Singapore Public Service Commission

ANNUAL REPORT 2016

CONTENTS

CHAIRMAN'S REVIEW 02

THE SINGAPORE PUBLIC SERVICE COMMISSION (PSC) 04

PSC Chairman and Members 05

The PSC's Role 07

PSC SCHOLARSHIPS 2016 08

PSC SCHOLARSHIP RECIPIENTS 2016 17

PSC Scholarship – A Gateway to Public Service Careers 18

President's Scholarship 20

PSC Scholarship – Uniformed Service 22

PSC Scholarship – Public Administration 25

PSC Scholarship – Professional Service 31

PSC APPOINTMENTS, PROMOTIONS, APPEALS AND DISCIPLINARY CASES 34

OFFICIAL VISITS 2016 37

Partners and Stakeholders 38

PSC SECRETARIAT 39

Organisation Chart 40

CHAIRMAN'S REVIEW

"Today, the Public Service is trusted by Singaporeans because our founding fathers dedicated their lives to eradicate corruption and build a clean system. Even as the Public Service continues to evolve, we must build on this legacy by safeguarding the values which undergird our Public Service — Integrity, Service and Excellence."

2016 was an eventful year for Singapore and the rest of the world, with the unanticipated outcomes of the US elections and the UK referendum on leaving the EU. The terrorist threat remains high. For Singapore to navigate this increasingly volatile and complex environment, the Public Service must stay adaptable, forward-looking and innovative. The PSC continues to play an anchoring role, upholding the principles of Integrity, Impartiality and Meritocracy.

DIVERSITY — THE HALLMARK OF AN EFFECTIVE PUBLIC SERVICE

In the US and Europe, those who are economically disadvantaged blame migrants and foreigners for their problems and the government for neglecting them and ignoring their plight. Politicians with a populist message have gained wider popularity. In Singapore, maintaining peace and harmony in our diverse society is, and has always been, difficult. We need a Public Service which is attuned to the needs and aspirations of Singapore's increasingly varied and demanding population. The PSC consciously selects and promotes public officers with qualities and abilities beyond academic excellence. We do so not by abandoning meritocracy, but by redefining merit. Our future leaders must embody the values of empathy, resilience and humility, and be fully committed to serving Singaporeans from all communities in a fair and impartial manner. Our scholarship holders hail from different educational and

CHAIRMAN'S REVIEW

social backgrounds. In 2016, the PSC awarded scholarships to recipients from about 16 different schools including polytechnics and specialized schools such as the School of the Arts. The PSC also encourages scholarship holders to pursue a wide range of courses, both locally and overseas, building diversity in experiences and skill sets. The PSC Scholarship recipients study in countries such as the United States of America, United Kingdom, Singapore, China, France, Australia, Japan, and New Zealand.

TOWARDS A FUTURE READY PUBLIC SERVICE

For Singapore to stay ahead in a world where technological disruption has become the norm, the Public Service must be adept at designing and implementing innovative solutions. Engineers and data scientists play a critical role, first in imagining, then in building, our nation's technological infrastructure, so that Singaporeans can enjoy integrated and efficient services. In order to address the pressing need for leaders with deep expertise in engineering and data analytics, we introduced the PSC Scholarship (Engineering) to nurture talented individuals for leadership positions in three key engineering clusters — (i) Infrastructure & Environment, (ii) Information and Communications Technology & Smart Systems, and (iii) Defence & Security.

MAINTAINING CLOSE TIES WITH OUR PARTNERS

As we operate in an ever more interconnected environment, the PSC continues to reaffirm the strong ties with our partners, both local and abroad. We work closely with our schools to obtain fresh insights on students. These interactions have guided us in renewing and improving our selection processes to keep closely synchronized with our changing educational landscape. The PSC also meets overseas universities regularly, to brief them on our needs and learn about their expectations.

INTEGRITY — THE CORE OF PUBLIC SERVICE

Today, the Public Service is trusted by Singaporeans because our founding fathers dedicated their lives to eradicate corruption and build a clean system. Even as the Public Service continues to evolve, we must build on this legacy by safeguarding the values which undergird our Public Service – Integrity, Service and Excellence. The PSC upholds the integrity of the Service by exercising disciplinary control over public officers, impartially and objectively, regardless of rank or seniority. Discipline, while necessary, is insufficient on its own. In a dynamic operating environment, values cannot be instilled in our public officers by fiat, nor lived only by adhering to written rules. Therefore, the Service continues to seek new ways to engage public officers meaningfully on values. The vast majority of public officers identify deeply with the Public Service values. These officers continue to serve Singapore and Singaporeans quietly, diligently and humbly behind the scenes. They support the Government to forge strategic partnerships for economic progress, build a future-ready workforce, guard against security threats and lay the foundation for the next generation to grow up in peace and prosperity.

