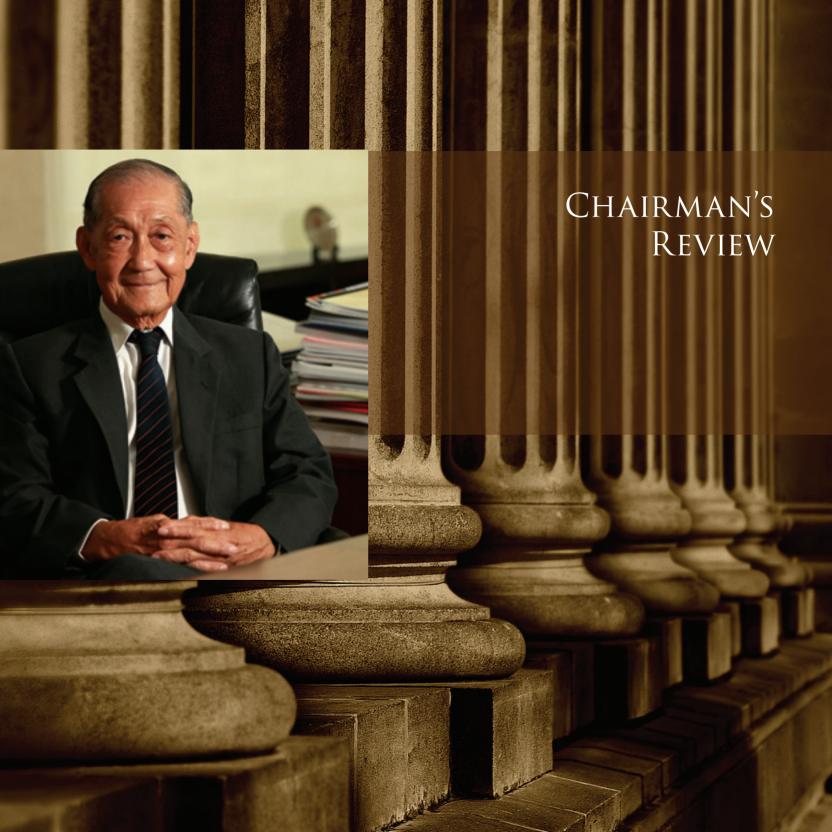




U	Z	Chairman's	Review
_		Cilaiiiiaii	

- **06** Members of the Singapore Public Service Commission
- **10** Role of the Public Service Commission
- **12** 2007 Highlights
- **14** Development Programmes for PSC Scholars
- **16** Engagement Programmes for PSC Scholars
- **18** 2007 PSC Scholars
- **28** Visits by Foreign Delegations
- **30** Appointments, Promotions & Discipline
- **36** PSC Secretariat Staff



SC Scholarships have long been an important means for bringing talent into the Civil Service. While the system has worked well, improvements and changes continue to be made for the Service to attract a fair share of Singapore's most able people.

Over the last few years, the PSC has continued to enhance its scholarship offerings. Casting its net wider in its efforts to recruit talent into the Civil Service, PSC has begun to offer scholarships beyond students who have just completed their A-level examinations. In 2006, the PSC introduced the Mid-Term Scholarship, targeted at undergraduates in their second or third year of studies. PSC also started the Civil Service Internship Programme in 2006 to give Singaporean students studying in top universities abroad an opportunity to experience work in the Civil Service.

2007 saw the launch of the Overseas Merit Scholarship (Specialist) and the re-introduction of the Singapore Government Scholarship (Open). These scholarships aim to strengthen the talent pipeline for the Civil Service. The Overseas Merit Scholarship (Specialist) allows top calibre students to pursue specialised disciplines and work in professional schemes of service upon graduation, while the Singapore Government Scholarship (Open) provides candidates flexibility in deployment to the ministries after graduation.

Another initiative that was introduced in 2007 was the PSC Master's Scholarship. The scheme was launched as part of the Civil Service efforts to green-harvest top final year undergraduates. Final-year students and recent graduates who are found suitable for the Management Associates Programme will be offered a PSC Master's Scholarship. One student was awarded the Master's Scholarship in 2007.

In 2007, PSC received 130 applications for the Mid-Term Scholarship. Four were awarded the scholarship.

Following the success of the inaugural Civil Service Internship Programme, a second run was launched in 2007 to give more undergraduates an insight into the Civil Service. 46 Singaporean undergraduates were attached to 13 agencies for six to eight weeks to work on various challenging projects. I am glad to note that the interns left with positive impressions of the Civil Service.

In 2007, five scholars completed Gap Year stints with the Ascott Group (Singapore), Morgan Stanley Asia (Singapore), Mercer Human Resource Consulting (Philadelphia), NERA Economic Consulting (San Francisco), and 3i Venturelab, INSEAD (Shanghai). The Gap Year Programme has been useful in broadening the exposure of our scholars.

SINGAPORE PUBLIC SERVICE COMMISSION ANNUAL REPORT 2007



SERVICE COMMISSION

ANNUAL REPORT 2007

The PSC held 52 meetings in 2007. During these meetings, the Commission interviewed and considered candidates for appointment and promotion, deliberated on promotion appeals lodged by officers under the Public Service (Personnel Boards and Appeals Board) Regulations 1994, and received updates from 11 Ministries on their key policies and strategic thrusts. Five of these updates were held in conjunction with on-site visits.

The PSC Scholarships Selection Board, chaired by the Chairman of the PSC, convened 43 interview sessions to consider candidates for the various PSC Scholarships.

A total of 51 new disciplinary cases were reported in 2007 as compared to 84 new cases in 2006. With another 37 on-going cases that were brought forward, the total number of cases processed in 2007 was 88. 66 of these cases were completed in the year. Of these completed cases, 30 were handled under the Regulations and 23 were Directions cases handled by the Permanent Secretaries and the Director of Prisons under delegated authority from the PSC. The remaining 13 cases were closed as they did not warrant any disciplinary action under the Regulations or Directions.

