

PUBLIC SERVICE COMMISSION

SINGAPORE



INTEGRITY • IMPARTIALITY • MERITOCRACY

CONTENTS



02 CHAIRMAN'S REVIEW

04 THE SINGAPORE PUBLIC SERVICE COMMISSION (PSC)

05 / The PSC's Role

06 / Members of the PSC

08 APPOINTMENTS, PROMOTIONS, APPEALS AND DISCIPLINARY CASES

11 RECRUITING TALENT, DEVELOPING LEADERS

12 / Selection of PSC Scholarship Holders

13 / PSC Scholarship Recipients who proceeded
for Studies in 2019

15 / PSC Scholarships – Public Administration

17 / PSC Scholarships – Professional Service

20 / PSC Scholarships – Uniformed Service

22 / President's Scholarship

23 / Development of PSC Scholarship Holders

30 2019 OFFICIAL VISITS AND MEETINGS

CHAIRMAN'S REVIEW

BEYOND THE BICENTENNIAL

2019 marked the commemoration of Singapore's Bicentennial. This was an occasion for us to reflect on how we came to be, how far we have come, and how we wish to go forward together. Our understanding of our history, the values that drive us, and the resolve we apply to overcome the challenges of the future will determine whether we celebrate our Tricentennial or Quadricentennial.

The world is becoming both more integrated and more fragmented. Technology, trade and big data increase the potential for more collaboration. At the same time, the beliefs that guide how different parties use and benefit from these diverge, and the result is a deficit in trust among different groups of people, and between people and governments. Singapore is not immune to these tensions.

Singapore's future is tied to the fortunes of the rest of the world. Our global links have to remain strong for our businesses to flourish, and we continue to welcome new citizens to remain vibrant and competitive. In the coming years, ASEAN must strengthen its relevance to the international order. Singapore's Public Service has a key responsibility to serve our community by navigating many uncertainties. This will require outward-looking public officers, who are nimble and flexible, able to engage externally and work well across cultures, technologies and sectors, and to build trust with citizens, so as to turn anxieties into confidence about the future.

WORKING TOGETHER IN NEW WAYS

The Singapore Together (SG Together) movement, launched in June 2019, leads the way for Singaporeans to organise ourselves to design policies and community-level partnerships. It seeks to create opportunities for people with diverse viewpoints and interests to work with one another and with the government. SG Together requires empathetic Public Service officers who can listen, engage and successfully work with citizens to design and implement ideas. The Public Service needs leadership and facilitation skills to successfully deliver SG Together.

Our core Public Service values – Integrity, Service and Excellence – need to be constantly refreshed by an understanding of what these will mean in tomorrow's Singapore. Integrity is based on incorruptibility, but with increasing complexity in the external environment, it will require a deeper and more nuanced understanding of conflicts of interest. Anticipating and dealing transparently with these conflicts, and upholding standards of good governance, is essential to maintain trust in the Public Service. Service to achieve best in class will mean more than standard operating procedures. Excellence must rise beyond efficiency to leverage innovation. The Public Service must



transform such that personal and organisational learning becomes inbuilt, to achieve excellence in the citizen experience.

Understanding and designing services around citizens' needs, enabled by technology, mean that citizens have an important part to play in co-creating policies and service delivery that affect them. Given potentially diverse views, public officers have to be clear in deciding on and communicating policy intent. Clear rationale will better allow exceptions to be considered and empathy to be exercised.

SEEKING DIVERSITY AT ALL LEVELS

Development of talent will continue to be key to the strength of the service. As the environment for talent becomes more diverse and competitive, the Public Service needs to attract skills and temperaments from a wider range of backgrounds to successfully tackle future challenges. This will mean a wider range in recruitment age and external experience and posting public officers out to the private and people sectors. In appointing and promoting senior Public Service officers, and bringing in top talent for the Public Service, the PSC will look for a broader range of skills and experience, as well as in-depth domain knowledge and commitment to deliver.

To enrich the diversity in scholarship selection, the Commission piloted game-based assessment (GBA) in 2019. The results of the validation study so far for GBA are promising for future application in selection. In 2019, PSC undergraduate scholarship recipients came from a good spread of pre-tertiary institutions. Significantly, the number of Polytechnic students awarded the scholarship was at an all-time high. The increase in Polytechnic awards was achieved through deliberate outreach and partnership with leadership teams in the Polytechnics. Our scholarship holders study in a range of different countries. In 2019, the number of scholarship awards to study in the USA exceeded those to study in the UK, and the number of awards for Singapore undergraduate studies continued to trend upwards.

The scholarship experience is also growing richer and more diverse. Scholarship holders are encouraged to take up the Gap Year programme, with interesting internships in the private sector and international organisations, especially where these venture into regional countries. Experience in non-traditional destinations is encouraged, to learn about different cultures and operating environments. Scholarship holders have the opportunity to acquire capabilities to meet future needs, such as digital skills and understanding of new technologies and business models.

I am confident that talented persons who possess the heart, imagination and determination to serve Singapore will continue to seek a career in the Public Service. The breadth and depth of opportunities to serve our community and nation is unparalleled, and the satisfaction unique.

Mr Lee Tzu Yang

*Chairman
Public Service Commission*

THE SINGAPORE PUBLIC SERVICE COMMISSION





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, Police Officers below the rank of Inspector, and daily-rated employees.

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

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 appeals against decisions of the Special Personnel Board.

The PSC also retains the following key non-constitutional role:

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.



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 at 31 December 2019, the PSC comprised the Chairman, two Deputy Chairmen and 10 other Members.



