the future. Public Service leaders must not only excel in their contributions, but must demonstrate the values of integrity, service, excellence, and most importantly, the purpose and conviction to serve. This leadership entails responsibility, stewardship, and dedication to the common good. It is encouraging that many of the PSC Scholarship holders go on to senior leadership positions in our public institutions.

In 2024, 54 new recipients of scholarships from the PSC came from a wide range of pre-tertiary institutions. Eight of them will follow the path less travelled to do their undergraduate programmes in France, Germany, and Japan. The PSC encourages our scholarship recipients to pursue their studies in different fields and to gain different precious life experiences, so as to strengthen our Public Service and to enhance the ability to serve different segments of our society in dealing with emerging challenges.

Strength through Partnerships

Building a strong leadership pipeline requires a collective effort. In 2024, we strengthened outreach through partnerships with key stakeholders. We continue to work closely with all schools and pre-tertiary institutions. The expanded Whole-of-Government (WOG) PSC and Public Sector Scholarship Fair attracted over 800 participants, with over 50 public agencies, international partners, and universities featured. Our Alumni Network volunteers, made up of PSC Scholarship holders and public officers from the Public Service Leadership Programme and Administrative Service, helped students in schools and polytechnics learn more about careers in the Public Service and answer their questions. We participated in career fairs organised by the schools, and extended our reach to Year 1 students in the junior colleges. The PSC also actively engaged our



Public Service leaders must not only excel in their contributions, but must demonstrate the values of integrity, service, excellence, and most importantly, the purpose and conviction to serve.

overseas university partners to keep abreast of educational developments and to promote the PSC Scholarship to overseas Singaporeans.

With good help from our diplomats, we were able to reinstate the partnership with the Japanese Government on the Monbukagakusho Scholarship (MEXT Scholarship) after a hiatus of 10 years. This will allow our PSC Scholarship holders and other public sector scholarship holders to concurrently hold a MEXT Scholarship, which will assist in their admission to top national universities in Japan. We also launched a preparatory programme with Carl Duisberg Centren in Cologne, Germany to assist PSC scholars in acquiring the requisite German

language proficiency and preparing for their undergraduate studies in Germany. We hope these efforts will encourage more students to study in Japan and Germany in the years ahead.

Upholding High Standards of Integrity in the Public Service

Integrity is at the heart of the Public Service's values. It is essential in a robust governance system and to maintain public trust. In 2024, the PSC saw 234 discipline cases, with a majority being minor cases and managed under the Directions. In instances where public officers fall short, they know that the disciplinary system will deal with them fairly and impartially, regardless of their rank or seniority, and without fear or favour.

Looking Ahead

As Singapore celebrates 60 years of nation-building in 2025, the PSC remains committed to the principles of integrity, impartiality and meritocracy. We welcome outstanding individuals with the right values and purpose to come forward to serve in the Public Service.

I would like to take this opportunity to thank all my fellow PSC Members for their dedication and wise counsel over the past year. I also wish to express my appreciation to all the staff of the PSC Secretariat for their unstinting support. Let our core values guide us through our future challenges.



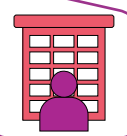
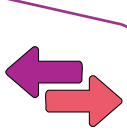
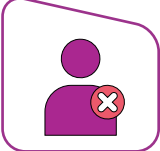


**THE SINGAPORE
PUBLIC SERVICE
COMMISSION (PSC)**

THE PSC'S ROLE

The Public Service Commission (PSC) is constituted under Part IX of the Constitution of the Republic of Singapore.

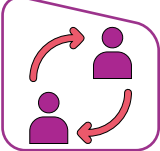
The functions of the PSC under the Constitution are as follows:

- | | | | |
|--|--|--|--|
|  | A. Appoint; |  | B. Confirm; |
|  | C. Emplace on the permanent or pensionable establishment; |  | D. Promote; |
|  | E. Transfer; and |  | F. Dismiss and exercise disciplinary control over public officers*. |

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

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

Since 1995, the following personnel functions have been devolved to the Personnel Boards in the Ministries:

- | | | | |
|---|--|---|---|
|  | A. Recruitment and appointment to the Civil Service except for the Administrative Service and Auditing Service; |  | B. Confirmation and emplacement of officers on the permanent or pensionable establishment; |
|  | C. Appointment and promotion of officers up to Superscale E1/Grade 8 (except for the Auditing Service); and |  | D. Transfer of service among services other than transfers to the Administrative Service. |

The PSC is the final appellate body to consider appeals against decisions of the Special Personnel Board.