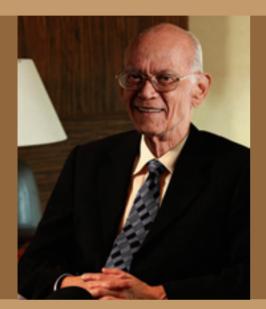
Mr Edward Alec D'Silva was appointed a PSC Member on 3 January 2007. The Commission extended a warm welcome to him.

Mr Rex Anthony Shelley, who was appointed a PSC Member on 15 November 1976, retired on 14 November 2007 after serving 31 years. He had also served as Deputy Chairman of the Education Service Commission from 1991 to 1998. The PSC would like to record its appreciation for his invaluable contributions and dedicated service to the Commission.

On behalf of the PSC, I wish to thank representatives from the Ministries of Defence and Home Affairs, the National University of Singapore and the Nanyang Technological University for their invaluable contributions at the PSC Scholarships Selection Board. The PSC also wishes to express its appreciation to all who have served on the Disciplinary Committees of Inquiry. In addition, I would like to express my gratitude to the universities, both local and overseas, as well as the public and private sector organisations, notably the Gap Year companies, for their generous assistance in and support of the development of Singapore's young talent under the various scholarship programmes.

Dr Andrew G K Chew Chairman





Mr Rex Anthony Shelley
Retired on November 14, 200



Mr Tan Yam Pin



Dr Charles Toh

THE SINGAPORE PUBLIC SERVICE COMMISSION





Mr Michael Lim Choo San

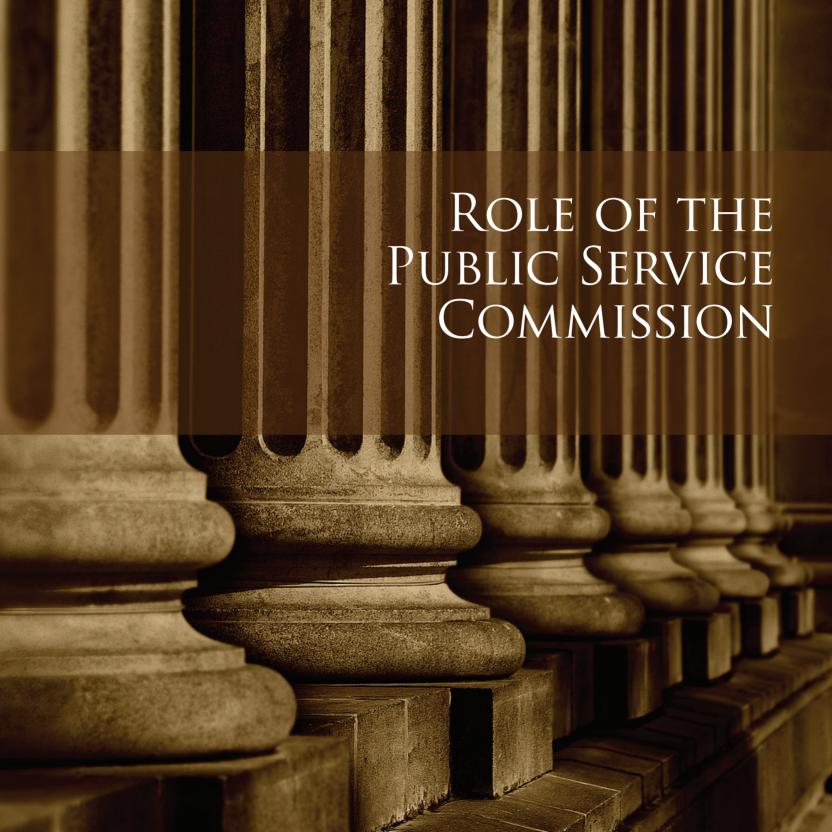


Mr Po'ad Bin Shaik Abu Bakar Mattar



Mr Edward Alec D'Silva

THE SINGAPORE PUBLIC SERVICE COMMISSION



SINGAPORE PUBLIC SERVICE COMMISSION

ANNUAL REPORT 2007

The Public Service Commission (PSC) is constituted under Part IX of the Constitution of the Republic of Singapore. The Constitution provides for the PSC to have a Chairman and not less than five and not more than fourteen other Members. As at 31 December 2007, the PSC comprised the Chairman and eight other Members.

The functions of the PSC under the Constitution are to:

- (a) appoint;
- (b) confirm;
- (c) emplace on the permanent or pensionable establishment;
- (d) promote;
- (e) transfer; and
- (f) dismiss and exercise disciplinary control over public officers.