Mr Lee Tzu Yang
Chairman



Mr Tan Yam Pin
Deputy Chairman

(retired on
31 January 2020)



Mr Kwa Chong Seng
Deputy Chairman



Mr Michael Lim
Member



Mr Po'ad Mattar
Member



Mr Edward D'Silva
Member



Ms Chua Sock Koong
Member

(appointed Deputy
Chairman on
29 January 2020)



Mr Richard Magnus
Member

(retired on
28 January 2020)



Professor Lily Kong
Member



Mr Philp Jeyaretnam
Member



Mr Alan Chan
Member

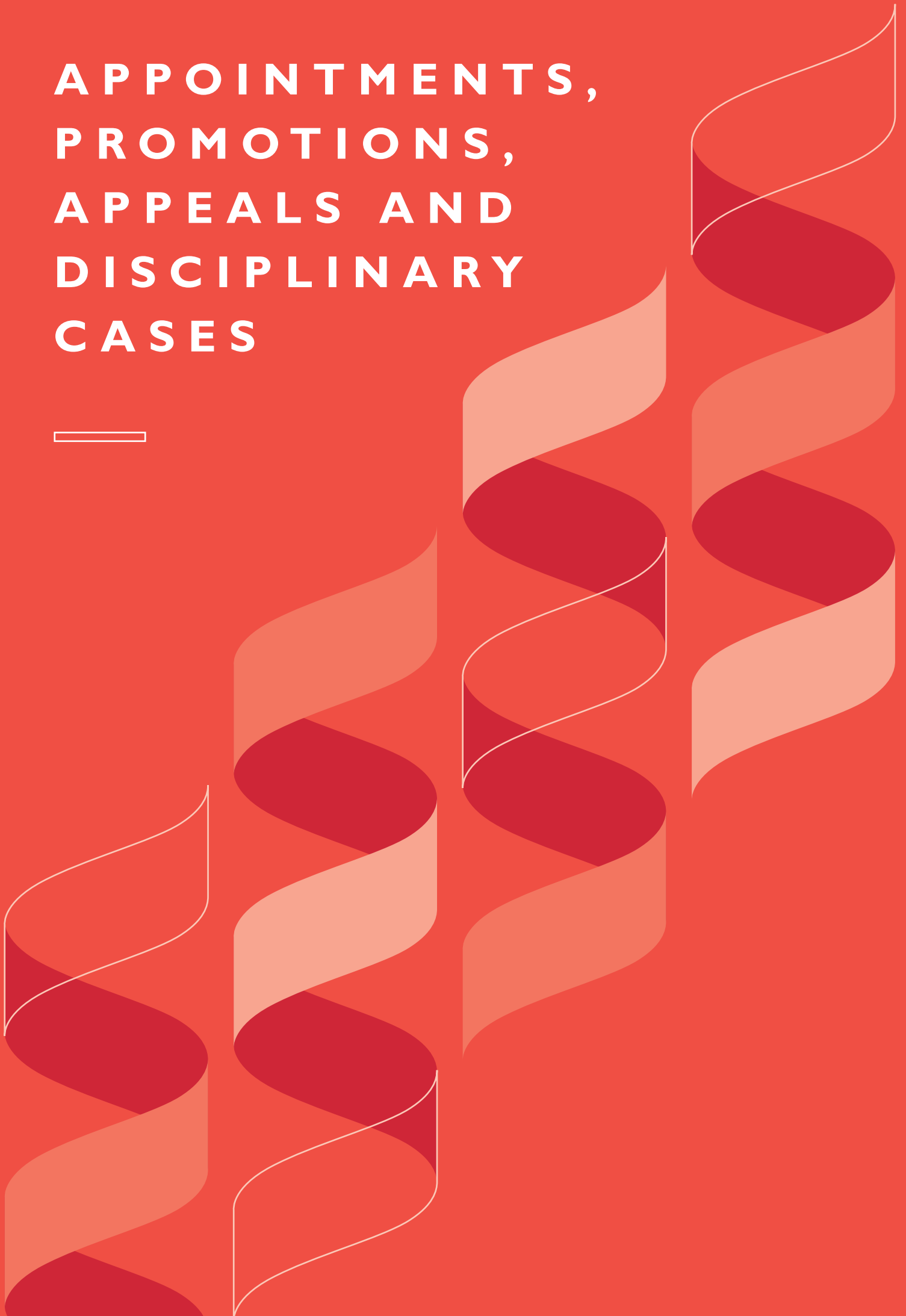


**Professor
Tan Ser Kiat**
Member



Dr Sudha Nair
Member

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 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 2019, the PSC considered 30 candidates and found 25 suitable for the Administrative Service.

The PSC considered 32 officers for promotion to Superscale D/Grade 7 and above, including those in the Administrative Service. Of these, 27 officers were promoted.

The PSC considered and appointed one officer at Superscale Grade 9 and above in the Auditing Service. The PSC considered two officers and found them suitable for promotion to Superscale Grade 9 and above in the Auditing Service. The PSC also considered two officers below Superscale Grade 9 who did not meet the promotion and supplementary promotion rules, and found them suitable for promotion.

Appointment and Promotion of Chief Executive Officers of Statutory Boards

The PSC considers the suitability of candidates for appointment as Chief Executive Officers of Statutory Boards, where the jobs are at an equivalent grade to senior management ranks in the Civil Service (i.e. Superscale D/Grade 7 and above). The PSC also considers the suitability of the Chief Executive Officers for promotion to Superscale D/Grade 7 and above.

In 2019, the PSC considered and concurred with the agencies' recommendation to

- a) appoint 24 officers as Chief Executive Officers;
- b) appoint 41 officers (two of the officers were appointed twice within the year) as Acting Chief Executive Officers;
- c) promote three Chief Executive Officers to Superscale D/Grade 7 and above.

Appeals

In 2019, the PSC did not consider any further appeals for promotion/against termination under the Public Service (Personnel Boards and Appeals Board) Regulations.

