#### ANNUAL REPORT 2011

INTEGRITY

SINGAPORE PUBLIC SERVICE COMMISSION

MERITOCRACY

**IMPARTIALITY** 

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# CHAIRMAN'S REVIEW



The PSC was constituted on 1 January 1951 to oversee the recruitment, promotion and terms of service of colonial civil servants. Following the exodus of British expatriate officers in the late 1950s, the government turned to PSC to recruit officers for the public service through the award of government scholarships. Today, the PSC continues to be responsible for appointing and promoting senior public servants, as well as deciding on disciplinary matters, appeals for promotion, and awards of PSC scholarships.

The PSC is mindful that a forward-looking Public Service needs to adapt to the changing needs of the Public Service. Hence, PSC's structure and roles have evolved over the last 60 years so that it stays relevant and effective as the custodian of the principles of integrity, impartiality and meritocracy of the Singapore Public Service. Hence, in the 1990s, the PSC devolved some personnel functions to a system of Personnel Boards, to allow Ministries greater autonomy to appoint and promote public officers to ensure that the Public Service stays nimble.

Similarly, the scholarships system has evolved over the years to meet the long-term needs of the Service, against the backdrop of the global competition for talent. In 2002, the PSC delegated ministry-tied scholarships to the respective ministries so that it could focus on bringing in talent for key leadership roles across the Public Service through PSC Scholarships. This also gave ministries greater autonomy to recruit suitable candidates for specialised work. In 2010, the PSC started making provisional scholarship offers to a handful of high calibre

students, before they sit for their A-levels or equivalent examinations. This helps our best students gain entry into better universities, especially in the UK and US.

The Public Service today requires capable officers with the commitment to serve Singapore and improve the lives of fellow Singaporeans. Public servants must also have the highest standards of professionalism and integrity. Increasingly, public servants need to have the empathy to listen to and understand people's desires, aspirations and anxieties, both in formulating and implementing policies.

In response to the changing needs of the Public Service, the PSC has refined the selection criteria of PSC Scholarships over the years to focus more on whole-person qualities, with emphasis on character, integrity, commitment and empathy. The PSC refines the scholarship selection process to select people with capabilities that are relevant to the changing times. In 2009, we introduced an Assessment Centre to add rigour to the selection of President's Scholars. Comprising a series of exercises that present scenarios and challenges related to Public Service work, the Assessment Centre provides an additional tool for the PSC to assess the candidates. In 2011, we refreshed the battery of psychometric tests used in our selection process to maintain high standards of academic and leadership abilities among PSC Scholarship holders. A study was also conducted with over 300 public officers from various schemes of service to validate the effectiveness of the psychometric tools in predicting on-the-job performance.

The PSC continues to review the range of developmental opportunities and milestone programmes that PSC scholarship holders undergo to ensure that they are better prepared for work in the Public Service. In 2011, the content of two key milestone programmes, the Preparatory Course and the Developments in Public Policy Seminar (DPPS), were revamped to ensure that scholarship holders are attuned to the challenges facing the Public Service today, and more importantly, appreciate the meaning and purpose of serving in the Singapore Public Service. In so doing, the PSC aspires to cultivate the right ethos and values among our scholarship holders early and set them on the right footing for their role as public officers to better serve Singapore and Singaporeans.

While the PSC changes over time, its core values do not change. The PSC has continued to uphold the principles of integrity, impartiality and meritocracy – the hallmarks of the Singapore Public Service. These values have withstood the test of time, and will continue to take the Singapore Public Service into the future.