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

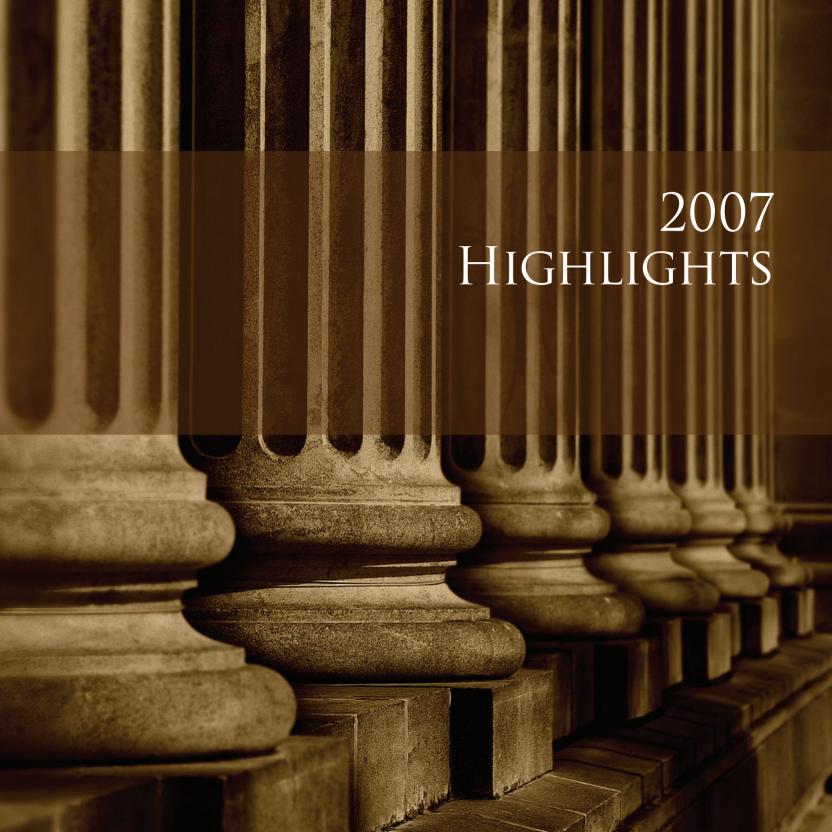
Under the Constitution of the Republic of Singapore (Amendment No. 2) Act 1994, the following personnel functions were devolved to the Personnel Boards in the Ministries with effect from 1 January 1995:

- Recruitment/appointment to the Civil Service, except that to the Administrative Service and Auditing Service;
- · Confirmation and emplacement of officers on the permanent or pensionable establishment;
- Appointment/promotion of officers up to Superscale Grade E1/Grade 8, except that of officers in the Auditing Service; and
- Transfer of service, except that to the Administrative Service.

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

The PSC also retains two key non-constitutional roles. The first is to consider the suitability of candidates recommended by the Special Personnel Board for appointment as Chief Executive Officers of statutory boards whose job grades are Superscale Grade D/Grade 7 and above, and the suitability of Chief Executive Officers of statutory boards for promotion to Superscale Grade D/Grade 7 and above.

The second is in the planning and management of undergraduate and other scholarships provided by the Singapore Government. Recipients of Government undergraduate scholarships are required to serve the Government for a number of years upon successful completion of their studies.



SINGAPORE PUBLIC SERVICE COMMISSION

ANNUAL REPORT 2007

Overseas Merit Scholarship (Specialist)

The PSC introduced the Overseas Merit Scholarship (Specialist) to cater to students who are interested in studying specialised subjects such as architecture, statistics and veterinary science. Specialist scholars will be assessed

on their suitability for the Management Associates Programme (MAP) and be deployed to the professional schemes of service upon graduation.

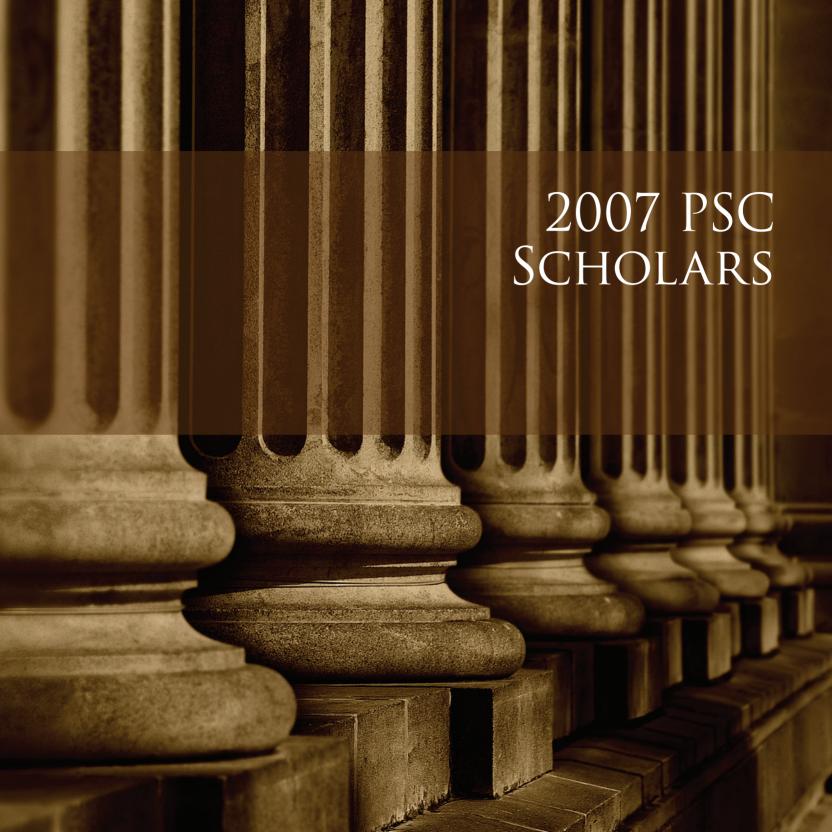
Singapore Government Scholarship (Open)

The Singapore Government Scholarship (Open) was re-introduced in 2007 to strengthen the talent pipeline into the Civil Service. Award recipients receive the same benefits (including monthly maintenance allowance and sponsorship of the Master's programme) as other PSC scholars. Singapore Government Scholarship (Open) holders will be assessed for their suitability for the MAP on their return from their studies.

