

ANNUAL REPORT 2017



PUBLIC SERVICE COMMISSION
SINGAPORE

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CHAIRMAN'S REVIEW

Since this will be the last time I will write a review for the Annual Report as Chairman, I would like to attempt to sum up the key changes to the Public Service Commission (PSC) since I took office in August 2008.

The Quest for Diversity

The composition of the membership of the PSC is now more gender-diverse. When I first became Chairman, there were no women in the PSC. Today, three of the thirteen members are women. The average age of PSC members has also been reduced, as older members retire and younger ones are appointed. The schools/institutions from which our scholarship holders come from are also now more diverse. For instance, in 2007, out of the 57 awards, 47 holders came from either Raffles Junior College or Hwa Chong Institution ('HCI'). In 2017, out of the 71 awards, 42 holders came from either Raffles Institution or HCI. In 2016, Pioneer Junior College produced its first President's Scholar. Last year, School of the Arts produced its first President's Scholar. This is not diversity for diversity's sake. Greater diversity in the membership of the PSC is meant to ensure that selection decisions are more rounded, while greater diversity among scholarship holders is meant to respond to the needs of an increasingly diverse population. The diversity is also not artificially engineered through quotas, but firmly based on the longstanding principles of impartiality and meritocracy.

We also constantly encourage PSC Scholarship holders to take the path less travelled and acquire different experiences – studying or interning in diverse countries and taking up diverse courses – because we believe this will help them better understand the multifaceted challenges facing Singapore, and empathise with the needs of our population.

To ensure that the Singapore Public Service continues to be able to serve the Singapore of the future, we need to have officers with diverse skillsets. Besides generalists, we also need officers with technical expertise in areas such as engineering, data analytics and artificial intelligence. In 2017, eight recipients were awarded the PSC Scholarship (Engineering). Our hope for our PSC Scholarship (Engineering) holders is that they will grow into leaders who will solve problems through innovative means, have the foresight to develop new technologies to face future challenges and advance the Public Service capabilities to address complex challenges in a digitalised era.

Many PSC scholarship holders who started their tertiary education as arts and humanities students are also concurrently pursuing courses in data science, technology and engineering or embarking on such courses at the post-graduate level. Such well-rounded educational experiences will prepare them to deal with complex problems and develop them into creative, digitally savvy public officers with a strong sense of cultural and social sensitivity.

Leadership in the Digitalised Era

One of the most important functions of the PSC is the appointment and promotion of officers to key positions in the Public Service. Beyond job performance, the PSC scrutinises the officer's personal qualities such as



leadership, character and values, as well as interpersonal and communication skills, to identify the best leaders for the Service. In this volatile and uncertain environment, the concept of what constitutes an effective leader cannot remain static, but should be redefined to keep up with the challenges faced by the Public Service. Today, Singapore needs leaders who dare to speak truth to power, question assumptions, challenge prevailing practices, take risks, and inject innovative solutions to improve the lives of Singaporeans. Only then can Singapore remain competitive in an ever increasingly fast-paced global landscape. Public Service leaders must also be open-minded, always conscious that they do not have a monopoly of knowledge or wisdom. They must listen to and accept better alternative views from others, and empower their people to speak up, experiment and excel. Good officers often leave the service not for material reasons but because they find that their views do not matter or are ignored. To steer Singaporeans through constant and disruptive change, today's leaders also need to possess a strong sense of empathy with the needs of the multiple communities in our society. When race and religion threaten to divide people across the world, our leaders must continue to uphold the harmonious and rich cultural diversity that makes Singapore unique. The PSC will continue to seek such leaders for Singapore.

Preserving Values and Maintaining Trust

Even as PSC's work evolves, we steer true to the purpose for which the PSC was established. The PSC continues to be gatekeepers of the key values that underpin good governance – meritocracy, impartiality and incorruptibility. First, meritocracy. In selecting and promoting public officers, the PSC considers qualities such as leadership, integrity and commitment as far more important than academic excellence.

Impartiality is an important pillar, because it safeguards the integrity of the Public Service. In the rare instances where public officers misconduct themselves, we have in place a disciplinary system to ensure they are dealt with appropriately, regardless of rank or seniority. To ensure that Singaporeans have confidence in our system, we have to make sure that the final decision taken is fair and beyond reproach.

Third, incorruptibility. Today, the Singapore Public Service takes pride in being a clean and efficient system. For this,

we are indebted to our founding fathers, who worked hard to build a strong ethos of incorruptibility. Their lives were simple, frugal and humble, and they dedicated themselves to improving the living standards of all Singaporeans. The next generation of leaders will have new visions and aspirations for Singaporeans, but the value of incorruptibility must be a constant, if Singapore is to remain exceptional.

Our values are what help maintain the trust of our people in the Public Service. If our public servants do not act and behave according to our key values, trust in one of Singapore's strongest institutions – the Public Service – will be eroded. Adherence to our values is also what makes both our own people and foreigners admire and respect our Public Service.

Conclusion

I have had the good fortune of working with a dedicated team of PSC members with deep and vast experience in their respective careers and who bring diverse perspectives and views to help me decide on disciplinary issues, promotion and recruitment. I am grateful for their time and contribution, and especially their willingness to question and challenge my views so that our decisions emerge better and fairer. I urge them to continue to give that same support and dedication to my successor.

The future is likely to continue to be uncertain and unpredictable. Nonetheless, based on my interactions with young Singaporeans, I remain optimistic that the next generation of public officers will have the commitment, passion, compassion and resilience to help steer our nation forward amidst the global challenges.