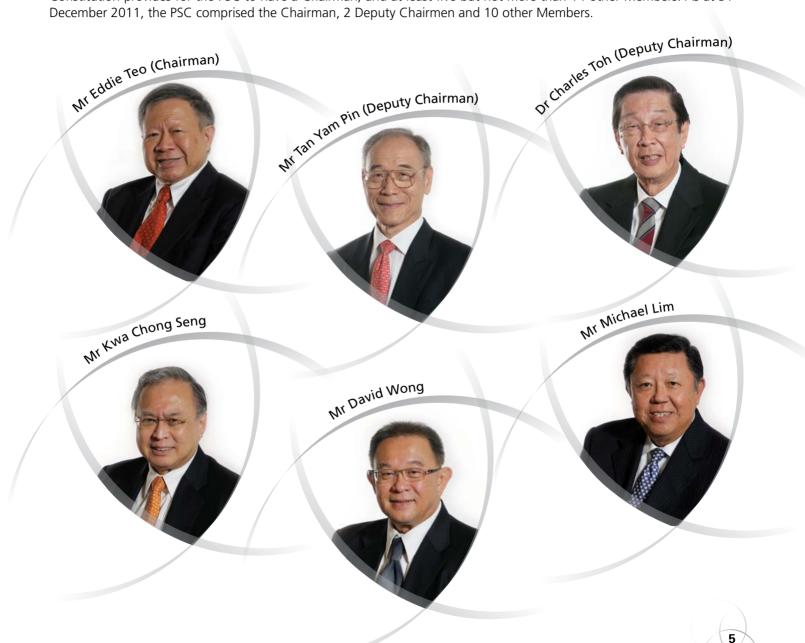
#### Eddie Teo

Chairman



# PSC CHAIRMAN & MEMBERS

The Public Service Commission (PSC) is constituted under Part IX of the Constitution of the Republic of Singapore. The Constitution provides for the PSC to have a Chairman, and at least five but not more than 14 other Members. As at 31 December 2011, the PSC comprised the Chairman, 2 Deputy Chairmen and 10 other Members.



Mr Po'ad Mattar



Mr Edward D'Silva





Ms Chua Sock Koong





Prof Lily Kong



Mr Alan Chan



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# THE PUBLIC SERVICE COMMISSION'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\*.
- \* The following categories of officers do not fall under the PSC's purview: Singapore Armed Forces personnel, officers in the Judicial and Legal Services, Police Officers below the rank of Inspector, and daily-rated employees.

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

- (a) Recruitment and appointment to the Civil Service except that to 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 Grade E1/Grade 8 (except that of officers in the Auditing Service), and
- (d) Transfer of service except that to the Administrative Service.

Following the devolution, the PSC serves as the final appellate body to consider promotion appeals against decisions of the Appeals Board. The PSC also retains two key non-constitutional roles:

- (a) Plan and manage undergraduate and other scholarships provided by the Singapore Government. Scholarship recipients are required to serve the Government for a number of years after their graduation, and
- (b) Consider the suitability of candidates recommended by the Special Personnel Board for appointment as Chief Executive Officers of Statutory Boards whose job grades are Superscale Grade D/Grade 7 and above, and the suitability of Chief Executives Officers of Statutory Boards for promotion to Superscale Grade D/Grade 7 and above.



# PSC SCHOLARSHIPS 2011

### About PSC Scholarships

PSC Scholarships have served as a key source of talent for the Singapore Public Service since 1961. It provides outstanding young men and women, who have the passion and conviction to serve Singapore and Singaporeans, through a rewarding Public Service career. These scholarship holders study at top-tier universities locally and overseas, and undergo developmental programmes to hone their leadership skills to better serve the public when they return.



### 2011 PSC Scholarships Selection Exercise

In 2011, there were more than 2000 applicants for PSC Scholarships. Of these candidates, 72 were awarded PSC Scholarships. On top of assessing candidates' character, school reports, and Community Involvement Programme (CIP) records, the PSC also took into account other information such as academic results and Co-Curricular Activities (CCA) achievements. 4 out of these 72 scholarship holders were found suitable for the President's Scholarship, which is regarded as Singapore's most prestigious undergraduate scholarship.







### **Nurturing Talent**



Strong emphasis is placed on the training and development of PSC Scholarship holders from the time they are awarded a PSC Scholarship. They participate in PSC key milestone programmes such as the Preparatory Course and PSC Scholars' Mid-Course Programme. They are also encouraged to explore other developmental opportunities such as summer school, exchange programmes, seminars, conferences and community service activities. In addition, scholarship holders participate in dialogue sessions and seminars with politicians and senior public sector leaders to

discuss key developments and issues in Singapore. These experiences ensure that they are attuned to the challenges and opportunities faced by the Singapore Public Service, as well as the concerns of all Singaporeans. Their training and development continues after they graduate and join the Public Service.