PSC Master's Scholarship

The PSC recognises that not all talented students are ready to commit themselves to a PSC Scholarship and a civil service career at age 18, immediately after their A-levels. Some may only want to make a decision later during their undergraduate years. As such, PSC offers scholarships to interested applicants at three different stages of their studies, namely, the PSC undergraduate scholarships, the Mid-Term Scholarship and the PSC Master's Scholarship. The PSC Master's Scholarship is targeted at outstanding final year undergraduates. Top undergraduates and recent graduates found suitable for the Management Associates Programme will be offered a Master's Scholarship, tenable at overseas or local universities. PSC Master's scholars receive full tuition fees and maintenance allowances during their studies. They will be appointed to the Management Associates Programme after completing their Master's programme





DEVELOPMENT PROGRAMMES FOR PSC SCHOLARS

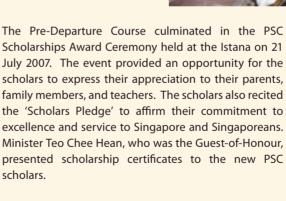
Grooming Our Scholars

The training and development of scholars continues to be a top priority. Development programmes start from the time the scholars are awarded PSC Scholarships. These programmes aim to increase our scholars' understanding

of the challenges and constraints facing Singapore, as well as the opportunities that await Singapore. The programmes also serve to equip them with skills in strategic and analytical thinking. In addition to the two key milestone programmes, the Pre-Departure Course and the PSC Scholars' Mid-Course Programme, PSC scholars are also given the opportunity to attend many other development programmes. The strong focus on training and development continues after they start work in the Civil Service.

Pre-Departure Course

The Pre-Departure Course (PDC) brings together each new batch of PSC scholars to prepare them for university life. Scholars are introduced to the challenges of policy formulation through case studies and discussions. Scholars also get to interact with senior public service leaders. Through these, scholars are inspired and enthused about the public service mission of securing Singapore's future. In addition, scholars are attached to a Community Development Council (CDC), a neighbourhood school or a social service organisation. The 2007 Pre-Departure Course was held from 2 to 19 July 2007. 46 PSC scholars attended the course.







SINGAPORE PUBLIC SERVICE COMMISSION ANNUAL REPORT 2007

Development Programmes for PSC Scholars

PSC Scholars' Mid-Course Programme

At the end of their second year in university, scholars participate in the PSC Scholars' Mid-Course Programme (PSMP). An important objective of this programme is to foster a better understanding of the Singapore Civil Service, viz. its structure, ethos, key thrusts and policies, and to help prepare scholars for their career in the Civil Service.

In 2007, the PSC introduced a new 3-day community involvement module, similar to



that in the Pre-Departure Course, for scholars to get close to the issues facing ordinary Singaporeans. Scholars are attached to a CDC, a school or a social service organisation different from the one they were attached to during the PDC, and are also involved in group community involvement projects. The 2007 scholars carried out two projects: one involved the cleaning of one-room flats under a project by the Habitat for Humanity, and the other, a one-year mentorship programme with students from Northlight School.



Developments in Public Policy Seminar: This is a 1-week programme which builds on the Policy Module of the Pre-Departure Course. The seminar examines the basic principles guiding Singapore's economic, social and security policies. Scholars are also briefed on the major initiatives and programmes of the Civil Service.

Ministry Attachment: Scholars are attached for 6-8 weeks to various government agencies with the objective of providing scholars with insights

SINGAPORE

ENGAGEMENT PROGRAMMES FOR SCHOLARS

The PSC regularly engages our scholars to prepare them for public service careers.

Annual visits

The PSC Secretariat conducts regular visits to top overseas universities to call on the admissions offices of these universities and to touch base with our scholars. In 2007, the PSC Secretariat visited universities in the United States, China, France and Japan.

Dialogue session

On 23 August 2007, the PSC organised a dialogue session for our scholars to meet with RADM Lui Tuck Yew, Minister of State, Ministry of Education, to discuss issues raised by the Prime Minister in his 2007 National Day Rally Speech. A total of 118 scholars, comprising 80 PSC scholars, 19 Ministry Scholars and 19 Statutory Board scholars, attended the dialogue.



Singapore Seminar

The PSC Secretariat partnered with a UK student association to organise a seminar entitled "Singapore's Changing Landscape: Is There Room For Us?" on 17 November 2007 at King's College London. The speakers were Mr Michael Teo (Singapore's High Commissioner to London), Mr Lim Siong Guan (Chairman, Economic Development Board), Dr Lim Wee Kiak and Mr Christopher De Souza (Members of Parliament). Scholars found the seminar useful in updating them on key developments in Singapore.



SINGAPORE PUBLIC SERVICE COMMISSION ANNUAL REPORT 2007



57 PSC Scholarships were awarded in 2007, comprising 45 overseas scholarships and 12 local scholarships. The distribution of awards by Scholarship Scheme is as follows:

Scholarships Awarded By Scheme - 2007

Scholarship Scheme	No. of Awards
Singapore Armed Forces Overseas Scholarship	6
Singapore Police Force Overseas Scholarship	4
Overseas Merit Scholarship	
Open	14
Legal Service	3
Foreign Service	2
Teaching Service	1
Specialist	1
Local Overseas Merit Scholarship	
Teaching	1
Local Merit Scholarship (Open)	
Medicine	5
Singapore Government Scholarship (Open)	20
Total	57

The main fields of study were Humanities & Social Sciences, Science, Engineering and Economics. The classification of the awards by field of study is given below:

Scholarships Awarded by Field of Study – 2007

Field of Study	No. of Awards
Humanities and Social Sciences	17
Economics	11
Engineering	10
Science	10
Medicine	6
Law	3
Total	57

SINGAPORE PUBLIC

ANNUAL REPORT 2007

Four students were awarded Singapore's most prestigious undergraduate scholarship award, the President's Scholarship, in 2007. One recipient was the concurrent holder of the Singapore Police Force Overseas Scholarship.