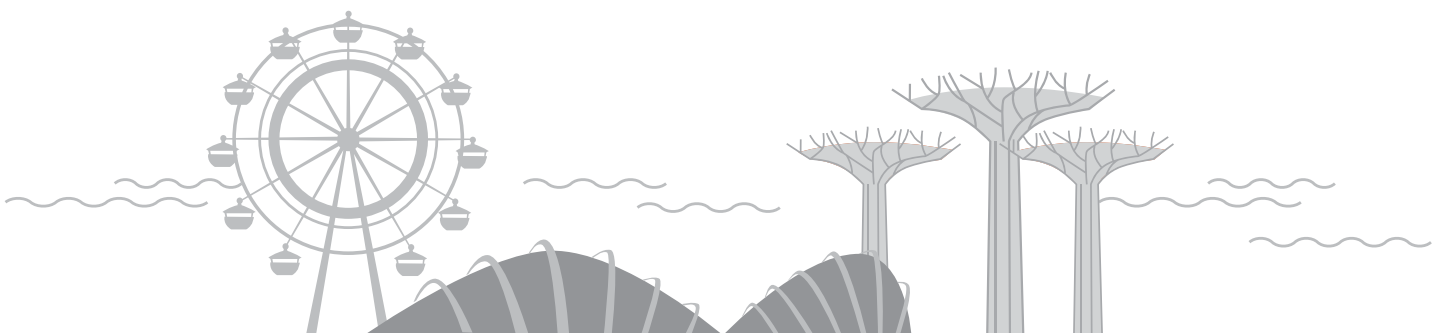
Discipline

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 2019, 127 new disciplinary cases were reported to the PSC.

Together with 81 cases that were brought forward from 2018, the PSC processed a total of 208 cases in the year. Of these cases, 98 were completed, including 24 cases which were completed under the Regulations and 50 cases which were completed under the Directions. Formal disciplinary action was not instituted against the officers in the remaining 24 cases.

The most common types of misconduct for cases completed in

2019 under the Regulations were Dishonesty / Embezzlement / Criminal Breach of Trust, Sexual Offences / Inappropriate Behaviour, Indebtedness, and Insubordination / Non-Compliance of Orders. Two-thirds of all officers disciplined under the Regulations were dismissed or retired in the public interest at the conclusion of the disciplinary proceedings against them. Details of the 24 cases completed under the Regulations in 2019 are in Table 1.

Table 1: Breakdown by Outcome of Cases Completed under the Regulations in 2019

Outcome Misconduct	Dismissal	Retirement in the Public Interest	Pecuniary Penalties	Reprimand	Allowed to Resign	Total
Corruption	1	-	-	-	-	1
Dishonesty / Embezzlement / Criminal Breach of Trust	3	2	-	-	-	5
Drug Offence	-	1	-	-	-	1
Indebtedness	-	-	2	1	-	3
Insubordination / Non-Compliance of Orders	-	2	-	-	1	3
Negligence	-	-	1	1	-	2
Outside Employment/ Business	2	-	-	-	-	2
Sexual Offences / Inappropriate Behaviour	3	-	-	-	1	4
Theft	1	-	-	-	-	1
Others	-	1	-	1	-	2
Total	10	6	3	3	2	24

RECRUITING TALENT, DEVELOPING LEADERS



SELECTION OF PSC SCHOLARSHIP HOLDERS

The PSC awards fully-funded scholarships to outstanding young men and women who are committed to serving Singapore through a career in the Public Service. PSC scholarship holders study various disciplines at established local and overseas universities, adding to the diversity of the Public Service when they commence their careers.

Identifying Talent

The PSC adopts a rigorous process to select scholarship holders. The Commission takes into account a range of information from multiple sources. These include the candidate's personal statement, school report, psychological interview report, Co-Curricular Activity (CCA) achievements, Community Involvement Programme (CIP) records, academic results and other notable achievements. The holistic assessment brings out key factors the PSC is seeking to identify in candidates, including leadership potential, resilience, diversity of



experience, aptitude and passion and fit for a Public Service career.

In 2019, the PSC started exploring game-based assessment (GBA) for use in the scholarship selection process, as part of its efforts to ensure that selection efforts remain relevant in meeting the changing needs of the Public Service. The GBA provides richer insights to applicants' attributes such as perseverance,

learning orientation and propensity for risk-taking.

The PSC also undertakes a broad outreach and communications plan each year to provide updated information on PSC scholarships and Public Service careers to our stakeholders through regular meetings with school teams, as well as information sessions for students and their parents.





PSC SCHOLARSHIP RECIPIENTS WHO PROCEEDED FOR STUDIES IN 2019

The PSC scholarship offers three main career paths – Public Administration, Professional Service and Uniformed Service.

81 scholarship recipients proceeded for studies in 2019 ; 37 for Public Administration, 31 for Professional

Service and 13 for Uniformed Service (Table 2). Details of the course of studies are in Table 3.

Table 2: Breakdown of PSC Scholarship Recipients who proceeded for studies in 2019 by Career Path and Award Scheme

Career Paths and Award Schemes	Number who proceeded for studies in 2019
Public Administration	37
Public Service Commission Scholarship	34
Public Service Commission Master's Scholarship	3
Professional Service	31
PSC Scholarship (Engineering)	11
PSC Scholarship (Foreign Service)	3
PSC Scholarship (Legal Service)	6
PSC Scholarship (Medicine)*	4
PSC Scholarship (Public Finance)	3
PSC Scholarship (Teaching Service)	4
Uniformed Service	13
The SAF Scholarship	9
The SPF Scholarship	4
Total	81

* mid-term awards

Information correct as at 29 Feb 2020



Table 3: Breakdown of PSC Scholarship Recipients who proceeded for studies in 2019 by Course of Studies

Course of Study	Number who proceeded for studies in 2019
Economics/PPE	11
Engineering & ICT	17
Finance/Business/Accountancy	4
Humanities & Social Sciences	24
Law	8
Liberal Arts	8
Medicine	4
Science/Mathematics	5
Total	81

Information correct as at 29 Feb 2020





PSC SCHOLARSHIPS – PUBLIC ADMINISTRATION

Public Administration

Recipients of the PSC Scholarship or PSC Master's Scholarship will take up a role in Public Administration. These recipients are not bound to a specific Ministry at the onset

of their scholarship journey and their deployment is decided upon their graduation. The Public Administration pathway provides scholarship holders the opportunity to develop as a generalist or specialist leader in the Public Service.