#### Preparatory Course, 4 - 18 Jul 2011

The Preparatory Course aims to prepare newly-awarded scholarship holders for their Public Service careers and their university studies. In 2011, the Preparatory Course was revamped to give greater focus on personal mastery and reflection on participants' role as future public officers. Participants took part in learning journeys to the Community Development Councils, and interviewed public officers at different levels to understand the challenges of the business of Governance and the intrinsic value of a Public Service career. To foster esprit de corps and pave the way for long-term networking, participants also took part in a 3-day Outward Bound Singapore (OBS) programme.

The Preparatory Course culminated in the PSC Scholarships Award Ceremony on 23 July 2011. The Guest-of-Honour was Deputy Prime Minister, Coordinating Minister for National Security, Minister in charge of the Civil Service and Minister for Home Affairs, Teo Chee Hean.



#### PSC Scholars' Mid-Course Programme, May - Sep 2011

75 scholarship holders took part in the PSC Scholars Mid-Course Programme (PSMP) in 2011. The PSMP aims to deepen participants' understanding of Singapore and the Public Service by providing a platform for discussion with senior public sector leaders and community leaders on specific policy issues. It is conducted for participants at the end of their second year in university and comprises 3 modules: the Developments in Public Policy Seminar (DPPS), a Ministry Attachment and a Community Involvement module. In 2011, a Public Policy Case Challenge was introduced in the DPPS component of PSMP to allow participants to discuss policy issues and propose solutions from a whole-of-government perspective.

#### National Day Rally Dialogue Session, 29 Aug 2011

The annual National Day Rally (NDR) Dialogue session is a platform for participants to discuss key national issues raised in the Prime Minister's NDR Speech. 118 public sector scholarship holders attended the dialogue session with Acting Minister for Community Development, Youth and Sports, and Minister of State for Information, Communications and the Arts, Mr Chan Chun Sing.





#### Singapore Seminar, 5 Nov 2011

An annual conference organised by PSC scholarship holders, the Singapore Seminar engages the overseas Singapore Public Service student community on key developments in Singapore. In 2011, more than 300 scholars from 27

public sector agencies attended the one-day seminar held in London themed "Assessing Our Position as a First World Nation: Are We There Yet?". The speakers were Mr Eddie Teo (Chairman of the Public Service Commission), Mr Alan Chan (Member of the Public Service Commission and Chief Executive Officer of Singapore Press Holdings), and Mr Eugene Tan (Assistant Professor of Law at the Singapore Management University).



#### **Public Sector Projects**

Scholarship holders are encouraged to keep themselves connected to the Public Service while studying. As part of a pilot initiative, PSC Secretariat facilitates this by linking up public sector agencies with scholarship holders to work on projects. In 2011, scholarship holders participated in projects with the Ministry of Information, Communications and the Arts (MICA), Ministry of National Development (MND), Ministry of Trade and Industry (MTI), Public Service Division (PSD), and the respective Ministries' Statutory Boards. These projects allow scholars to remain connected to and contribute to the Public Service while studying.