The PSC performs a non-constitutional role of recruiting and developing talent for the Singapore Public Service through the PSC Scholarships, as well as coordinating the efforts of scholarship-awarding agencies.

MEMBERS OF THE PSC

The Constitution provides for the PSC to have a Chairman and at least five but not more than 14 other Members. As of 31 December 2024, the PSC comprised the Chairman, Deputy Chairman and nine other Members.



Mr Lee Tzu Yang
Chairman



Ms Chua Sock Koong
Deputy Chairman



Professor Lily Kong



Mr Alan Chan



Dr Sudha Nair
(retired on 31 January 2025)



Professor Benjamin Ong



Ms Euleen Goh



Mr Ramlee Bin Buang



Mr Warren Fernandez



Ms Geraldine Chin



Mr Seck Wai Kwong
(appointed on 15 February 2024)



APPOINTMENTS,
PROMOTIONS, APPEALS
AND DISCIPLINARY CASES

APPOINTMENTS, PROMOTIONS, APPEALS AND DISCIPLINARY CASES

Appointments and Promotions

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

In 2024, the PSC considered 16 candidates and found 14 suitable for appointment to the Administrative Service.

A total of 39 officers were promoted to Superscale D/Grade 7 and above, including those in the Administrative Service.

For the Auditing Service, one officer was promoted to Superscale Grade 9 and above. There were no new appointments to Superscale Grade 9 and above.

Appointments and Promotions of Chief Executive Officers of Statutory Boards

The PSC considers the suitability of candidates for appointment as Chief Executive Officers of Statutory Boards and subsequent renewals. The PSC also considers the suitability of the Chief Executive Officers for promotion to Superscale D/Grade 7 and above.

In 2024, the PSC considered and concurred with the agencies' recommendation to:

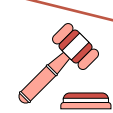
-  **A.** Appoint 10 officers as new Chief Executive Officers;
-  **B.** Renew the terms of 6 existing Chief Executive Officers;
-  **C.** Appoint or extend 36 officers as Acting Chief Executive Officers; and
-  **D.** Promote one Chief Executive Officer to Superscale D/Grade 7 and above.

Appeals

There were no appeals for promotion or against termination under the Public Service (Personnel Boards and Appeal Board) Regulations in 2024.

Disciplinary Cases

The PSC is vested with the disciplinary control of civil servants under Article 110(1) of the Constitution of the Republic of Singapore. Civil servants who misconduct themselves are dealt with under one of the three disciplinary procedures¹ listed below:

-  **A.** The Public Service (Disciplinary Proceedings) Regulations 2023 ("the Regulations");
-  **B.** The Public Service Commission (Delegation of Disciplinary Functions) Directions ("the Directions");
-  **C.** The Public Service Commission (Prison Officers) (Disciplinary Proceedings – Delegation of Functions) Directions ("the Prisons Directions").

Cases under the latter two categories are collectively known as being under "the Directions".

A total of 151 new disciplinary cases were reported to the PSC in 2024. Together with 83 cases that were brought forward from previous years, the PSC processed a total of 234 cases in the year. 158 cases (68%) were completed. Of these completed cases, 53 cases were completed under the Regulations, 92 cases were completed under the Directions, and no formal disciplinary action was instituted against the officers in the remaining 13 cases.

¹ Officers may be disciplined under the Regulations when it involves serious misconduct, where the possible penalties include a dismissal or a demotion. For less serious misconduct, officers may be disciplined under the Directions or Prisons Directions, as appropriate. The PSC has delegated to the Permanent Secretaries/Commissioner of Prisons part of its functions pertaining to the discipline of officers for minor misconduct.

The most common types of misconduct cases completed under the Regulations were Indebtedness, Non-Compliance of Orders and Sexual Offences.