The PSC has come a long way since its establishment in 1951. I would like to thank the PSC members for their dedication and wise counsel in the past year. As we tackle both present and future challenges, the PSC will continue to carry out its mission without fear or favour, affection or ill-will. I am confident that the new generation of public officers will continue to have the courage, resilience and innovation to build a bright future for all Singaporeans.

Eddie Teo
Chairman
Public Service Commission

THE
SINGAPORE
PUBLIC SERVICE
COMMISSION

PSC CHAIRMAN & MEMBERS

The PSC is constituted under Part IX of the Constitution of the Republic of Singapore. The Constitution provides for the PSC to have a Chairman, and at least five but not more than 14 other Members. As at 31 December 2016, the PSC comprised the Chairman, two Deputy Chairmen and 10 other Members.

Mr Eddie Teo
Chairman

Mr Tan Yam Pin
Deputy Chairman

Mr Kwa Chong Seng
Deputy Chairman

Mr Michael Lim

Mr Po'ad Mattar

PSC CHAIRMAN & MEMBERS

Mr Edward D'Silva

Mr Richard R Magnus

Ms Chua Sock Koong

Professor Lily Kong

Mr Philip Jeyaretnam

Mr Alan Chan

Professor Tan Ser Kiat

Dr Sudha Nair

THE PSC'S ROLE

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

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

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

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

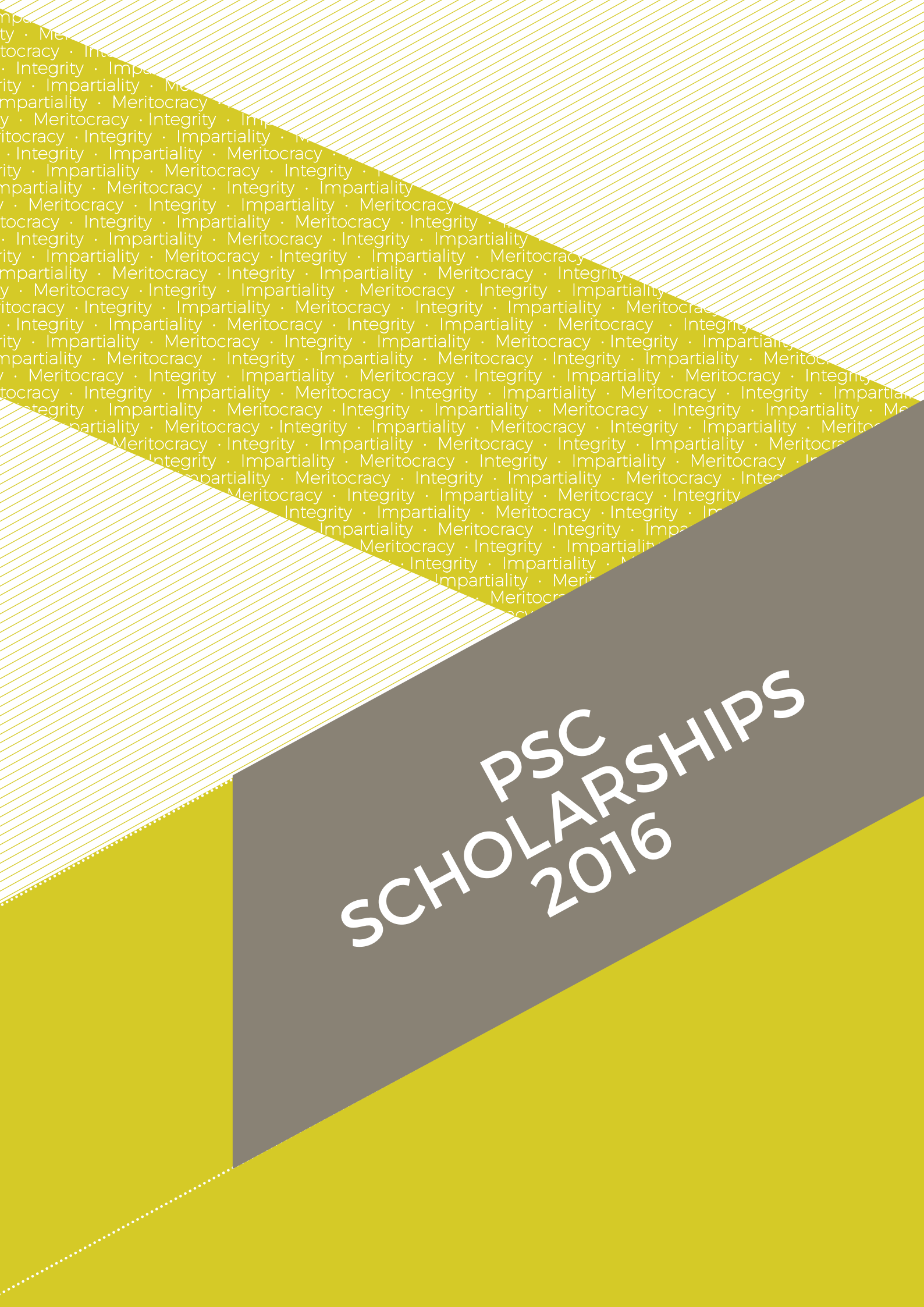
A. Recruitment and appointment to the Civil Service except the Administrative Service and Auditing Service,
B. Confirmation and emplacement of officers on the permanent or pensionable establishment,
C. Appointment and promotion of officers up to Superscale E1/Grade 8 (except for the Auditing Service),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