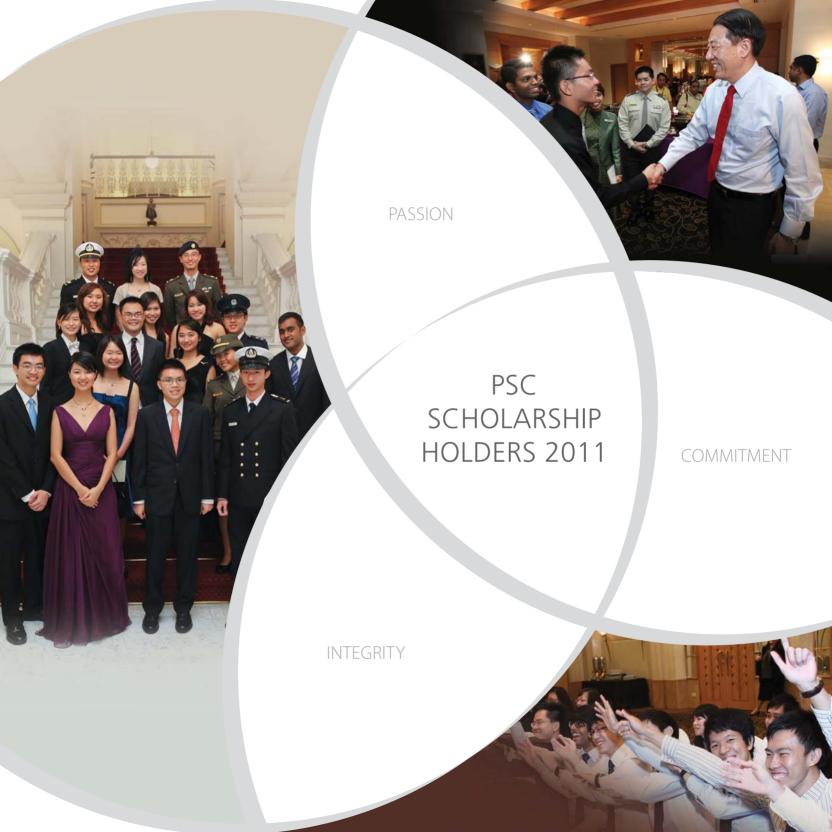
#### **Gap Year Programme**

The Gap Year programme attempts to provide an opportunity for scholarship holders to experience, first-hand, the concerns and challenges faced by private sector companies or organisations in the voluntary sector. In 2011, two scholarship holders completed their Gap Year programmes with Keppel FELS Limited Singapore, and Organica Ecotechnologies Inc. in Budapest Hungary. Another scholarship holder commenced his Gap Year with Google in the US.

### **Engagement Efforts**

The PSC Secretariat visits top-tier universities each year to stay updated on developments in universities and tertiary education landscapes, and update universities on developments in PSC Scholarships. The trips also provide opportunities to meet our scholarship holders and other Singaporean students who are keen to know more about a career with the Singapore Public Service. In 2011, the PSC Secretariat visited top universities in China, the UK and the US.





### PSC SCHOLARSHIPS 2011

The PSC awarded 72 undergraduate scholarships in 2011. These comprised 67 overseas scholarships and 5 local scholarships. The distribution of undergraduate scholarship awards by Scheme of Service and field of study are as follows:

#### Undergraduate Scholarships Awarded by Scheme – 2011

Scholarship Scheme	Number of	Awards
Singapore Armed Forces Overseas Scholarship	5	
Singapore Police Force Overseas Scholarship	1	
Overseas Merit Scholarship	30	
Open		23
Tied – Legal Service		3
Tied – Foreign Service		4
Local-Overseas Merit Scholarship	2	
Open		1
Tied – Teaching Service		1
Local Merit Scholarship (Medicine)	1	
Singapore Government Scholarship (Open)	33	
Total	72	

### Undergraduate Scholarships Awarded by Field of Study – 2011

Field of Study	Number of Awards
Humanities & Social Sciences	26
Economics or Philosophy, Politics & Economics	15
Law	13
Science	5
Engineering	3
Finance	1
Medicine	1
Pending Confirmation*	8
Total	72

<sup>\*</sup>These scholars are still waiting for the results of their applications to the university/course of their choice. They would commence their studies either in 2012 or after completing their National Service.

# THE PRESIDENT'S SCHOLARSHIP

The President's Scholarship is regarded as Singapore's most prestigious undergraduate scholarship. The scholarship is awarded to students who have, beyond academic excellence and strong leadership in their co-curricular activities, distinguished themselves with a strong ethos for Public Service, sound character and a dedication to improve the lives of Singaporeans. The scholarship is awarded to the most outstanding young men and women who have taken up public sector scholarships.

Four students were awarded the President's Scholarship in 2011.









No.	Name	Secondary School / Junior College	Course of Study and University
1	Fong Jie Ming Nigel	Raffles Institution	Medicine National University of Singapore
2	Koh Zhan Wei Aaron	Hwa Chong Institution	International Relations University of Pennsylvania
3	Xiao Yifei	Raffles Girls' School (Secondary) Raffles Institution	International Relations University of Pennsylvania
4	Yoong Ren Yan	Raffles Institution	Philosophy, Politics and Economics University of Oxford



(From Left to Right)
Koh Zhan Wei Aaron, Xiao Yifei, President S R Nathan, Mrs Nathan,
Fong Jie Ming Nigel and Yoong Ren Yan

## SAF OVERSEAS SCHOLARSHIP

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

In 2011, five students were awarded the SAF Overseas Scholarship.