Eddie Teo

Chairman
Public Service Commission

THE SINGAPORE PUBLIC SERVICE COMMISSION (PSC)



PSC CHAIRMAN & MEMBERS

The PSC is constituted under Part IX of the Constitution of the Republic of Singapore. The Constitution provides for the PSC to have a Chairman, and at least five but not more than 14 other Members. As at 31 December 2017, the PSC comprised the Chairman, two Deputy Chairmen and 10 other Members.



From left to right (standing):

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

From left to right (sitting)

Mr. Edward D'Silva, Mr. Michael Lim, Mr. Tan Yam Pin, Mr. Eddie Teo, Mr. Kwa Chong Seng,
Mr. Po'ad Mattar, Mr. Richard R Magnus

THE PSC'S ROLE

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

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

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

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

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

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

The PSC also retains two key non-constitutional roles:

- A. To recruit and develop talent for the Singapore Public Service through PSC Scholarships, as well as coordinate the efforts of scholarship-awarding public sector agencies, and
- B. To consider the suitability of Statutory Board Chief Executive Officers (CEOs) for promotion to Superscale D/Grade 7 and above, and the suitability of officers with job grades Superscale D/Grade 7 and above for appointment as Statutory Board Chief Executive Officers.

PSC SCHOLARSHIPS 2017



PSC SCHOLARSHIPS 2017

ABOUT PSC SCHOLARSHIPS

PSC Scholarships, which have been in place since 1961, are awarded on the basis of merit to outstanding young men and women who have chosen a career in the Public Service. PSC Scholarship holders are sponsored to study a range of disciplines at good local and overseas universities. They serve in the Public Service upon completion of their studies.

To prepare PSC Scholarship holders to serve in the Public Service and to ensure that they are aware of the opportunities and challenges faced by Singapore, they participate in a series of developmental programmes during the course of their studies. Their training and development continues after they join the Public Service.

Selection of PSC Scholarship Holders

Over the years, the PSC Scholarships have evolved and the schemes are reviewed regularly to meet the changing needs of the Public Service. In 2013, the Public Service Division introduced the Public Service Leadership Programme (PSLP) to further develop generalist and specialist competencies in future leaders. Selecting and nurturing talent to build and strengthen the leadership pipelines in the Public Service remains a function of PSC.

PSC Scholarship holders are selected based on merit through a rigorous assessment process in order to

identify leadership potential and high calibre talent for the Public Service. In selecting candidates for the scholarship, the PSC considers a range of information from different sources. These include the candidate's personal statement, school reports, psychologist reports, Co-Curricular Activity (CCA) achievements, Community Involvement Programme (CIP) records, academic results and other notable achievements. The holistic assessment of candidates serves to determine if they are a good fit for a Public Service career.



Introduction of the PSC Scholarship (Public Finance)

Auditing and accounting are core pillars of the Public Service, which help to enable good governance and strategic use of financial resources. Building capabilities for the Finance sector of the Public Service is therefore a priority. In line with this, the PSC Scholarship (Public Finance) was introduced in 2017. This scholarship aims to recruit high calibre students who are keen to pursue a degree in Accountancy and want to build a career in Public Finance. Holders of the PSC Scholarship (Public Finance) will have the opportunity to build a strong foundation in public finance. If they perform well on the job, they will be developed for leadership positions within the Finance sector of the Public Service. Scholarship holders will be attached to either Accountant-General's Department (AGD) or Auditor-General's Office (AGO) as their parent agency, and these agencies will co-manage the scholarship holders with the PSC. AGD and AGO will also continue to offer their own scholarships.

Holders of the PSC Scholarship (Public Finance) will be emplaced on the Public Sector Leadership Programme (PSLP) under the General Phase–Public Finance. Scholarship holders will join their parent agency for at least two years to build foundational expertise, and subsequently have the opportunity to be posted to other agencies to gain broader perspectives on managing fiscal resources. This customised track within the PSLP aims to strengthen scholarship holders' finance-related competencies and deepen their expertise in their chosen area of specialisation. They will also be provided with training and developmental opportunities to develop their leadership skills.

Strengthening the Values and Ethos of the Public Service

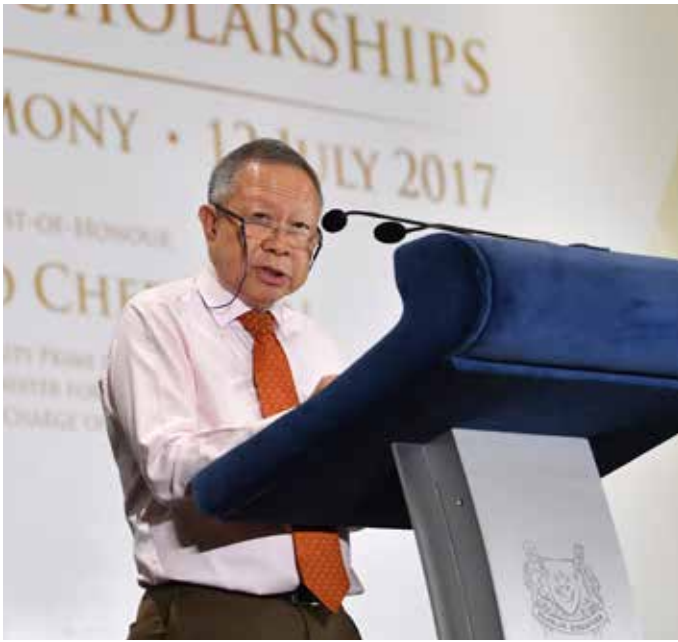
In 2017, the PSC continued to emphasise inculcating Public Service values through our milestone programmes – the

Preparatory Course, Preparatory Seminar, and the PSC Scholarship Holders' Mid-Course Programme (PSMP).