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

The PSC also retains two key non-constitutional roles:

A. To recruit and develop talent for the Singapore Public Service through PSC Scholarships, as well as coordinate the efforts of scholarship-awarding public sector agencies, and

B. To consider the suitability of Statutory Board Chief Executive Officers (CEOs) for promotion to Superscale D/Grade 7 and above, and the suitability of officers with job grades Superscale D/Grade 7 and above for appointment as Statutory Board Chief Executive Officers.


PSC
SCHOLARSHIPS
2016

PSC SCHOLARSHIPS 2016

ABOUT PSC SCHOLARSHIPS

PSC Scholarships, which have been in place since 1961, are awarded to outstanding young men and women who want to serve Singapore and Singaporeans, through a fulfilling and rewarding career in the Public Service. PSC scholarship holders are funded to study a range of disciplines at good universities locally and overseas. They serve in the Public Service after completing their studies.

To ensure that PSC scholarship holders are attuned to the opportunities and challenges faced by Singapore and to prepare them to serve in the Public Service, they attend a series of developmental programmes during their course of studies. Their training and development also continue after they join the Public Service.

SELECTION OF PSC SCHOLARSHIP HOLDERS

In the early days, PSC Scholarships recruited for the Public Service at different levels. Over the years, the PSC Scholarships have evolved and the schemes are regularly reviewed to meet the changing needs of the Public Service. In order to develop both generalist and specialised leadership talent to meet the emerging challenges, the Public Service Division introduced the Public Service Leadership Programme (PSLP) in 2013. Selecting and developing high calibre talent to build and strengthen the leadership pipelines in the Public Service, remains one of the PSC's essential roles.

PSC Scholarship holders are selected through a rigorous assessment process to identify top talent for the PSLP, which develops a diverse talent pool for the Public Service. In selecting candidates for the scholarship, the PSC considers a range of information from different sources. These include the candidate's personal statement, school reports, psychologist reports, Co-Curricular Activity (CCA) achievements, Community Involvement Programme (CIP) records, academic results and other notable achievements. The holistic assessment of candidates serves to determine if they are a good fit for a Public Service career via the PSC Scholarship.

PSC SCHOLARSHIPS 2016

INTRODUCTION OF THE PSC SCHOLARSHIP (ENGINEERING)

In 2016 the PSC introduced the PSC Scholarship (Engineering) with the following objectives:

i. To develop and groom individuals for leadership positions in the engineering and technology sectors;
ii. To enhance the Whole-of-Government approach to strengthen the Public Service's talent pipelines in the engineering and technology sectors;
iii. To complement the existing government scholarships for engineering; and
iv. To attract students who have an interest to study and practice engineering to join the public service, so that they can use their skills to ensure that Singapore continues to be technologically innovative and stays ahead of competition, both regionally and globally.

The PSC Scholarship (Engineering) is on par with the other PSC Scholarships in terms of prestige and sponsorship terms. The scholarship is offered to pre-university students and undergraduates (as a mid-term scholarship) who are keen to study and practice engineering in the Public Service. The scholarship holders will be tied to one of three engineering clusters – (i) Defence & Security, (ii) Information & Communications Technology and Smart Systems or (iii) Infrastructure and Environment.

As the PSC Scholarship (Engineering) offers a specialised engineering career proposition, these scholarship holders, upon graduation, will be given dedicated resources to pursue an engineering career in the Public Service. They will be emplaced on PSLP (General Phase – Engineering), which is a specialised phase within the PSLP. Scholarship holders can spend up to four years developing deep technical capabilities in their first engineering job, then have another engineering-related posting in a different agency to deepen their engineering expertise and widen their experience. The aim is for the scholarship holders to be challenged with technical demands which will sharpen their domain skills and hone them into experts in their field. These scholarship holders will also be provided with training and developmental opportunities to develop their leadership skills.