No.	Name	Secondary School / Junior College	Course of Study and University
1	Chia Boon Liang	Raffles Institution	Philosophy, Politics and Economics University of Pennsylvania
2	Geeva s/o Gopal Krishnan	Raffles Institution	Pending
3	Koh Zhan Wei Aaron*	Hwa Chong Institution	International Relations University of Pennsylvania
4	Tan E-An Zech	Hwa Chong Institution	Economics University of Pennsylvania
5	Thia Shan Zhi	Raffles Institution	History Tufts University

<sup>\*</sup>Also awarded the President's Scholarship

## SPF OVERSEAS SCHOLARSHIP

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

In 2011, one student was awarded the SPF Overseas Scholarship.

No.	Name	Secondary School / Junior College	Course of Study and University
1	Goh Chin Hou	Raffles Institution	Economics
			University of Chicago



# **OVERSEAS MERIT SCHOLARSHIP**

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

Scholarship recipients of the Open award will join the Management Associates Programme (MAP), a four-year talent development programme, if they attain at least a Good Class of Honours degree or equivalent. They have some degree of flexibility to decide the Ministry to join after their graduation. Recipients of the 'Tied' awards will return to serve with the Education, Foreign, Medical or Legal Service.

30 students were awarded the Overseas Merit Scholarship in 2011. Of these, three were tied to the Legal Service and four to the Foreign Service. The Overseas Merit Scholarship holders were:

No.	Name	Secondary School / Junior College	Course of Study and University
1	Adam Amil Sharif	Anglo-Chinese School (Independent)	Pending
2	Akilan Shanmugaratnam	Hwa Chong Institution	Politics, Psychology & Sociology University of Cambridge
3	Andrew Tam Le Xiang	Raffles Institution	Natural Sciences (Physical) University of Cambridge
4	Ashish Xiangyi Kumar	Raffles Institution	Law University of Cambridge





No.	Name	Secondary School / Junior College	Course of Study and University
5	Benjamin Ng Tze Wee	Hwa Chong Institution	Economics London School of Economics and Political Science
6	Chan Chi Ling	Nanyang Girls' High School Hwa Chong Institution	Political Science Stanford University
7	Chia Wei Jie	Hua Yi Secondary School Anglo–Chinese Junior College	Economics, Politics and International Relations or Economics, Politics and Ethics Duke University
8	Chua Hern Hern	Nanyang Girls' High School Hwa Chong Institution	Economics Cornell University
9	Claire Tan Pin-Hua	Methodist Girls' (Secondary) Raffles Institution	Politics Harvard University
10	Goh Zhi Wen, Aaron	Raffles Institution	Economics University of Chicago
11	Huang Jiahui	Raffles Institution	Law University of Oxford
12	Hubert Han Kai Guang	Hwa Chong Institution	History University of Oxford
13	Jarrell Ng Jun Jie	Raffles Institution	Ethics, Politics and Economics Yale University
14	Joel Kek Ruipeng	Raffles Institution	Economics Stanford University
15	Kang Jia Hui	Dunman High School	Law University College London
16	Li Caijia	Xinmin Secondary School Victoria Junior College	Economics, Politics & International Studies University of Warwick
17	Lian Enyong Jonathan	Raffles Institution	Ethics, Politics and Economics Yale University
18	Liu Yabing	River Valley High School	Government and Legal Studies Bowdoin College
19	Ng May	Raffles Girls' School (Secondary) Raffles Institution	Law University of Oxford