Preparatory Course

65 PSC Scholarship holders attended the Preparatory Course from 22 June to 7 July 2017 to prepare themselves for their roles as future leaders and public officers. Through the programme, the scholarship holders reflected on the roles and responsibilities of a Public Officer, furthered their understanding of the values and ethos of the Public Service, and explored the challenges ahead for the Singapore Public Service. They had the opportunity to reflect on the importance of responsible behaviour and sensitivity to cultural diversity as ambassadors of the Service. The week-long preparatory course included a two-day teambuilding component, dialogue sessions with senior Public Sector leaders, and a group assignment aimed at providing insights into various Public Service roles and functions.





The Preparatory Course concluded with the PSC Scholarships Award Ceremony on 12 July 2017, graced by Guest of Honour Mr Teo Chee Hean, Deputy Prime Minister, Coordinating Minister for National Security and previously Minister-in-charge of the Civil Service.

Preparatory Seminar

The Preparatory Seminar was launched in 2013 as a platform to inculcate the Public Service ethos and values in public sector scholarship holders. In 2017, 160 public sector scholarship holders, including scholarship holders from across 30 Ministries and Statutory Boards, attended the Preparatory Seminar. Through the use of vignettes and case studies, participants were able to better understand the guiding principles and values of the Public Service. Through the panel discussion and small-group sharing, participants gained greater insights into how the values translated into day-to-day behaviour.



PSC Scholarship Holders' Mid-Course Programme (PSMP)

The PSMP is organised for scholarship holders who are midway through their undergraduate studies. Through the programme, scholarship holders are instilled with a deeper understanding of the principles and constraints that guide policy-making in the Public Service. Scholarship holders also participate in a 6-8 week internship with a government agency, where they gain first-hand experience of operational and planning challenges in the Public Service.

The 2017 PSMP programme comprised the following:

a) Developments in Public Policy Seminar (DPPS)

The 2017 DPPS focused on familiarising participants with the ground realities of policy delivery, and inspiring participants to empathise with the challenges faced by the diverse groups and communities on the ground. Participants explored the dilemmas of a Public Service officer, complexities in policy-making processes and the socio-economic challenges faced by Singapore. During the round-up dialogue session, Mr James Wong (Deputy Secretary – Workforce, Public Service Division and Secretary, Public Service Commission) engaged participants in a conversation on the values of Public Service and imparted insights into the expectations of their role as scholarship holders.

b) Dialogue with Minister

The Dialogue Session with Senior Minister of State (SMS) Mr Chee Hong Tat was a highly interactive session which offered participants the valuable opportunity to understand the political perspectives on strategic issues and challenges facing Singapore. Mr Chee urged participants to continue to promote a culture for innovation, not to be afraid of failure and to have confidence in Singapore's ability to overcome challenges.



c) Singapore Seminar

The 2017 Singapore Seminar's theme was "Preserving Singapore's Identity in a Turbulent World" and it was attended by 197 scholarship holders from 34 public sector agencies. The speakers were Mr George Yeo (Chairman, Kerry Logistics Network) and Dr Farish Ahmad-Noor (Associate Professor at the S. Rajaratnam School of International Studies, Nanyang Technological University). Participants examined the dichotomy of identity and the role of the Public Service in building an all-inclusive Singaporean identity. Through open sharing and table discussions, participants explored identity in a world driven by technology, social media and artificial



intelligence. Questions generated from the discussions were addressed in a plenary session by the two speakers which was facilitated by Ms Louisa Lim (Assistant Director, Strategic Planning/Land & Liveability Strategy Group, Prime Minister's Office).

Community Involvement & Service

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

In 2017, PSC partnered the Youth Corps Singapore to organise a customised Service Learning programme for first and second year PSC Scholarship holders, as part of the Preparatory Course and PSMP. The Youth Corps Singapore Leaders Programme provided a platform for youths to receive skills training and mentorship throughout their volunteering journey, and meet like-minded peers with a strong esprit de corps. Involvement in the various community service initiatives and volunteering opportunities allow participants to develop multiple perspectives on solving social issues both in Singapore and overseas.

Community Service Initiatives

Scholarship holders took the initiative to work on community service projects beyond those organised by the Youth Corps Singapore.

a) Project Kenya Jiko in Nairobi, Kenya

As Vice-President of Imperial College London's Enactus Society, 2015 PSC Scholarship (Teaching Service) recipient Mr Xu Yiming embarked on an 8-day programme in Nairobi, Kenya, to start a Jiko Stove business. The project aims to educate the residents of Gaichanjiru on the benefits of using Jiko stoves, which are more efficient energy production units compared to the traditional method of burning firewood. To demonstrate the advantages of using a Jiko stove and to encourage community buy-in, Yiming and his team built and donated Jiko stoves to the leaders of self-help groups within the village. The team also participated in discussions with local partners in Kenya on starting a micro-financing enterprise for the project, and conducted a needs assessment on the community. Meeting with various local self-help groups and



schools helped the team become more aware of their needs and the issues they face in their daily lives.

b) Project Cheway in Kampong Speu, Cambodia

2016 Singapore Government Scholarship (Open) recipient Mr Tan Ding Qun, Bryan led a team of first year Chemical Engineering students on Project Cheway in Kampong Speu, Cambodia. The team worked to build a bio-digester cum toilet for the village, which consists of villagers who were displaced from the city. The bio-digester cum toilet would convert animal and human waste into fertiliser for the village farmers and encourage proper waste disposal. The project also had the aim to increase the level of education of local children in the village, and Bryan with his team taught English and Mathematics to students ranging from 7 to 17 years old.