Name of Scholar	Secondary School/ Junior College Attended	University	Course of Study
Kaan Hung Leng	Raffles Girls' School (Secondary)	National University of	Medicine
(Miss)	Raffles Junior College	Singapore, Singapore	
Ko Qianwen Stephanie	Singapore Chinese Girls' School	University of Cambridge	Medicine
(Miss)	Hwa Chong Institution	UK	
Liu Chen	Raffles Girls' School (Secondary)	University of Chicago	Economics
(Miss)	Raffles Junior College	USA	
Wat Zhiwen Sergius*	Raffles Institution Raffles Junior College	Harvard University USA	Government

^{*}Also awarded the Singapore Police Force Overseas Scholarship



Left to Right: Liu Chen Kaan Hung Leng President S R Nathan Mrs Nathan Ko Qianwen Stephanie Wat Zhiwen Sergius



SAF Overseas Scholarships

20

The 2007 Singapore Armed Forces Overseas Scholarships were awarded to the following six students:

Name of Scholar	Secondary School/ Junior College Attended	University	Course of Study
Choy Weijie Gabriel	The Chinese High School Hwa Chong Institution	London School of Economics UK	Philosophy and Economics
Kan Shengyao David	Raffles Institution Raffles Junior College	University of Cambridge UK	Engineering
Koo Kai Siong	The Chinese High School Hwa Chong Institution	London School of Economics UK	Government and Economics
Kwek Seck Tai David	Raffles Institution Raffles Junior College	Imperial College London UK	Electrical and Electronics Engineering
Tan Jek Hau Benny	Raffles Institution Raffles Junior College	University of Chicago USA	International Studies
Wong Zeng Yu	Raffles Institution Raffles Junior College	University of Cambridge UK	Social and Political Science



Left to Right: Benny Tan Wong Zeng Yu David Kwek Gabriel Choy Koo Kai Siong David Kan

SINGAPORE PUBLIC SERVICE COMMISSION ANNUAL REPORT 2007

The 2007 Singapore Police Force Overseas Scholarships were awarded to the following four students:

Name of Scholar	Secondary School/ Junior College Attended	University	Course of Study
Gan Teck Wang	River Valley High School National Junior College	University of Pennsylvania USA	Electrical Engineering
Lee Huan Ting	Raffles Institution Raffles Junior College	Brown University USA	International Relations
Tan Yong Liang	The Chinese High School Hwa Chong Institution	Stanford University USA	Mathematical Economics
Wat Zhiwen Sergius*	Raffles Institution Raffles Junior College	Harvward University USA	Government

^{*} Also awarded the President's Scholarship



The scholars are (second row from left to right): Gan Teck Wang Lee Huan Ting Wat Zhiwen Sergius Tan Yong Liang



2007 PSC SCHOLARS

Overseas Merit Scholarships, Local-Overseas Merit Scholarships and Local Merit Scholarships

21 students were awarded the Overseas Merit Scholarships in 2007. Of these, three were tied to the Legal Service, two to the Foreign Service, and one each to the Teaching Service and the Specialist Scheme. One was awarded the Local-Overseas Merit Scholarship (Teaching). There were five students who were awarded the Local Merit Scholarships to pursue Medicine.

Overseas Merit Scholars The Overseas Merit Scholars were:

Name of Scholar	Secondary School/ Junior College Attended	University	Course of Study
Chan Yu Peng Grace	Raffles Girls' School (Secondary)	Cornell University	Engineering and Economics
(Miss)	Raffles Junior College	USA	
Chou Xiujue Ailene	Nanyang Girls' High School	University of Oxford	Law
(Miss)	Hwa Chong Institution	UK	
Elsie Lee Yuejia	Raffles Girls' School (Secondary)	University College London	Law
(Miss)	Raffles Junior College	UK	
Fawn Soon Shuhan	Raffles Girls' School (Secondary)	University of Lausanne	Psychology
(Miss)	Victoria Junior College	Switzerland	
Goh Si Yi Gayle	Dunman High School	University of Cambridge	English
(Miss)	Anglo Chinese Junior College	UK	
Ko Qianwen Stephanie*	Singapore Chinese Girls' School	University of Cambridge	Medicine
(Miss)	Hwa Chong Institution	UK	
Koh Xinyao Nicholas	The Chinese High School Hwa Chong Institution	University of Cambridge UK	English Literature
Kwan Ruiying, Karen	Methodist Girls' School (Secondary)	Goldsmiths' College	Fine Arts
(Miss)	National Junior College	UK	
Lee Jia Min Charmaine	Raffles Girls' School (Secondary)	University of Oxford	Philosophy, Politics and Economics
(Miss)	Hwa Chong Institution	UK	
Lim Phey Wa	Nanyang Girls' High School	University of Warwick	Economics, Politics and International Studies
(Miss)	Hwa Chong Institution	UK	

Overseas Merit Scholars

Name of Scholar	Secondary School/ Junior College Attended	University	Course of Study
Lim Sin Ni (Miss)	Raffles Girls' School (Secondary) Raffles Junior College	University of Oxford UK	History and Politics
Liu Chen* (Miss)	Raffles Girls' School (Secondary) Raffles Junior College	University of Chicago USA	Economics
Lye Mei Jun Vanessa (Miss)	Raffles Girls' School (Secondary) Raffles Junior College	Duke University USA	Mathematics
Mak Yiing Chau	The Chinese High School Hwa Chong Institution	Stanford University USA	Economics and Applied Mathematics
Ong Yiting Mindy (Miss)	Raffles Girls' School (Secondary) Hwa Chong Institution	University of Pennsylvania USA	Economics
Oon Sixiang	River Valley High School Hwa Chong Institution	Cornell University USA	Chemical Engineering
Pang Jiang Yan	Raffles Institution Raffles Junior College	University of Chicago USA	Economics
Soh Zhi Qi	Raffles Institution Raffles Junior College	University of Cambridge UK	Engineering
Suhas Malhotra	Raffles Institution Raffles Junior College	University of Oxford UK	Law
Teo Songjie Lionel	Raffles Institution Raffles Junior College	University of Chicago USA	Economics
Tham Zheng Kang	Raffles Institution Raffles Junior College	Cornell University USA	Mathematics