No.	Name	Secondary School / Junior College	Course of Study and University
20	Nur Fikri Binte Mohamed Rafik Alkhatib	Raffles Girls' School (Secondary) Raffles Institution	Government London School of Economics and Political Science
21	Ong Pei Wen Joyce	Raffles Girls' School (Secondary) Raffles Institution	Economics University of Cambridge
22	Phua Yi Hui	Dunman High School	Natural Sciences (Biological) University of Cambridge
23	Rachel Elisabeth Ong Teng	Singapore Chinese Girls' School Victoria Junior College	Social Policy with Government London School of Economics and Political Science
24	Shawn Teo He Xiang	Hwa Chong Institution	International Relations or Political Science & Sociology University of Pennsylvania
25	Teo Meng Hui Jocelyn	Raffles Girls' School (Secondary) Raffles Institution	Law University of Cambridge
26	Teo Teresa Gaille	Dunman High School Victoria Junior College	Government Harvard University
27	Ting Yue Xin Victoria	Raffles Girls' School (Secondary) Raffles Institution	Law University of Cambridge
28	Tng Jia Hao Barry	Raffles Institution	Mathematics and Economics Harvard University
29	Xiao Yifei*	Raffles Girls' School (Secondary) Raffles Institution	International Relations University of Pennsylvania
30	Yoong Ren Yan*	Raffles Institution	Philosophy, Politics and Economics University of Oxford

<sup>\*</sup>Also awarded the President's Scholarship

# LOCAL-OVERSEAS MERIT SCHOLARSHIP

Local-Overseas Merit scholarship holders pursue their undergraduate course at a local university. They are given an option to pursue their Masters programme anywhere in the world.

Two students were awarded the Local-Overseas Merit Scholarship in 2011, out of which one was tied to the Teaching Service. The Local-Overseas Merit Scholarship holders were:

No.	Name	Secondary School / Junior College	Course of Study and University
1	Lai Kai Bin	Raffles Institution	Law cum Concurrent Master in Public Policy National University of Singapore
2	Lim Yong Hui	Dunman High School	Physics National University of Singapore



# LOCAL MERIT SCHOLARSHIP (MEDICINE)

The Local Merit Scholarships (Medicine) are for those keen on studying medicine.

In 2011, one student was awarded the Local Merit Scholarship (Medicine).

No.	Name	Secondary School / Junior College	Course of Study and University
1	Fong Jie Ming Nigel*	Raffles Institution	Medicine
			National University of Singapore

<sup>\*</sup>Also awarded the President's Scholarship





# SINGAPORE GOVERNMENT SCHOLARSHIP (OPEN)

The Singapore Government Scholarship (Open) is pitched at a notch below the Overseas Merit Scholarship. Like the Overseas Merit Scholarship (Open) holders, the Singapore Government Scholarship (Open) holders have some degree of flexibility to decide the Ministry to join after they graduate. They are also eligible for a Masters programme after completing their undergraduate studies.

33 students were awarded the Singapore Government Scholarship (Open) in 2011.

No.	Name	Secondary School / Junior College	Course of Study and University
1	Aaron Tan Wei-En	Raffles Institution	History University College London
2	Arshad Ali s/o Abdul Samad	Anglo-Chinese School (Independent)	Pending
3	Charis Low Jia Ying	Paya Lebar Methodist Girls' Secondary School Raffles Institution	Law London School of Economics and Political Science
4	Chew Xizhi Stephanie	NUS High School of Mathematics & Science	Law University College London
5	Chong Sheng Liang Desmond	Hwa Chong Institution	Economics and Geography University College London
6	Chua Hui Jing Sandra Anya	Methodist Girls' (Secondary) Anglo-Chinese School (Independent)	Economics and Management University of Oxford
7	Han Lyn	Raffles Girls' School (Secondary) Raffles Institution	International Relations University of Chicago
8	Jessica Loo Li Ping	NUS High School of Mathematics & Science	Economics University College London
9	Kang Hui Min Michelle	Nanyang Girls' High School Hwa Chong Institution	Law University of Oxford
10	Kenneth Sng	Jurong West Secondary School Jurong Junior College	Pending
11	Khoo Jun Da Benjamin	Raffles Institution	Economics University College London