c) HealthServe in Singapore

2013 Overseas Merit Scholarship (Open) recipient, Miss Stephanie Siow Su Lyn, initiated a volunteer group under the non-profit organisation HealthServe, which aims to provide medical and social assistance to foreign migrants in Singapore. Stephanie's team organises weekly meetings in Little India between foreign workers and HealthServe volunteers, to promote social interaction through board games. Many of the foreign workers participating in the project are recuperating from injuries and lack the opportunity for social interaction. Other activities organised include Games Day and social dinners to befriend foreign workers in a casual setting. The project aims to break down social barriers and encourage social integration between the local and foreign community in Singapore.





d) Looking through the Silver Mirror in Singapore

2013 Singapore Government Scholarship (Open) recipient Miss Leong Wei Shan Clarissa, 2017 PSC Scholarship (Medicine) recipient Mr Wong Hong Zhe Gabriel and 2016 PSC Scholarship recipient Miss Jean Chia Wei Lin participated in the project 'Looking through the Silver Mirror', a student-led writing project aimed at bridging the inter-generational gap between senior citizens and youths. The scholarship recipients conducted interviews with senior citizens from Jamiyah Nursing Home, Presbyterian Community Services and Metta Welfare Association. The project will culminate in a published book of stories on senior citizens which aims to raise awareness on eldercare and educate Singaporeans on ways they can contribute to the future of eldercare.



Diverse Experiences and Opportunities

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

Academic Programmes and Exchanges

In 2017, PSC Scholarship holders participated in summer programmes and exchanges to countries such as Bhutan, Costa Rica, Finland, Israel, Russia, Rwanda, and Uganda etc. They were also active in taking up internship opportunities in Switzerland, Singapore, and USA etc. 16 scholarship holders pursued their postgraduate studies in various non-traditional countries – China, France, Japan, Spain, Switzerland and The Netherlands.

Gap Year Programmes

The objectives of Gap Year Programmes for PSC Scholarship holders are to broaden their horizons and diversify their experiences so that they are better equipped to deal with the challenges of the Public Service. PSC has forged partnerships with international organisations UNESCO and INTERPOL, to offer Gap Year opportunities. In 2017, two scholarship holders proceeded for their Gap Year Programmes with UNESCO, while one scholarship holder embarked on her Gap Year Programme with Blue Oil Limited in Boston, USA.

Gap Year Programmes are also aimed at introducing PSC Scholarship holders to private sector concerns and corporate ethos, to ensure scholarship holders are able to make more rounded considerations when developing public policies in the Public Service.

PSC SCHOLARSHIP RECIPIENTS 2017



PSC SCHOLARSHIPS – A GATEWAY TO PUBLIC SERVICE CAREERS

PSC Scholarships are awarded to outstanding young men and women with a keen interest to serve in the Public Service. PSC Scholarships offer three main career paths – Uniformed Service, Public Administration and Professional Service. When they complete their studies, scholarship recipients return to serve in the Public Service in one of the three career paths.

There were 71 PSC Scholarship recipients in 2017 ([Table 1](#)): 8 in the Uniformed Service, 38 in Public Administration and 25 in the Professional Service. Details of the course of studies are in [Table 2](#).

Table 1: Breakdown of PSC Scholarships by Career Path and Award Scheme

Career Path and Award Scheme	Number of Awards
Uniformed Service	8
The SAF Scholarship	7
The SPF Scholarship	1
Public Administration – PSC Scholarship	38
Professional Service	25
PSC Scholarship (Engineering)	8
PSC Scholarship (Foreign Service)	7
PSC Scholarship (Legal Service)	4
PSC Scholarship (Medicine)	4
PSC Scholarship (Teaching Service)	2
Total	71

Information correct as at 31 Dec 2017



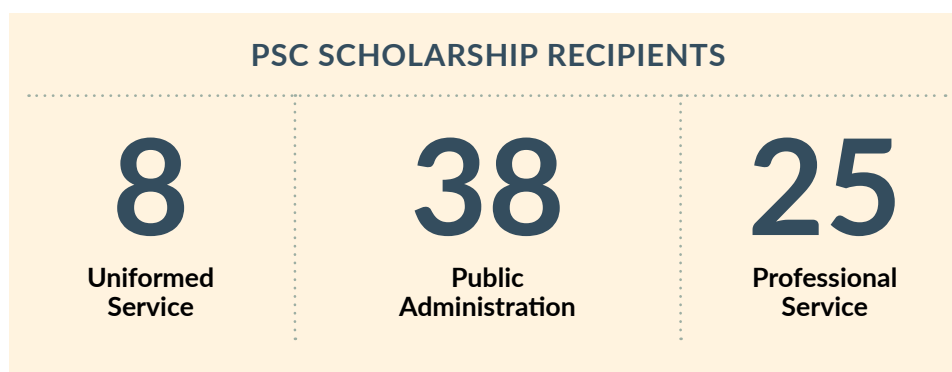


Table 2: Breakdown of PSC Scholarships by Courses of Study

Course of Undergraduate Study	Number of Awards
Humanities & Social Sciences	20
Economics or Philosophy, Politics & Economics	21
Law	8
Engineering	11
Liberal Arts	1
Science/ Mathematics	6
Finance/ Business Administration/ Accountancy	-
Medicine	4
Others	-
Total	71

Information correct as at 31 Dec 2017



PRESIDENT'S SCHOLARSHIP

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

5

President's
Scholarship



In 2017, there were five recipients of the President's Scholarship ([Table 3](#)).