^{*}Also awarded the President's Scholarship

SINGAPORE PUBLIC SERVICE COMMISSION ANNUAL REPORT 2007



The Local-Overseas Merit Scholar was:

Name of Scholar	Secondary School/ Junior College Attended	University	Course of Study
Tee Boon Pin	Nanyang Girls' High School	National University of	Economics and
(Miss)	Hwa Chong Institution	Singapore, Singapore	Management

The Local Merit Scholars were:

Name of Scholar	Secondary School/ Junior College Attended	University	Course of Study
Amanda Zain	Raffles Girls' School (Secondary)	National University of	Medicine
(Miss)	Raffles Junior College	Singapore, Singapore	
Goh Qi Mei Orlanda	Raffles Girls' School (Secondary)	National University of	Medicine
(Miss)	Raffles Junior College	Singapore, Singapore	
Kaan Hung Leng*	Raffles Girls' School (Secondary)	National University of	Medicine
(Miss)	Raffles Junior College	Singapore, Singapore	
Long Huiyi Melody	Dunman High School	National University of	Medicine
(Miss)	Raffles Junior College	Singapore, Singapore	
Tan Licia	Raffles Girls' School (Secondary)	National University of	Medicine
(Miss)	Raffles Junior College	Singapore, Singapore	

^{*}Also awarded the President's Scholarship

ANNUAL REPORT 2007

Singapore Government Scholarships (Open)

20 Singapore Government Scholarships (Open) were awarded in 2007. Of these, four were Mid-Term Scholarships.

The Singapore Government Scholars were:

Name of Scholar	Secondary School/ Junior College Attended	University	Course of Study
Auw Jian Jin Jeremy	Anglo-Chinese School (Independent) International Baccalaureate Diploma	University to be confirmed*	Biology
Chen Junhuo Leonard	The Chinese High School Hwa Chong Institution	Brown University USA	Psychology
Chen Weijun	The Chinese High School Hwa Chong Institution	University of Cambridge UK	Chemical Engineering
Chia Kwok Wai, Kelvin	The Chinese High School Hwa Chong Junior College	Nanyang Technological University, Singapore	Sociology
Chitralekha Basu (Miss)	Raffles Girls' School (Secondary) Hwa Chong Institution	University of Oxford UK	History
Choo Zhi Han	Raffles Institution Raffles Junior College	University of Cambridge UK	Engineering
Koh De Wei	Commonwealth Secondary School National Junior College	Nanyang Technological University, Singapore	Computer Science
Lee Mei Hui Amanda (Miss)	Dunman High School Hwa Chong Institution	University of Cambridge UK	Chemical Engineering
Lim Xin Yu (Miss)	Raffles Girls' School (Secondary) Raffles Junior College	University of Oxford UK	Mathematics and Statistics
Low Yue Ling Charlynn (Miss)	Anglican High School Victoria Junior College	National University of Singapore, Singapore	Economics
Navjote Singh Sachdev	Raffles Institution Raffles Junior College	University of Oxford UK	Philosophy, Politics and Economics
Pang Xueqin Jasmine (Miss)	Singapore Chinese Girls' School Victoria Junior College	University of Warwick UK	English and American Literature

^{*} Proceeding for studies in 2009.