No.	Name	Secondary School / Junior College	Course of Study and University
12	Koh Liang Wei	Dunman High School	Finance Fudan University
13	Kwa Jie Hao	Raffles Institution	Pending Brown University
14	Kylie Goh Jin Ying	NUS High School of Mathematics & Science	Biology Stanford University
15	Lee Jian Xing Clement	Hwa Chong Institution	Pending Duke University
16	Li Jiawen Mabel	Raffles Girls' School (Secondary) Raffles Institution	Chemistry University of Oxford
17	Lim Shi Jie Zachary	Hwa Chong Institution	International Relations London School of Economics and Political Science
18	Lim Shin Hui	Raffles Girls' School (Secondary) Raffles Institution	Law London School of Economics and Political Science
19	Lim Wan Rong Cheryl	Singapore Chinese Girls' School Anglo-Chinese School (Independent)	Pending
20	Long Qianqian	Nanyang Girls' High School Hwa Chong Institution	Economics Tsinghua University
21	Luo Hui	River Valley High School Hwa Chong Institution	Engineering University of California, Los Angeles
22	Nair Manish	Raffles Institution	Biomedical Engineering Duke University
23	Ooi Li Ting	Raffles Girls' School (Secondary) Raffles Institution	Engineering Princeton University
24	Pang Hui Xin Andrea	CHIJ St Nicholas Girls' School Hwa Chong Institution	Combined Honours in Social Sciences Durham University
25	Pang Wei En Joan	CHIJ St Nicholas Girls' School National Junior College	Law Singapore Management University
26	Rachael Juliana Quah Shu-En	Paya Lebar Methodist Girls' Secondary School Raffles Institution	Politics and Philosophy London School of Economics and Political Science

No.	Name	Secondary School / Junior College	Course of Study and University
27	Sanusha d/o S Sritharan	Raffles Girls' School (Secondary) Raffles Institution	Economics University of Cambridge
28	Sia Jia Rui Jeremy	Raffles Institution	Mathematics and Economics University College London
29	Tan Wen Shan	Hwa Chong Institution	Law King's College London
30	Tee Zhi Yu	Raffles Girls' School (Secondary) Raffles Institution	Philosophy, Politics and Economics University of Oxford
31	Teh Guo Pei	Zhonghua Secondary School Victoria Junior College	Philosophy, Politics and Economics University of Oxford
32	Won Cheng Yi Lewis	Hwa Chong Institution	International Relations Peking University
33	Xu Jiakun	Hwa Chong Institution	Pending



INTEGRITY

APPOINTMENTS, PROMOTIONS, APPEALS AND DISCIPLINARY CASES

MERITOCRACY

**IMPARTIALITY** 

# APPOINTMENTS, PROMOTIONS, APPEALS AND DISCIPLINARY CASES

### Appointments and Promotions

The PSC is responsible for appointing candidates to the Administrative Service, civil servants in Superscale Grade D/Grade 7 and above, as well as Division 1 officers in the Auditing Service.

During the year, the PSC interviewed 17 candidates for the Administrative Service and 16 were found suitable.

In 2011, the PSC considered 25 officers for promotion to Superscale Grade D/Grade 7 and above. Of these, 22 officers were promoted.

The authority to appoint Division I Auditors up to AS10 was delegated by the PSC to the Auditor-General in person with effect from 1 January 2000. In 2011, the Auditor-General promoted twelve officers in the Auditing Service under the PSC's delegated authority.

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

The PSC endorses the suitability of candidates recommended by the Special Personnel Board for appointment as Chief Executive Officers of Statutory Boards whose job grades are Superscale Grade D/Grade 7 and above, and the suitability of Chief Executive Officers of Statutory Boards for promotion to Superscale Grade D/Grade 7 and above. In 2011, the PSC endorsed 8 officers recommended by the Special Personnel Board for appointment as Chief Executive Officers. The PSC also endorsed three Chief Executive Officers recommended by the Special Personnel Board for promotion to Superscale Grade D/Grade 7 and above.

#### **Appeals**

During the year, PSC received two further appeals for promotion under the Public Service (Personnel Boards and Appeals Board) Regulations. Both further appeals were turned down by PSC.

#### Discipline

In 2011, 61 new disciplinary cases were reported to the PSC. Together with 40 on-going cases that were brought forward from previous years, PSC processed a total of 101 cases in the year. Of these cases, 55 were completed, of which 23 were handled under the Regulations, and 21 being Directions cases handled by the Permanent Secretaries and the Director of Prisons, under the authority delegated by PSC. The remaining 11 cases were closed after investigation, as no disciplinary action was deemed necessary under the Regulations or Directions.