Table 3: President's Scholarship Recipients

No.	Name	Pre-university Institution	Course of Study	University
1	Agatha Sacha Lim Lee	Raffles Institution	Philosophy, Politics and Economics	University of Oxford
2	Jasdeep Singh Hundal	Raffles Institution	Social Sciences and History	Sciences Po and University of California, Berkeley
3	Lee Tat Wei	Anglo-Chinese School (Independent)	Liberal Arts	Yale University
4	Lionel Oh Wei Hao	National Junior College	International Relations	Tufts University
5	Wee Jin Ting Cheri	School of the Arts	Psychology and Philosophy	University of Oxford

Information correct as at 31 Dec 2017



PSC SCHOLARSHIPS – UNIFORMED SERVICE

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

In 2017, there were seven recipients of the SAFS and one recipient of the SPFS ([Table 4](#)).

Table 4: PSC Scholarship Recipients – Uniformed Service

No.	Name	Award Scheme	Pre-university Institution	Course of Study	University
1	Daryl Kow Kai Jun	SAFS	Raffles Institution	Economics	University College London
2	Jason Rohan Cheong Zhi Jian	SAFS	Raffles Institution	International Relations	Brown University
3	Lionel Oh Wei Hao*	SAFS	National Junior College	International Relations	Tufts University
4	Loh Jia Yi	SAFS	Hwa Chong Institution	International Studies	Bryn Mawr College
5	Satesh Kumar s/o Sukumar	SAFS	Anglo-Chinese School (Independent)	War Studies and History	King's College London
6	Tan Yun Yee	SAFS	Raffles Institution	Economics	University of California, Los Angeles
7	Tommy Poa Ming Chuan	SAFS	River Valley High School	Mechanical Engineering	University of California, Berkeley
8	Tan Jin Hsi, Gabriel	SPFS	Hwa Chong Institution	Law	University of Cambridge

**Also awarded the President's Scholarship
Information correct as at 31 Dec 2017*

UNIFORMED SCHOLARSHIP RECIPIENTS

7

The SAF
Scholarship



UNIFORMED SCHOLARSHIP RECIPIENTS

1

The SPF
Scholarship



PSC SCHOLARSHIPS –

PUBLIC ADMINISTRATION

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

PUBLIC ADMINISTRATION SCHOLARSHIP RECIPIENTS

38

Undergraduate
PSC Scholarships

In 2017, there were 38 recipients of the undergraduate PSC Scholarships ([Table 5](#)).

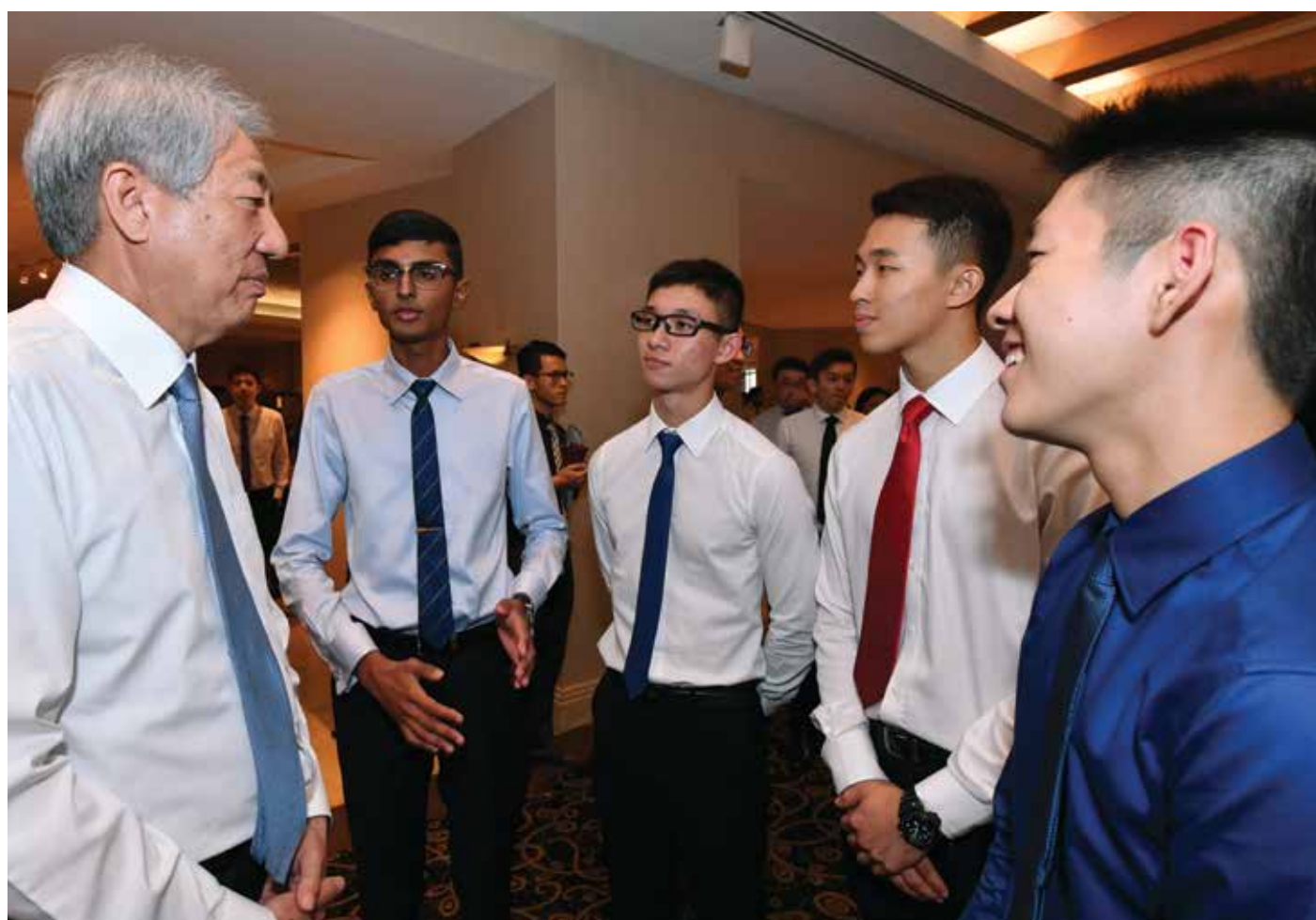
Table 5: PSC Scholarship Recipients – Public Administration