Table 1: Breakdown by Outcome of Cases Completed under the Regulations in 2024

Misconduct	Outcome							Total
	Dismissal	Retirement in the Public Interest	Demotion	Financial Penalties	Reprimand	Allowed to Resign	Not Proceeded Against	
Corruption	–	–	–	–	–	–	–	–
Dishonesty	5	2	–	–	–	–	–	7
Drug Offences	2	–	–	–	–	–	–	2
Indebtedness	1	1	8	–	–	2	–	12
Negligence	–	–	–	–	–	–	–	–
Non- Compliance of Orders	5	4	1	–	–	1	–	11
Sexual Offences	11	–	–	–	–	–	–	11
Theft	2	1	–	–	–	–	1	4
Others	2	1	–	3	–	–	–	6
Total	28	9	9	3	0	3	1	53



**RECRUITING TALENT,
DEVELOPING LEADERS**

PSC SCHOLARSHIP – GATEWAY TO A PUBLIC SERVICE CAREER

The PSC awards full scholarships to outstanding young men and women who are committed to serving Singapore through a career in the Public Service. The PSC Scholarships are open to applicants at various points in their education journey and offer three main career paths – Public Administration, Professional Service and Uniformed Service. Successful

applicants may be awarded the scholarship prior to their undergraduate studies, during their undergraduate studies (as a mid-term scholarship recipient) or after completing their undergraduate studies (as a Master's scholarship recipient). These multiple entry points have enabled the PSC to recruit scholarship holders with diverse perspectives and backgrounds.

Public Administration

Recipients of the PSC Scholarship, PSC Scholarship (Sustainability) or PSC Master's Scholarship will assume a role in Public Administration. They are not tied to a specific Ministry at the start of their scholarship journey and can be deployed across different agencies after graduation. The Public Administration pathway provides scholarship

holders the opportunity to develop as leaders and gain experience in multiple sectors of the Public Service. Recipients of the PSC Scholarship (Sustainability) and the PSC Master's Scholarship (Sustainability) focus more on sustainability initiatives and policies in areas like climate change, clean energy, urban planning and green financing, in the course of their work.



Recipients of the 2024 PSC Scholarship and PSC Scholarship (Sustainability)

Professional Service

The Professional Service pathway develops scholarship holders for a specific career in Engineering, Foreign Service, Judicial Service/ Legal Service, Medicine, Public Finance or



Recipients of the 2024 PSC Scholarship (Engineering)



Recipients of the 2024 PSC Scholarship (Foreign Service), PSC Scholarship (Legal/Judicial), PSC Scholarship (Medicine) and PSC Scholarship (Teaching)

Teaching Service. Recipients of these scholarships return to serve in the respective agencies linked to their scholarships and are guided and developed in line with their professional tracks.

Uniformed Service

The PSC also awards the Singapore Armed Forces Scholarship (SAFS) and the Singapore Police Force Scholarship (SPFS) to outstanding young men and women who respond to the call of defending the nation and are committed to maintaining peace and stability, and law and order in our country.

SAFS holders are systematically trained and developed to assume key command and staff appointments in the SAF, while SPFS holders are groomed to lead the Home Team in upholding law, maintaining order and keeping peace in Singapore.

The SAFS and SPFS are also offered to those who wish to decide on an SAF or SPF career mid-term or late into their university studies.



Recipients of the 2024 The Singapore Armed Forces (SAF) Scholarship and The Singapore Police Force (SPF) Scholarship

IDENTIFYING TALENT

The PSC adopts a rigorous process to select scholarship holders and considers a range of information from multiple sources. These include the candidate's personal statement, school report, achievements in Co-Curricular Activities, community involvement, academic results and other notable achievements. The holistic assessment brings out key factors the PSC seeks in candidates, including leadership potential, resilience, diversity of experience, aptitude, passion and fit for a Public Service career. The PSC has adopted a range of tools, allowing the selection panel insights into some of the non-intellectual and whole person traits of our applicants. The PSC continually reviews its battery of tools for scholarship selection and enhances it to ensure that the right talent is selected.

The PSC provides updated information on the PSC Scholarships and Public Service careers to our stakeholders through regular meetings with school leaders, as well as sessions for students and their parents.

The PSC and Public Sector Scholarships Fair is held by the PSC annually, to provide a 'one-stop' platform for prospective scholarship applicants and their parents to learn more about the careers and scholarships offered by public sector agencies. To provide a global perspective, the 2024 fair featured key overseas education partners who shared information on tertiary education opportunities in France, Germany, Japan, the United Kingdom and the United States. Admissions officers from overseas universities such as the University of Cambridge and Imperial College London also attended the 2024 fair to engage directly with prospective scholarship applicants. In addition, student associations were present to share their experiences in less conventional study destinations, offering attendees a broader perspective on international education options.