In 2019, 34 recipients of the undergraduate PSC Scholarships and three recipients of the PSC Master's Scholarships proceeded for their studies (Table 4).

Table 4: PSC Scholarship Holders – Public Administration

No.	Name	Pre-university Institution	Course of Study	University
PSC Scholarship				
1	Aaron Rosario Jeyaraj	Anglo-Chinese School (Independent)	Liberal Arts	Brown University
2	Audrey Choong Jia Yuan	Eunoia Junior College	Economics and Political Science	University of California, Los Angeles
3	Chen Jiamin	Hwa Chong Institution	International Politics	Fudan University
4	Chua Ying Xuan	Raffles Institution	Economics	University of California, Los Angeles
5	Choo Ian Kang	Raffles Institution	Arts and Social Sciences	Sciences Po
6	Gan Chong Jing	Raffles Institution	English	Brown University
7	Goh Cheng Wee Bryan	Dunman High School	Economics with Psychology	National University of Singapore
8	Hannah Quek Sihui	Anglo-Chinese School (Independent)	Geography	University of Cambridge
9	Hong Yu Wen, Lynn	Raffles Institution	History and Politics	Cornell University
10	John Chua Je En*	Anglo-Chinese School (Independent)	Liberal Arts	Harvard University
11	Jovi Koh Li	Raffles Institution	Economics	New York University
12	Kirstin Yip Su Jun	Singapore Polytechnic	Liberal Arts	Bowdoin College
13	Lee Si Nong	Hwa Chong Junior College	Anthropology	University College London
14	Leong Mun Yee, Elizabeth	Raffles Institution	Economics	University of Cambridge
15	Lim Si Yin	Hwa Chong Institution	Economics	Tsinghua University
16	Lim Yi Jun	River Valley High School	Liberal Arts	Yale-NUS College
17	Lim Zhi Yi, Vanessa	Raffles Institution	Chemical Engineering	University of California, Berkeley
18	Lock Hui Ying	Temasek Polytechnic	Social Sciences	Singapore Management University
19	Loh Wen Qi	Eunoia Junior College	Liberal Arts	Yale-NUS College

No.	Name	Pre-university Institution	Course of Study	University
PSC Scholarship				
20	Muhammad Dhafer Bin Muhammad Faishal Khan Surattee*	Raffles Institution	Liberal Arts	Stanford University
21	Ng Tze Ling	Hwa Chong Institution	Decision Science	Carnegie Mellon University
22	Ng Zi Ling	Hwa Chong Institution	Human Social and Political Sciences	University of Cambridge
23	Ong Jared	Raffles Institution	Liberal Arts	Brown University
24	Ong Rui Zhi Caleb	Tampines Junior College	Economics	National University of Singapore
25	Peck Hsiao Shan	Raffles Institution	Liberal Arts	Brown University
26	Siow Mein Yeak, Yue*	Victoria Junior College	Mechanical Engineering	Imperial College London
27	Tan Jing Yu William	Singapore Polytechnic	Engineering	Singapore University of Technology and Design
28	Tan Li Kang	Raffles Institution	International Relations and Computer Science	Northwestern University
29	Tan Sin Lu	Hwa Chong Institution	International Relations	Fudan University
30	Wong Guan Min	Singapore Polytechnic	Business with minor in Strategic Communication	Nanyang Technological University
31	Wu Jiayi	Raffles Institution	Economics	University of London
32	Yeo Shi Wen	Raffles Institution	Economics and English	Yale University
33	Yip Hui Bing (Priscilla)	Hwa Chong Institution	Mathematics	Imperial College London
34	Zhang Zhi	Raffles Institution	Economics	University of Chicago
PSC Master's Scholarship				
35	Phyllis Kai Ling Brown	Hwa Chong Institution	International Studies	Hopkins-Nanjing Center
36	Steven Yang Yue Heng	Raffles Institution	Philosophy and Religion	Peking University
37	Zulhaqem Bin Zulkifli	Millennia Institute	Buddhist Studies	University of Oxford

* Also awarded the President's Scholarship

Information correct as at 29 Feb 2020



PSC SCHOLARSHIPS – PROFESSIONAL SERVICE



Professional Service

Some candidates have a clear focus and interest in the career path they wish to embark on. For them, the PSC offers career tracks such as Engineering, Foreign Service, Legal Service, Medicine, Public Finance, or Teaching Service under the Professional Service career pathway.

Recipients on these schemes will return to serve in the respective agencies linked to their scholarships and are guided and developed in line with their professional tracks.

In 2019, 11 recipients of the PSC Scholarship (Engineering), three recipients of the PSC Scholarship (Foreign Service), six recipients

of the PSC Scholarship (Legal Service), four recipients of the PSC Scholarship (Medicine), three recipients of the PSC Scholarship (Public Finance) and four recipients of the PSC Scholarship (Teaching Service) proceeded for their studies. The details are in Table 5.