No.	Name	Pre-university Institution	Course of Study	University
1	Aaron Rosario Jeyaraj	Anglo-Chinese School (Independent)	Economics	Pending
2	Agatha Sacha Lim Lee*	Raffles Institution	Philosophy, Politics and Economics	University of Oxford
3	Amy Ho Kee Young	Hwa Chong Institution	Economics	London School of Economics and Political Science
4	Audrey Hau Wei Yee	Hwa Chong Institution	History, Politics and Economics	University College London
5	Bryan Yan Kai Jie	Hwa Chong Institution	Philosophy, Politics and Economics	University of Oxford
6	Chan Mun Fai	Raffles Institution	Economics	London School of Economics and Political Science
7	Chan Zhi Wei, Jeremy	Raffles Institution	Economics	Pending
8	Chong Hui Xian	Hwa Chong Institution	Psychological and Behavioural Sciences	University of Cambridge
9	Chu Sin Ping, Natalie	National Junior College	Law	University College London
10	Chua Yong Jun, Ryan	Raffles Institution	Economics	Pending



No.	Name	Pre-university Institution	Course of Study	University
11	Elaine Yeo	Hwa Chong Institution	History	University of California, Berkeley
12	Goh Khian Wei	Raffles Institution	Mechanical Engineering	Duke University
13	Hu Zhenqi	School Of The Arts	International Relations	Stanford University
14	Isaac Han Li Yang	Hwa Chong Institution	Engineering	University of Cambridge
15	Jacinth Chia	Pioneer Junior College	Communications Studies	Nanyang Technological University
16	Joel Nee I-Loong	Raffles Institution	Philosophy, Politics and Economics	Pending
17	Lee Yuan	Raffles Institution	Electrical Engineering and Computer Science	Massachusetts Institute of Technology

No.	Name	Pre-university Institution	Course of Study	University
18	Li Er Jia, Louisa	Raffles Institution	Human, Social and Political Sciences	University of Cambridge
19	Lim Guizong Isaac	Hwa Chong Institution	Economics	University College London
20	Lim Xiao Rong, Isabelle	Raffles Institution	Economics	London School of Economics and Political Science
21	Lim Yan Xin, Andrew	Anglo-Chinese School (Independent)	Computer Science	Harvard University
22	Lye De Jun Victor Samuel	Raffles Institution	Economics	Cornell University
23	Muhammad Mubin s/o Khaja Nazimuddeen	Anglo-Chinese School (Independent)	History	London School of Economics and Political Science
24	Nicole Seto Jia Qi	Hwa Chong Institution	English	University of Cambridge
25	Nicole Yow Wei	Raffles Institution	Computer Science	Brown University
26	Nur Hazeem Bin Abdul Nasser	Anglo-Chinese Junior College	Urban Studies	Yale-NUS College
27	Ong Jit Eng Kevin	Anglo-Chinese School (Independent)	Economics and Engineering	Pending
28	Pearlwin Koh En Qi	River Valley High School	Economics	University College London



No.	Name	Pre-university Institution	Course of Study	University
29	Phoebe Shihui Collins	Dunman High School	Economics	University of California, Los Angeles
30	Phuah Hui En Shannon	Raffles Institution	Psychology	Yale University
31	Tham Hsien Yong, Isaac	Raffles Institution	Economics	University of Pennsylvania
32	Vernon Yian Kai En	Anglo-Chinese School (Independent)	Philosophy, Politics and Economics	Pending
33	Victoria Lim Sue-Wei	St Joseph's Institution (International)	Environmental Studies	Yale University
34	Wee Jin Ting Cheri*	School Of The Arts	Psychology and Philosophy	University of Oxford
35	Wu You	Hwa Chong Institution	Economics	London School of Economics and Political Science
36	Yeo Su Yia, Denise	National Junior College	Computer Engineering	National University of Singapore
37	Yuki Chong Yu Qi	Temasek Junior College	Social Sciences	Peking University
38	Zhang Annina	Victoria Junior College	Economics	National University of Singapore

*Also awarded the President's Scholarship
Information correct as at 31 Dec 2017



PSC SCHOLARSHIPS – PROFESSIONAL SERVICE

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



In 2017, there were eight recipients of the PSC Scholarship (Engineering), seven recipients of the PSC Scholarship (Foreign Service), four recipients of the PSC Scholarship (Legal Service), four recipients of the PSC Scholarship (Medicine) and two recipients of the PSC Scholarship (Teaching Service). The details are in [Table 6](#).