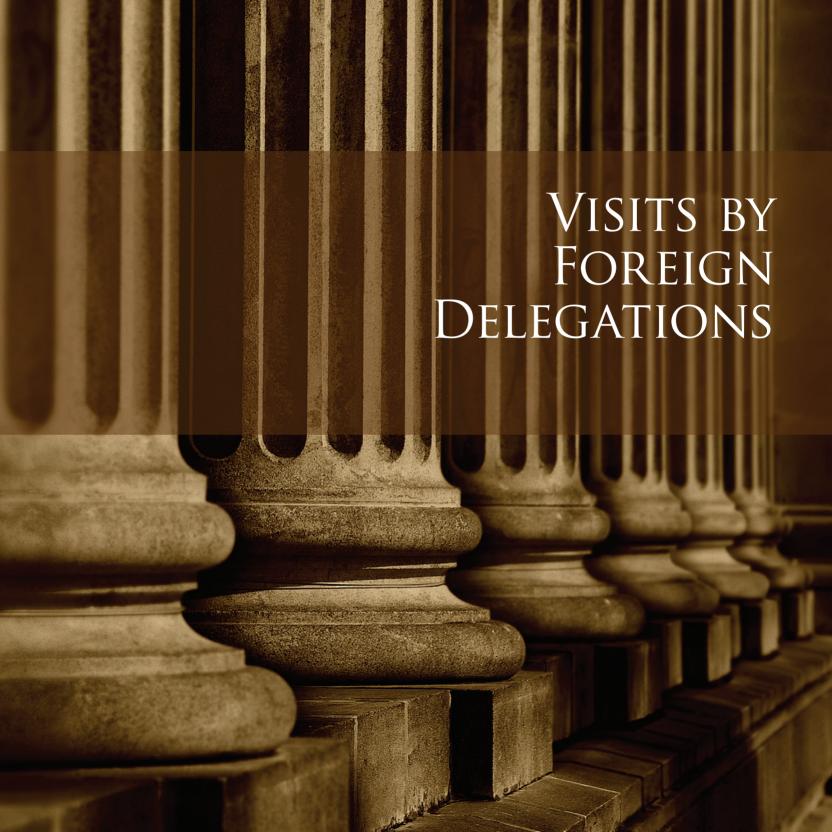


TI	C:	Government	C - I - I
Ine	Sindanore	(30Vernment	Scholars

Name of Scholar	Secondary School/ University Junior College Attended		Course of Study	
Tai Xiao Hui (Miss)	Raffles Girls' School (Secondary) Raffles Junior College	University of Cambridge UK	Economics	
Tan Chor Kiang	Raffles Institution Raffles Junior College	University of Cambridge UK	Mathematics	
Tan Meixiu Denise (Miss)	Crescent Girls' School Ngee Ann Polytechnic	University of Melbourne Australia	Biotechnology	
Teo Zhiyuan	The Chinese High School Hwa Chong Junior College	University of Illinois at Urbana-Champaign, USA	Computer Science	
Wu Dawei	The Chinese High School Hwa Chong Institution	Imperial College London UK	Biomedical Science	
Yeo Hui Ling Alice (Miss)	Nanyang Girls' High School Hwa Chong Institution	National University of Singapore, Singapore	Psychology	
Yik Jiawei	The Chinese High School Anderson Junior College	National University of Singapore, Singapore and L'Ecole Superieure d'Electricite, France	Electrical Engineering (NUS-French Double Degree Programme)	
Zheng Huan Yi Kenneth	Raffles Institution Raffles Junior College	Imperial College London UK	Actuarial Science	

SINGAPORE Public Service Commission



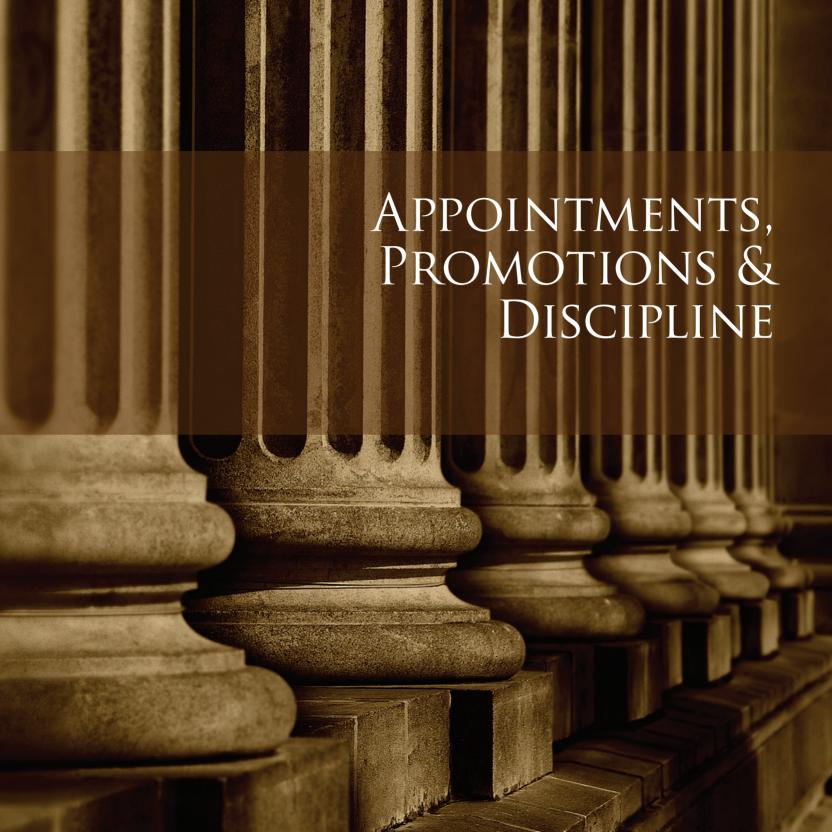


SINGAPORE PUBLIC SERVICE COMMISSION

The PSC hosted four foreign delegations in 2007 and shared with them the work of the PSC.

The four groups were:

- 1. 7 February 2007: Chairman, Indian Administrative Reforms Commission and seven delegates;
- 2. 28 June 2007: Assistant Vice-President for Student Life & Associate Dean of College, University of Chicago;
- 3. 20 September 2007: Head of the State Legal Board attached to the President of the Russian Federation and five delegates; and
- 4. 20 November 2007: 13 delegates from the Philippine Chapter of the Young Presidents Organsation.



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

During the year, the PSC interviewed a total of 203 candidates for appointment to the Administrative Service and the Management Associates Programme (MAP). Four candidates were selected for the Administrative Service and another 127 were appointed to the MAP.

In 2007, the PSC considered 18 officers for promotion to Superscale Grade D/ Grade 7 and above. 17 officers were promoted.

The authority to appoint Division I Auditors up to Grade IA (now known as AS10) was delegated by the PSC to the Auditor-General in person with effect from 1 January 2000. In 2007, the Auditor-General promoted four officers in the Auditing Service under PSC's delegated authority.

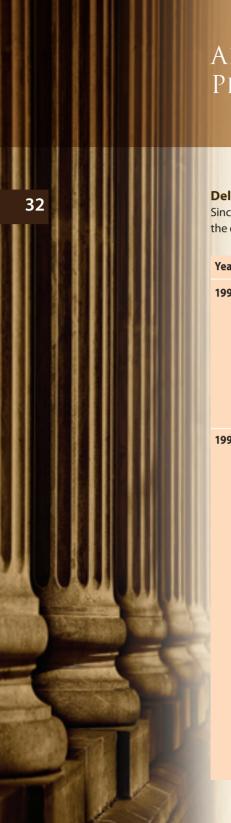
Appointment/Promotion of Chief Executive Officers of Statutory Boards

The PSC retained its non-constitutional role to endorse 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 2007, the PSC endorsed eight 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, the PSC considered further appeals from 11 officers who were not successful in their promotion appeals to the Appeals Board under the Public Service (Personnel Boards and Appeals Board) Regulations. None of the appeals was upheld.