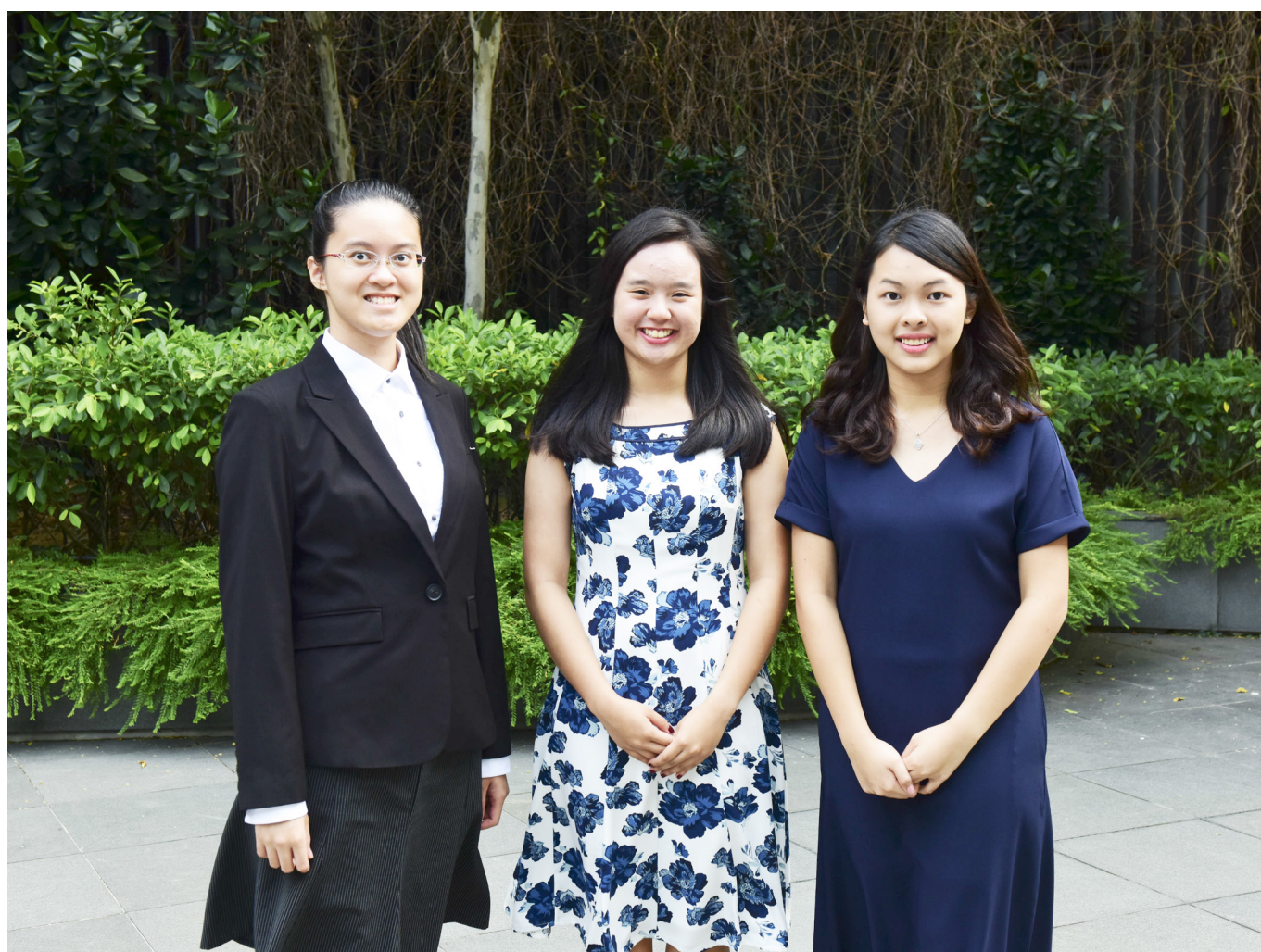
Table 5: PSC Scholarship Holders – Professional Service

No.	Name	Pre-university Institution	Course of Study	University
PSC Scholarship (Engineering)				
1	Benita Wong Zi Xin	Hwa Chong Institution	Electrical Engineering with Data Analytics	National University of Singapore
2	Chen Mei Jie	Hwa Chong Institution	Renaissance Engineering Programme	Nanyang Technological University
3	Fong Yu Fan	Victoria Junior College	Engineering	Singapore University of Technology and Design
4	Joshua Lim Yueh	Anglo-Chinese School (Independent)	Electrical and Electronics Engineering	Imperial College London
5	Kwa Jun Liang, Desmond	Jurong Junior College	Computer Engineering with Minor in Data Engineering	National University of Singapore
6	Louis Chew Yue Pin	Hwa Chong Institution	Chemical Engineering	Imperial College London
7	Ooi Ren An	Hwa Chong Institution	Engineering	University of Cambridge
8	Tan Joshua	Hwa Chong Institution	Computer Science	Brown University
9	Teo Kai Jin	Raffles Institution	Informatics	Technical University of Munich
10	Wang Jiale	Hwa Chong Institution	Engineering Science	University of Oxford
11	Zack Cheng Yew Kiat	Victoria Junior College	Computer Engineering	Brown University
PSC Scholarship (Foreign Service)				
12	Neo Xuan Ling	Hwa Chong Institution	International Relations	Peking University
13	Sabarish Ilankathir	Raffles Institution	Political Science	Sciences Po
14	Siobhan Charlotte Tan Xue Qi	Raffles Institution	Law	University of Oxford
PSC Scholarship (Legal Service)				
15	Au Wei Hoe	Hwa Chong Institution	Law	University of Cambridge
16	Foong Chih Hao, Jared	Raffles Institution	Law	University of Cambridge
17	Janessa Phua Pei Xuan	Hwa Chong Institution	Law	Singapore Management University
18	Jonathan Ng	Victoria Junior College	Law	University College London
19	Lu Xuan Hui Lindsay	River Valley High School	Law	Singapore Management University
20	Yeo Kee Hwan	Raffles Institution	Law	University of Oxford
PSC Scholarship (Medicine)+				
21	Benjamin Tan Kye Jyn	Hwa Chong Institution	Medicine	National University of Singapore
22	Daniel Tung Yi Nin	Raffles Institution	Medicine	National University of Singapore
23	Elliot Chong Yeung	Raffles Institution	Medicine	National University of Singapore
24	Teo Chong Boon	River Valley High School	Medicine	National University of Singapore