Students and their Parents at the 2024 PSC and Public Sector Scholarships Fair

The PSC works in close partnership with agencies, schools, universities and self-help community groups to reach out to a diverse profile of candidates and raise awareness of the scholarship and career options available in the Public Service. The Alumni Network, which was set up in 2023, has since expanded to nearly 200 volunteers including previous recipients of the PSC Scholarships and high-potential officers from the Public Service talent programmes. The volunteers supported the PSC and our schools to help students across a range of schools understand more about Public Service scholarships and careers.



Engagement Session with Year 1 Students at Nanyang Junior College

The PSC has also expanded its outreach efforts to Singaporean talent studying in overseas universities through tie-ups with the Singapore Global Network and Singapore student associations, and joint promotion trips with public sector agencies. In the last two years, about 15 overseas Singaporean students have been successfully matched for summer internship opportunities across various public sector agencies for a first-hand experience in the Public Service.

2024 PSC SCHOLARSHIP RECIPIENTS

In 2024, we awarded 54 PSC scholarships – 22 on the Public Administration track, 23 on the Professional Service track and 9 on the Uniformed Service track.



2024 PSC Scholarship Recipients with Mr Chan Chun Sing (Minister for Education and Minister-in-charge of the Public Service) and the Public Service Commission

Table 2: 2024 PSC Scholarship Recipients

Categories	Number who proceeded for studies in 2024
Public Administration	22
PSC Scholarship	18
PSC Scholarship (Sustainability)	4
Professional Service	23
PSC Scholarship (Engineering)	14
PSC Scholarship (Foreign Service)	1
PSC Scholarship (Judicial Service / Legal Service)	3
PSC Scholarship (Medicine)*	2
PSC Scholarship (Public Finance)	0
PSC Scholarship (Teaching Service)	3
Uniformed Service	9
The Singapore Armed Forces Scholarship	4
The Singapore Police Force Scholarship	5
Total	54

*Awarded as mid-term scholarships

Table 3: 2024 PSC Scholarship Recipients by Course of Study

Course of Study	Number who proceeded for studies in 2024
Arts and Music	1
Economics / Philosophy, Politics and Economics	7
Engineering / Information and Communications Technology	14
Finance / Business / Accountancy	1
Humanities and Social Sciences	16
Law	5
Medicine	2
Science / Mathematics	3
Others – On Language Course	5
Total	54

Table 4: 2024 PSC Scholarship Recipients by Country of Study

Country of Study	Number who proceeded for studies in 2024
France	3
Germany	2
Japan	3
Singapore	15
United Kingdom	17
United States of America	14
Total	54

PRESIDENT’S SCHOLARSHIP

The PSC also awards the President’s Scholarship – Singapore’s most prestigious undergraduate scholarship. The President’s Scholarship is awarded on top of a public sector scholarship. It recognises individuals who have stood out among their cohort, demonstrating excellence in their pursuits. Recipients of the President’s Scholarship have shown dedication to improving the lives of Singaporeans and exemplified the ethos of the Public Service.



In 2024, there were three recipients of the President’s Scholarship.

Table 5: 2024 President’s Scholarship Recipients

Name	Pre-university Institution	Course of Study	University
Emily Tan Cheng Kai	Raffles Institution	Economics	Stanford University
Toh En Yu Dylan	Hwa Chong Institution	Data Science	University of California, Berkeley
Wang Yining, Marianne	Raffles Institution	Economics and Government	Harvard University

MOULDING TOMORROW'S LEADERS

PSC Scholarship holders participate in a series of milestone programmes and developmental opportunities during their studies. These programmes help them develop a diverse set of experiences and prepare them to make impactful contributions.



2024 PSC Scholarship Recipients at the Three-day Outward Bound Singapore Experience

2024 Preparatory Course

The annual Preparatory Course is designed to prepare new PSC Scholarship recipients for their academic journey while developing them as future leaders of the Singapore Public Service. The programme also provides them with a better understanding of the opportunities and challenges ahead for the Public Service. The 2024 Preparatory

Course was conducted from 13 to 28 June 2024 and included a three-day Outward Bound Singapore experience focused on enhancing self-awareness, leadership skills and team cohesion.

The course also featured a culinary workshop and a self-defence class to enhance the scholars' life skills and personal safety awareness.