Of the Regulations cases completed in 2011, the three main types of offences committed were Indebtedness, Inappropriate/ Immoral Behaviour and Absence from duty without leave. Division 1 and 2 officers constituted the largest group of offenders. Most of the completed Regulations cases in 2011 resulted in dismissal.

Details of the 23 cases completed under the Public Service (Disciplinary Proceeding) Regulations are shown in Tables 1 and 2 below.

Table 1: Completed Regulations Cases Dealt with in 2011 (Breakdown by Division)

Offence	Div 1	Div 2	Div 3	Div 4	Total
Dishonesty / Embezzlement / CBT	1	-	-	-	1
Inappropriate / Immoral Behaviour	2	-	-	-	2
Theft / Robbery	-	-	1	-	1
Indebtedness	1	4	-	1	6
Negligence / Inefficiency / Unpunctuality	-	-	1	-	1
Absence from duty without leave	-	2	-	-	2
Others	5	4	1	-	10
Total	9	10	3	1	23

Table 2: Completed Regulations Cases in 2011 (Breakdown by Outcome)

Offence	Dismissal	Retired in the public interest		Pecuniary penalties	Reprimand	Allowed to resign	Not proceeded against	Written warning	Total
Dishonesty / Embezzlement / CBT	1	-	-	-	-	-	-	-	1
Inappropriate / Immoral Behaviour	2	-	-	-	-	-	-	-	2
Theft / Robbery	1	-	-	-	-	-	-	-	1
Indebtedness	4	1	-	-	-	1	-	-	6
Negligence / Inefficiency / Unpunctuality	1	-	-	-	-	-	-	-	1
Absence from duty without leave	2	-	-	-	-	-	-	-	2
Others	7	-	-	1	1	1	-	-	10
Total	18	1	-	1	1	2	-	-	23

NETWORKING

VISITS BY FOREIGN DELEGATES

RELATIONSHIPS

COLLABORATION

# VISITS BY FOREIGN DELEGATES 2011

The PSC hosted three delegations in 2011. The three delegations were:

#### 1. 4 Mar 2011

Secretary, Malaysia Public Service Commission and 2 delegates

#### 2. 18 Oct 2011

Chairman, Brunei Public Service Commission and 5 delegates

#### 3. 24 Nov 2011

Hong Kong Permanent Secretary for the Civil Service and 1 delegate







INTEGRITY

### PSC SECRETARIAT

MERITOCRACY

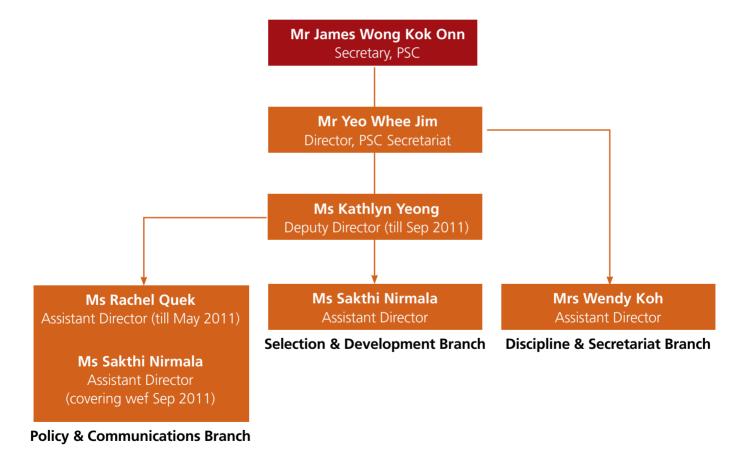
IMPARTIALITY

# **PSC SECRETARIAT**

The PSC Secretariat provides administrative support to the Commission. It is a department in the Public Service Division, Prime Minister's Office

The PSC Secretariat is headed by the Secretary, whose responsibilities are defined under the Constitution as supporting the work of the Commission. He is a public officer appointed by the President upon advice of the Commission.

The PSC Secretariat has three branches: the Policy & Communications Branch, Selection & Development Branch and Discipline & Secretariat Branch.





SINGAPORE PUBLIC SERVICE COMMISSION

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