No.	Name	Pre-university Institution	Course of Study	University
PSC Scholarship (Public Finance)				
25	Jeanne Ouyang Jian Jun	Hwa Chong Institution	Accountancy	Singapore Management University
26	Lim Wen Yi Vera	National Junior College	Business Administration (Accountancy)	National University of Singapore
27	Tung Jia Yi, Audrey	St. Joseph's Institution	Accounting and Finance	London School of Economics and Political Science
PSC Scholarship (Teaching Service)				
28	Cheng Wan Li	Hwa Chong Institution	Chinese Language and Literature	Peking University
29	Grace Cheong	Dunman High School	English Linguistics	National University of Singapore
30	Sarah Ong Jia Qi	Raffles Institution	English Literature	University of Michigan
31	Tan May Yi	Temasek Junior College	Chemistry	University College London

+ Medicine Mid-term scholarship for undergraduates

Information correct as at 29 Feb 2020



PSC SCHOLARSHIPS – UNIFORMED SERVICE



Uniformed Service

Recipients who respond to the call of security and defence of the nation will set off on the pathway of Uniformed Service. The PSC awards The Singapore Armed Forces Scholarship (SAFS) and The Singapore Police Force Scholarship

(SPFS) to outstanding young men and women who make the commitment to maintain peace and stability.

SAFS holders will be systematically trained and developed to assume key command and staff appointments in the SAF while SPFS holders will be groomed to be strategists in

upholding law, maintaining order and keeping peace in Singapore.

In 2019, there were nine recipients of the SAFS and four recipients of the SPFS who proceeded for their studies (Table 6).

Table 6: PSC Scholarship Holders – Uniformed Service

No.	Name	Pre-university Institution	Course of Study	University
The Singapore Armed Forces Scholarship (SAFS)				
1	Abdul Lateef Bin Mohamed Nasim	Raffles Institution	Law	University of Oxford
2	Alexander James Loy	Anglo-Chinese School (Independent)	Natural Sciences (Physical)	University of Cambridge
3	Audrey Tey Ee Teng	Victoria Junior College	Psychology	University of California, Los Angeles

No.	Name	Pre-university Institution	Course of Study	University
The Singapore Armed Forces Scholarship (SAFS)				
4	Dave Aw Zhe Hao	Raffles Institution	Mechanical Engineering (Aeronautical Engineering Specialisation) and Management	National University of Singapore
5	Goh Jian Feng, Josh	National Junior College	Mechanical Engineering	Nanyang Technological University
6	Jonah Tan Sheen	Raffles Institution	Political Science	Sciences Po and Columbia University
7	Keefe Ng Wee Siong	Hwa Chong Institution	Philosophy, Politics, Economics	King's College London
8	Leck Kirk Shen	Anglo-Chinese School (Independent)	Aerospace Engineering	University of Illinois, Urbana-Champaign
9	Sim Rui-Ming, Ethan	Raffles Institution	Biology	Imperial College London
The Singapore Police Force Scholarship (SPFS)				
10	Ang Shermaine	Hwa Chong Institution	History	University of Oxford
11	Justin Quek Zheng Jun	Raffles Institution	Chemistry and Food Science	National University of Singapore
12	Warren Liow Wei Rui	Raffles Institution	Liberal Arts	University of Chicago
13	Yiik Chia	Hwa Chong Institution	Psychology and Biological Sciences	Nanyang Technological University

Information correct as at 29 Feb 2020





PRESIDENT'S SCHOLARSHIP

President's Scholarship

The PSC also awards the President's Scholarship – widely regarded as Singapore's most prestigious undergraduate scholarship. The President's Scholarship is awarded on top of another public sector scholarship. It recognises students who have set themselves apart from their cohort, demonstrating excellence in various pursuits. Recipients of the President's Scholarship are dedicated to improving the lives of Singaporeans and exemplify the ethos of the Public Service.

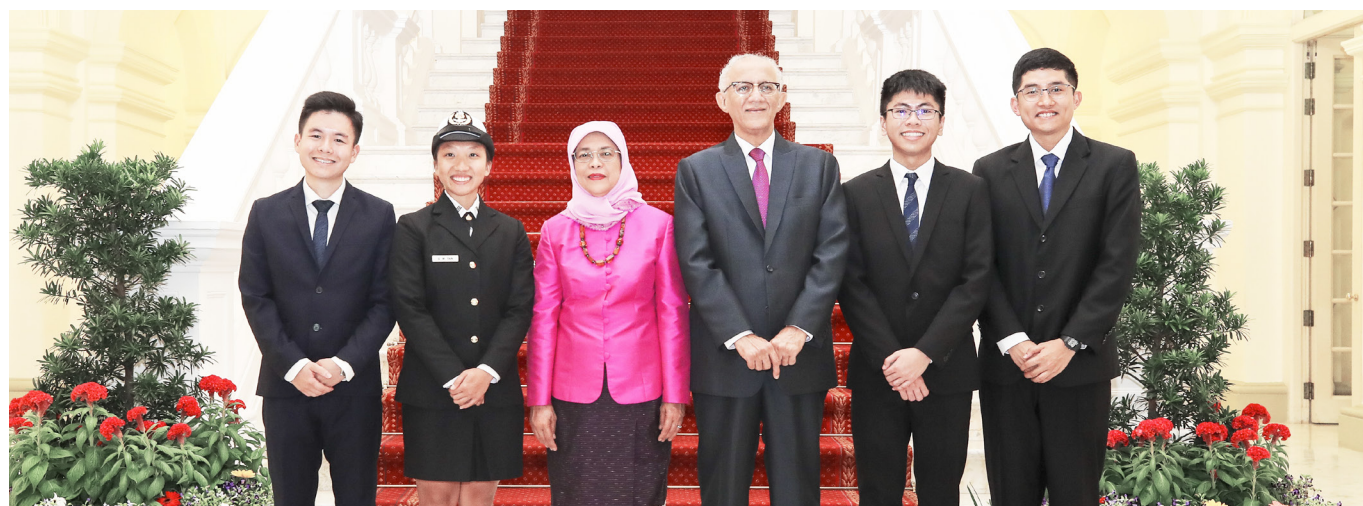
In 2019, there were four recipients of the President's Scholarship (Table 7).