Appointments and Promotions

Delegation of PSC authority

Since 1995, the PSC has delegated several of its personnel functions to the Personnel Boards. The table below shows the delegation of functions by the PSC to the respective authorities over the years.

Year	Personnel Functions	Delegated by the PSC to				
1995	Confirmation and Extension of Probationary Period Division 1 Auditors Parliamentary Officers Promotion Division 1 Auditors	 Auditor-General in person for Division 1 Auditors Clerk of Parliament in person for Parliamentary Officers Auditor-General in person for Division 1 Auditors Grade III and below 				
1997	 Appointment and Re-employment of Division 1 Auditors Parliamentary Officers Simultaneous Interpreters Sergeant-at-Arms 	 Auditor-General in person for Division 1 Auditors Grade III & below Clerk of Parliament in person for Parliamentary Officers Grade III & below Clerk of Parliament in person Clerk of Parliament in person 				
	Secondment/Loan into the Civil Service Division 1 Auditors Parliamentary Officers Simultaneous Interpreters Sergeant-at-Arms	 Auditor-General in person for Division 1 Auditors Grade III & below Clerk of Parliament in person for Parliamentary Officers Grade III & below Clerk of Parliament in person Clerk of Parliament in person 				
	Promotion Parliamentary Officers	Clerk of Parliament in person for Parliamentary Officers up to Grade III				
	Discipline of public officers	 Permanent Secretaries, up to Division 1 Grade III or its equivalent, except Administrative Officers, for minor offences 				
	Non-Crossing of Efficiency Bar	Permanent Secretaries				

Year	Personnel Functions	Delegated by the PSC to
1998	Appointment, Promotion, Re-employment and Secondment/Loan of officers Division 1 Auditors	Auditor-General in person for Division 1 Auditors up to Auditor Grade I
2000	Appointment, Promotion, Re-employment and Secondment/Loan of officers Division 1 Auditors	 Auditor-General in person for Division 1 Auditors up to Auditor Grade IA Auditor-General in person for Division 1 Auditors for crossing of discretionary points of Grade 1 Auditors appointed or promoted before 1 January 2000
	Nomination of Superscale and Division 1 Auditors for Training Awards leading to Master's/Diplomas in professional areas Division 1 Auditors	Auditor-General in person for Superscale and Division 1 Auditors
2002	PSC's personnel authority over the Staff of Parliament	Personnel Boards

To ensure consistency between standards and practices of the delegated authorities, Ministries and departments $are \, required \, to \, comply \, with \, standard \, procedures \, and \, eligibility \, criteria \, spelt \, out \, by \, the \, PSC \, under \, each \, delegation.$ There was no further delegation of personnel functions in 2007.



In 2007, 51 new disciplinary cases were reported to the PSC. Together with 37 on-going cases that were brought forward from previous years, the PSC processed a total of 88 cases in the year. Of these, 66 were completed, with 30 handled under the Regulations, and 23 being Directions cases handled by the Permanent Secretaries and the Director of Prisons, under authority delegated by the PSC. The remaining 13 cases were closed after investigation as no disciplinary action was deemed necessary under the Regulations or Directions.

The three main types of offences committed were Immoral Behaviour/Sexual Offences, Dishonesty/Embezzlement/CBT and Indebtedness. Division 3 officers constituted the largest group of offenders. Most of the completed Regulations cases in 2007 resulted in dismissal.

Details of the 30 cases completed under the Public Service (Disciplinary Proceeding) Regulations are shown in Tables 1 and 2.

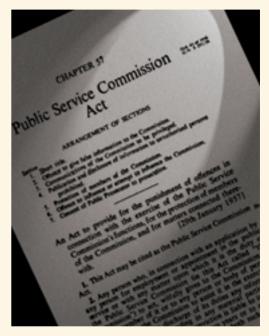


Table 1: Completed Regulations Cases Dealt With In 2007 (Breakdown by Division)

Offence	Div 1	Div 2	Div 3	Div 4	Total
Corruption/Malpractice	-	-	2	-	2
Dishonesty/Embezzlement/CBT	-	1	3	-	4
Immoral Behaviour/Sexual Offences	7	3	2	-	12
Theft/Robbery	-	-	2	-	2
Indebtedness	1	-	3	-	4
Negligence/Inefficiency/Unpunctuality	-	-	1	-	1
Others	1	-	2	2	5
Total	9	4	15	2	30

Table 2: Completed Regulations Cases In 2007 (Breakdown by Outcome)	Dismisss.	Retired in	Publicinterest Reducti	Financi.	Reprine	4110W	Not profesion	1019 1811 1811 1811 1811 1811 1811 1811
Offence								
Corruption/Malpractice	2	-	-	-	-	-	-	2
Dishonesty/Embezzlement/CBT	4	-	-	-	-	-	-	4
Immoral Behaviour/Sexual Offences	9	1	-	-	1	-	1	12
Theft/Robbery	1	1	-	-	-	-	-	2
Indebtedness	4	-	-	-	-	-	-	4
Negligence/Inefficiency/ Unpunctuality	1	-	-	-	-	-	-	1
Others	5	-	-	-	-	-	-	5
Total	26	2	-	-	1	-	1	30

PSC 36

PSC Secretariat Staff

Ms Goh Soon Poh Secretary, PSC Mrs Choo Lee See Director, Secretariat Mrs Lee Lay Hoon Ms Sally Tan Sin Pei Mr Tan Yi Zhao (till 16 Sep 07) Senior Assistant Director Assistant Director Secretariat Selection & Development Ms Tan Geok Hui (wef 17 Sep 07) Assistant Director Policy, Programmes & Events





SINGAPORE Public Service Commission

100 Victoria Street, #08-01 National Library Building Singapore 188064

TEL: (65) 6338 6000 FAX: (65) 6332 4184 WEBSITE: HTTP://WWW.PSC.GOV.SG