Table 6: PSC Scholarship Recipients – Professional Service

No.	Name	Award Scheme	Pre-university Institution	Course of Study	University
1	Caleb Chiam	PSC Scholarship (Engineering)	Raffles Institution	Computer Science	Cornell University
2	Chan Wen Yi	PSC Scholarship (Engineering)	Raffles Institution	Chemical Engineering and East Asian Studies	University of Wisconsin-Madison
3	Ong Ray Yi	PSC Scholarship (Engineering)	Raffles Institution	Engineering	University of Cambridge
4	Quah Yan Hsien	PSC Scholarship (Engineering)	River Valley High School	Mechanical Engineering	National University of Singapore
5	Soon Qing Rong	PSC Scholarship (Engineering)	Ngee Ann Polytechnic	Mathematical Sciences	Nanyang Technological University
6	Tan Yong Zhi	PSC Scholarship (Engineering)	NUS High School of Mathematics and Science	Computer Engineering	Pending
7	Wang Jiale	PSC Scholarship (Engineering)	Hwa Chong Institution	Engineering	Pending
8	Wen Yanzhe	PSC Scholarship (Engineering)	Hwa Chong Institution	Chemical Engineering	University College London

No.	Name	Award Scheme	Pre-university Institution	Course of Study	University
9	Grace Yeo Ning	PSC Scholarship (Foreign Service)	Anglo-Chinese School (Independent)	Politics and International Relations	London School of Economics and Political Science
10	Jasdeep Singh Hundal*	PSC Scholarship (Foreign Service)	Raffles Institution	History	Sciences Po and University of California, Berkeley
11	Lee Tat Wei*	PSC Scholarship (Foreign Service)	Anglo-Chinese School (Independent)	Liberal Arts	Yale University
12	Matthew Lim Kai-Yi	PSC Scholarship (Foreign Service)	Hwa Chong Institution	Law	London School of Economics and Political Science
13	Nicole Neo Wei Di	PSC Scholarship (Foreign Service)	Raffles Institution	Philosophy, Politics and Economics	University of Oxford
14	Song Mingwei	PSC Scholarship (Foreign Service)	Hwa Chong Institution	Human, Social and Political Sciences	University of Cambridge
15	Wam Xiu Hui Rachel	PSC Scholarship (Foreign Service)	Dunman High School	Law and Liberal Arts	Yale-NUS College and National University of Singapore
16	Chen Yuan Ling Claudia	PSC Scholarship (Legal Service)	Hwa Chong Institution	Law	University College London



17	Eliza Chee Fang Yi	PSC Scholarship (Legal Service)	Hwa Chong Institution	Law	University of Oxford
18	Goh Qi Shuen	PSC Scholarship (Legal Service)	Raffles Institution	Law	University College London
19	Lee Shao Jie, Timothy Ethan	PSC Scholarship (Legal Service)	Hwa Chong Institution	Law	University of Cambridge
20	Goh Kang Shiong	PSC Scholarship (Medicine)+	Anglo-Chinese Junior College	Medicine	Nanyang Technological University
21	Lavisha Punjabi	PSC Scholarship (Medicine)+	Raffles Institution	Medicine	Nanyang Technological University
22	Tan Yu Bin	PSC Scholarship (Medicine)+	St Andrew's Junior College	Medicine	Duke-NUS Medical School
23	Wong Hong Zhe Gabriel	PSC Scholarship (Medicine)+	Raffles Institution	Medicine	National University of Singapore
24	Claire Chung Su-Lin	PSC Scholarship (Teaching Service)	School Of The Arts	Linguistics	University of Cambridge
25	Dylan Raj Singh	PSC Scholarship (Teaching Service)	Anglo-Chinese Junior College	Physics and History	Pending

**Also awarded the President's Scholarship*

+Mid-term Medicine scholarship for undergraduates

Information correct as at 31 Dec 2017



PSC SCHOLARSHIPS

AWARD CEREMONY • 12 JULY 2017



APPOINTMENTS, PROMOTIONS, APPEALS AND DISCIPLINARY CASES



APPOINTMENTS, PROMOTIONS, APPEALS AND DISCIPLINARY CASES

Appointments and Promotions

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

In 2017, the PSC interviewed 26 candidates and found 20 suitable for the Administrative Service.

The PSC considered 24 officers for promotion to Superscale D/Grade 7 and above, including those in the Administrative Service. Of these, 20 officers were promoted.

There were no appointments nor promotions into and within Superscale grades in the Auditing Service.

Appointment and Promotion of Chief Executive Officers of Statutory Boards

The PSC considers the suitability of candidates for appointment as Chief Executive Officers of Statutory Boards, where the jobs are at an equivalent grade to senior management ranks in the Civil Service (i.e. Superscale D/Grade 7 and above). The PSC also considers the suitability of the Chief Executive Officers for promotion to Superscale D or Grade 7 and above. In 2017, the PSC considered and endorsed all 15 officers recommended by the Special Personnel Board for appointment as Chief Executive Officers. The PSC also endorsed the promotion of two Chief Executive Officers, as recommended by the Special Personnel Board, to Superscale D/Grade 7 and above.

Appeals

In 2017, the PSC saw one further appeal for promotion under the Public Service (Personnel Boards and Appeals Board) Regulations. The appeal was turned down by the PSC.

Discipline

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

a) *The Public Service (Disciplinary Proceedings) Regulations ("the Regulations")*.

b) *The Public Service Commission (Delegation of Disciplinary Functions) Directions*.

The PSC has delegated to the Permanent Secretaries, part of its functions pertaining to the discipline of officers for minor misconduct, and

c) *The Public Service Commission (Prison Officers) (Disciplinary Proceedings – Delegation of Functions) Directions*.

The PSC has delegated to the Commissioner of Prisons, part of its functions pertaining to the discipline of junior Prisons Officers for minor misconduct.

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

In 2017, 125 new disciplinary cases were reported to the PSC. Together with 67 cases that were brought forward from 2016, the PSC processed a total of 192 cases in the year. Of these cases, 125 were completed, including 34 cases which were completed under the Regulations and 82 cases which were completed under the Directions. Formal disciplinary action was not instituted against the officers in the remaining nine cases.

The three main types of misconduct for cases completed in 2017 under the Regulations were Immoral Behaviour, Indebtedness and Insubordination / Non-Compliance of Orders. Half of all officers disciplined under the Regulations were dismissed from the service at the conclusion of the disciplinary proceedings against them. Details of the 34 cases completed under the Regulations in 2017 are in [Table 7](#).