Table 7: President's Scholarship Holders

No.	Name	Pre-university Institution	Course of Study	University
1	Allison Tan Sue Min	School of the Arts, Singapore	International Relations	University of St. Andrews
2	John Chua Je En	Anglo-Chinese School (Independent)	Liberal Arts	Harvard University
3	Muhammad Dhafer Bin Muhammad Faishal Khan Suratte	Raffles Institution	Liberal Arts	Stanford University
4	Siow Mein Yeak, Yue	Victoria Junior College	Mechanical Engineering	Imperial College London

Information correct as at 29 Feb 2020



DEVELOPMENT OF PSC SCHOLARSHIP HOLDERS

Moulding Tomorrow's Leaders

The PSC scholarships provide one developmental pathway to leadership roles in the Public Service. Scholarship holders are involved in a series of milestone programmes and other developmental opportunities during the course of their studies, to develop a diverse set of experiences and contribute better to Singapore. As they transit from their scholarship journey to the Public Service Leadership Programme (PSLP), their learning and development continues within the Public Service.

Exposure to the Public Service Context

At various points through the course of their studies, PSC scholarship holders are exposed to the values, complexities and challenges of the Public Service. They learn the principles and approach of the Public Service, and are inculcated with the ethos that binds the work that each ministry and agency does, in a whole-of-government effort.





2019 Preparatory Course

The Preparatory Course aims to prepare newly awarded PSC scholarship holders for their studies and set the expectation on their roles as ambassadors of the Singapore Public Service. Through various segments included in the programme, scholarship holders develop self-awareness and leadership skills. They learn the evolving needs of the Public Service, so that they might actively seek opportunities to develop themselves to meet those needs in the course of their scholarship journey.



A total of 78 scholarship holders attended the 2019 Preparatory Course, which was held from 24 June to 5 July 2019. A three-day-two-night Outward Bound Singapore Programme helped to foster strong team spirit within the cohort through teambuilding activities. The Preparatory Course

also incorporated a four-day Youth Corps Singapore Leaders Programme to train scholarship holders in volunteering and leading projects that would benefit Singapore.

New segments were introduced to the programme in 2019 in a bid to continually deliver the programme's

objectives in different ways. One such example is the networking lunch with senior scholarship holders in their second year of undergraduate studies. The lunch proved meaningful, as scholarship holders were able to engage with their seniors through informal interactions.

2019 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 holders' undergraduate experiences. The programme provides greater context on the realities of governance and highlights developments that have taken place since the scholarship holders commenced their studies. Apart from raising self-awareness by having scholarship holders chart their experiences as well as internalise areas that they could build on in line with future trends, the PSMP also consists of a six-to-eight-week internship component with a government agency where they gain first-hand experience in the Public Service.

The PSMP provides scholarship holders the platform to reflect at the midpoint of their journey, how far they have come along, and through experiences and insights they gain during the programme, to chart the remaining portion of their development journey.



The 2019 PSMP was attended by 63 scholarship holders. A new segment was introduced in the 2019 run of the programme to help scholarship holders plan ahead for a Gap Year. With the push to have public officers garner diverse experiences beyond the realm of the Public Service, the Gap Year programme is an opportunity for PSC scholarship holders to experience and better understand the business operations, challenges and ethos of the private sector. Senior scholarship holders were invited to share their Gap Year experiences. Partner organisations were also invited to share the opportunities available.

As part of the PSMP, the Singapore Seminar gathered a total of 281 scholarship holders from across 42 public sector agencies. In 2019, the theme of the seminar was 'Smart Nation: The Way Forward'. The programme explored what it meant for Singapore to be a Smart Nation and how it would impact various stakeholders – citizens, businesses and the economy. The speakers were Ms Ong Toon Hui (Deputy Secretary (Leadership), Public Service Division, Prime Minister's Office), Mr Tan

Chee Hau (Director, Planning and Prioritisation, Smart Nation and Digital Government Office), Mr Tan Kiat How (Chief Executive Officer, Infocomm Media Development Authority) and Mr Poon King Wang (Lee Kuan Yew Centre for Innovative Cities, Singapore University of Technology and Design). The speakers addressed questions generated from the session in a plenary session, with Ms Claire Chung Su-Lin (2017 Public Service Commission Teaching Scholarship) acting as facilitator to the session.



Exercising Empathy

As leaders being groomed for leadership positions, PSC scholarship holders are also strongly encouraged to engage with the community that they are in. By immersing themselves in these communities, and thinking through initiatives that could address the challenges that the community faces, the scholarship holders gain immeasurable skills in citizen-centricity.

The PSC partners Youth Corps Singapore (YCS) to train scholarship holders in their first year in the Service Learning approach to community involvement. Held over the course of four days as part of the Preparatory Course, the programme equips them with the skills and tools to initiate and lead community projects, complete with volunteer management skills. After completing the programme, scholarship holders would engage communities in Singapore, identify problems, co-create solutions and embark on projects within the next two years to benefit the community that they have engaged. Scholarship holders are conferred as Youth Corps Leaders upon completion of the project deliverables.

YCS Projects Completed in 2019

As part of the eighth intake of the YCS Leaders Programme, PSC scholarship holders completed six community projects. Of which, three are featured as below.



> Project Living Languages

Together with Viriya Community Services, the project team organised a free one-day dialect course (Hokkien and Cantonese) for youths. To promote the course, short clips with recordings of basic language phrases were featured on social media. The project aimed to address the intergenerational gap between elderly and youths who were not well versed in dialect.

> Creating Resources for Kids – Team Lit

The project aimed to create opportunities for children (in particular, those from disadvantaged backgrounds) to develop socio-emotional intelligence, through which they could gain better self-mastery and stronger relationships with the people around them. Collaborating with Ulu Pandan Stars Programme, the team suggested ways in which the programme could better incorporate socio-emotional learning into the curriculum and rolled out a workshop to pilot the ideas.