2024 PSC Scholarship Recipients at the Culinary Workshop



2024 PSC Scholarship Recipients Picking Up Self-defence Skills

As part of the Preparatory Course, all scholarship recipients participated in the Youth Corps Leaders Programme (YCLP). The YCLP empowers them to identify, plan and execute projects that address community issues and support a meaningful cause. In 2024, two YCLP projects were completed, both of which are highlighted in the following paragraphs.



2024 PSC Scholarship Recipients with Guest Speaker, Mr Eric Chua, Senior Parliamentary Secretary at the Ministry of Culture, Community and Youth

ForesightSG

ForesightSG collaborated with Pro Bono SG to enhance the legal and financial education knowledge of youths. Insights into the life challenges that youths faced as well as the types of financial knowledge they were lacking were gathered through focus group discussions. The team then designed targeted resources and information that would be most relevant and beneficial in helping youths better navigate their life challenges.

Project Homerun

Project Homerun, in collaboration with Habitat for Humanity Singapore, aimed to improve the living conditions of vulnerable individuals residing in unsafe and unsanitary homes. The project targeted those with limited family support and who were reliant on social service agencies. Volunteers organised sessions to clean and maintain these homes, addressing the physical and mental health challenges faced by the residents. In addition to providing direct assistance, the project also raised funds to support Habitat for Humanity's work.

2024 PSC Scholarship Holders' Mid-Course Programme (PSMP)

The PSMP, held midway through a scholarship holder's undergraduate studies, builds on the foundations laid in the Preparatory Course and the scholarship holder's undergraduate experiences. The programme provides greater context to the realities of governance and highlights recent developments in Singapore. The PSMP includes a six-to-eight-week internship component with a government agency, where scholarship holders gain first-hand experience in the Public Service.

63 scholarship holders attended the PSMP held from 1 to 5 July 2024.

Organised together with the PSMP, the Singapore Seminar on 24 July 2024 brought together scholarship holders from various public sector agencies under the theme "AI for the Public Good, for Singapore and the World". The forum focused on the importance of Artificial Intelligence (AI) for Singapore's future development, highlighting both the potential challenges and opportunities within the country's AI strategy. It also aimed to generate ideas on how to harness AI's potential to support Singapore's progress.



PSC Scholarship Holders Discussing Singapore's Evolving Social Compact and the ForwardSG Initiative

Diverse Experiences through Academic Programmes, Internships and Gap Year Programme

Scholarship holders are encouraged to actively seek out diverse experiences, particularly in areas of strategic interest to the Public Service, to complement their formal education and provide them with a broader worldview.

In 2024, PSC Scholarship holders took part in academic programmes across a wide range of countries including Cambodia, China, France, Germany, Ireland, Italy, Korea, Nepal, Norway, Prague, Sweden and Switzerland, to widen their horizons.

Beyond academic programmes, scholarship holders took part in internships outside of the

Public Service. In 2024, these included stints with Deloitte LLP in the United Kingdom and LinkedIn in the United States.

Scholarship holders also have the option to do a Gap Year either locally or overseas, with international organisations, reputable non-governmental organisations and private companies. The experiences from these stints inject diversity into the Public Service's talent pipeline and help scholarship holders to build up global networks. In 2024, scholarship holders did Gap Year programmes with the following organisations: Google DeepMind (United States), Interpol (United States), UNESCO (France), and Venture Education (China).



**2024 PSC VISITS
AND MEETINGS**

2024 PSC VISITS AND MEETINGS

The PSC values engagement with our partners and stakeholders. This allows the PSC to keep abreast of governance matters both locally and overseas.

In July 2024, a delegation from the Public Service Commission Sarawak visited the PSC to learn more about the Singapore Public Service. The meeting exchanged views on the recruitment of talent and management of disciplinary matters in the Public Service.



PSC Chairman with Deputy State Secretary of Sarawak, YBhg. Datu Dr Muhammad Abdullah bin Zaidel, Head of Delegation from the Public Service Commission Sarawak

The PSC also makes visits to Ministries and agencies across different sectors to better understand the work and challenges of the Public Service. Through these visits, the PSC has the opportunity to interact with a wide group of officers on the ground. This enhances the PSC's insights into the Public Service and enables the PSC to perform its roles and functions effectively. The PSC would like to give its heartfelt thanks to all officers for their hard work and dedication in building a better Singapore.



PSC's Visit to Google Singapore – Engagement with Officers from MTI and its Statutory Boards. Photo Credit: Google



PSC's Visit to Home Team Academy



PSC's Visit to Tuas Port



PSC's Visit to Republic Polytechnic