Table 7: Breakdown by Outcome of Cases Completed under the Regulations in 2017

MISCONDUCT	OUTCOME						TOTAL
	DISMISSAL	RETIREMENT IN THE PUBLIC INTEREST	REDUCTION IN RANK	PECUNIARY PENALTIES	REPRIMAND	ALLOWED TO RESIGN	
Dishonesty / Embezzlement / Criminal Breach of Trust	3	1	-	-	-	-	4
Drug Offence	2	1	-	-	-	1	4
Immoral Behaviour	7	-	-	-	-	-	7
Indebtedness	3	-	-	1	2	-	6
Insubordination / Non-Compliance of Orders	1	2	1	-	1	-	5
Negligence / Inefficiency / Unpunctuality	-	-	-	1	-	-	1
Others	1	1	-	3	2	-	7
TOTAL	17	5	1	5	5	1	34

OFFICIAL VISITS 2017



PARTNERS AND STAKEHOLDERS

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

His Excellency Kenji Shinoda, Japan's Ambassador to Singapore

His Excellency Kenji Shinoda met Mr Eddie Teo, Chairman of PSC, on 5 December 2017. They exchanged views on research work, policy formulation, law enforcement and current affairs.

Indonesian Civil Service Commission

The delegation from the Indonesian Civil Service Commission (KASN), led by Vice Chairman Dr Irham Dilmy visited the PSC on 7 December 2017. The meeting exchanged views on building a merit-based system, talent management and succession planning.



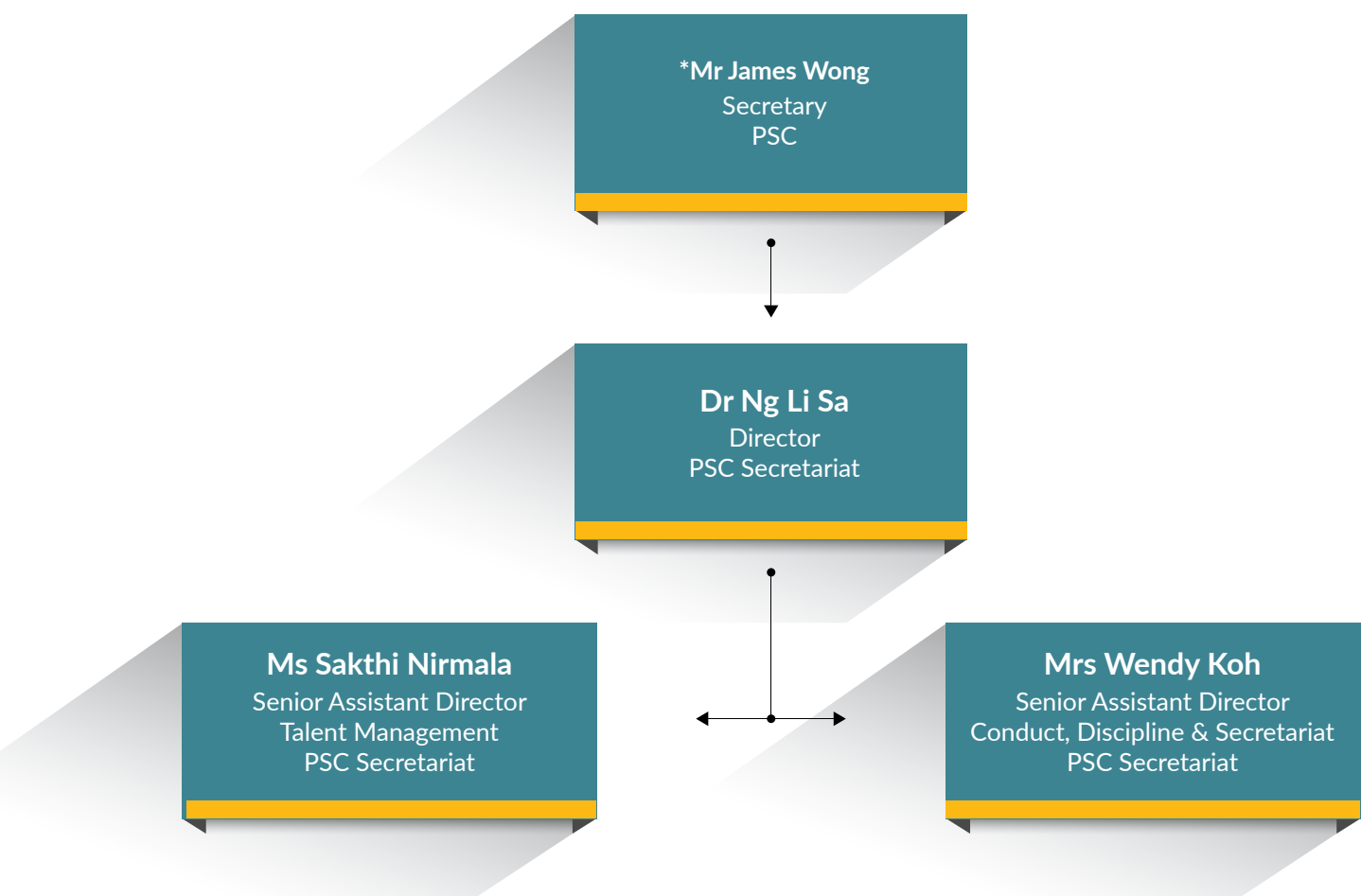
PSC SECRETARIAT



ORGANISATION CHART

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

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



**With effect from 1 June 2018, Ms Ong Toon Hui will be appointed as Secretary, PSC.*

Singapore Public Service Commission

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