> Project Too Shiok

The project aimed to preserve hawker culture in Singapore and educate youths on this tradition. This was done by organising a heritage trail for students to experience the rich history of hawker culture, landmarks, and food, organising a competition where students produced video clips based on their experiences and archiving the experiences and stories of hawkers and students alike on a website to garner greater awareness.



Experiencing the Complexities of the Future

With ever-changing global trends and uncertainties abounding, Singapore needs public service leaders who are equipped to address the complexities of the future. To meet this need, PSC scholarship holders are encouraged to amass diverse experiences, which can help them imagine solutions to these complex problems.

Academic Programmes and Exchanges

In 2019, PSC scholarship holders participated in summer and

exchange programmes to countries such as Chile, China, Denmark, France, Greece, Italy, Israel, Japan, Russia, South Africa and The Netherlands. Seven scholarship holders pursued their postgraduate studies in various non-traditional countries – China, Germany, Japan, Spain and The Netherlands.

Gap Year Programme

Scholarship holders have the option of taking up a year-long attachment in non-public sector organisations, locally or overseas. These include International Organisations, reputable NGOs or private companies. The Gap

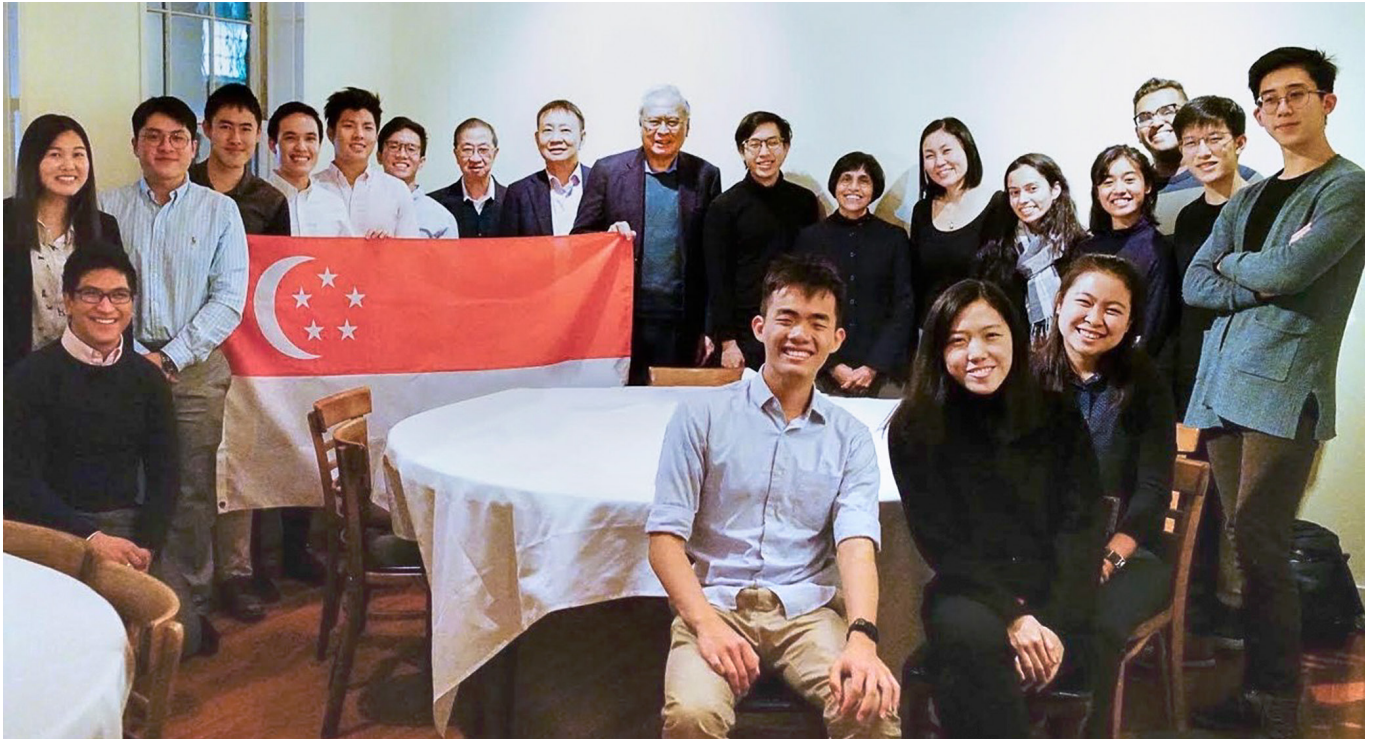
Year programme takes place upon completion of studies, after completion of National Service (where applicable) and before being deployed to the Public Service.

In 2019, three scholarship holders proceeded for their Gap Year programme with UNESCO. Other scholarship holders embarked on the programme with the following companies; Corpy & Co (Japan), Shopee (Singapore), Singtel (Singapore), StashAway (Singapore), Cogitativo, Inc. (US) and Lovelytics (US).

2019 OFFICIAL VISITS AND MEETINGS



2019 OFFICIAL VISITS AND MEETINGS



The PSC values ongoing engagement with our partners and stakeholders. Through such meaningful engagement, the PSC is able to keep abreast of governance matters both locally and overseas. Besides hosting visits by representatives of foreign universities, local school leaders, thought leaders in different fields and other distinguished guests, the PSC also ventures out to engage stakeholders in other countries.

The PSC visited universities in China, from 12 to 17 May 2019, and the United States, from 11 to 17 November 2019, to maintain its pulse on developments in the higher education landscape of these countries. The PSC also engaged PSC and public sector scholarship holders during the trips.



Discussion with university representatives centred on each university's unique approach to current challenges, admission and academic requirements. Apart from getting a feel for student life on the different

campuses, the PSC also visited industry players in China to experience the Chinese business environment.

On 27 November 2019, a delegation from the Indonesian Ministry of

Education and Culture visited the PSC to learn more about the Singapore Public Service. The meeting exchanged views on talent management as well as conduct and discipline matters.



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