STRENGTHENING THE VALUES AND ETHOS OF THE PUBLIC SERVICE

In 2016, the PSC continued to emphasise inculcating Public Service values through our milestone programmes – the Preparatory Course, Preparatory Seminar, and the PSC Scholars' Mid-Course Programme (PSMP).

PSC SCHOLARSHIPS 2016

PREPARATORY COURSE

84 PSC Scholarship holders attended the Preparatory Course from 27 June to 5 July 2016 to prepare themselves for their roles as ambassadors and future employees of the Public Service. During the programme, the scholarship holders reflected on the roles and responsibilities of a Public Officer, gained insights into the values and ethos of the Public Service, and examined its challenges today. They were encouraged to be inquisitive, innovative and to question assumptions, and were also educated on the importance of responsible behaviour, sensitivity to cultural diversity and good judgement given that they are future public officers charged with upholding the values of the Service. The week-long preparatory course included a two-day teambuilding component, dialogue sessions with senior Public Service leaders, and a group assignment designed to elicit insights into various Public Service roles and functions.

The Preparatory Course culminated in the PSC Scholarships Award Ceremony on 20 July 2016, graced by Guest-of-Honour Mr Teo Chee Hean, Deputy Prime Minister, Coordinating Minister for National Security and Minister-in-charge of the Civil Service.

PSC SCHOLARSHIPS 2016

PREPARATORY SEMINAR

The Preparatory Seminar was launched in 2013 as a platform to inculcate the Public Service ethos and values in public sector scholarship holders. In 2016, 200 public sector scholarship holders, including scholarship holders from across 30 Ministries and Statutory Boards, attended the Preparatory Seminar. Through engagement with vignettes and case studies, the participants were able to better appreciate the guiding principles and values of the Public Service. The in-depth discussions and candid sharing also enabled participants to gain greater insights into how these translated to behaviour in day-to-day lives.

PSC SCHOLARSHIP HOLDERS' MID-COURSE PROGRAMME (PSMP)

The PSMP is organised for scholarship holders who are midway through their undergraduate studies, and inculcates a deeper understanding of the principles and constraints that guide policy formulation in the Public Service. Scholarship holders complete a 6–8 weeks internship with a government agency, where they gain first-hand experience of operational and strategic issues facing Ministries and Statutory Boards.

The 2016 PSMP programme comprised the following components:

A. Developments in Public Policy Seminar (DPPS)

The 2016 DPPS focused on familiarising participants with the ground realities of policy delivery, and strengthening their understanding of the challenges faced by the diverse groups and communities. Participants explored strategies to promote and strengthen social integration, a sense of belonging and social capital among Singaporeans and non-Singaporeans. During the round-up dialogue session, Mr James Wong (Deputy Secretary-Policy of Public Service Division & Secretary of Public Service Commission) engaged participants in a conversation on the Public Service values and the expectations of their role as a scholarship holder.

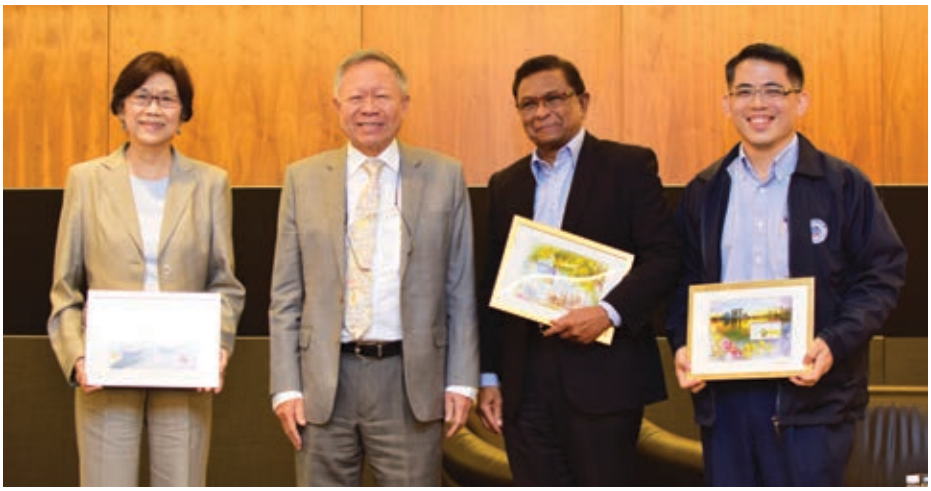
PSC SCHOLARSHIPS 2016

B. Dialogue with Minister

The Dialogue with Mr Ong Ye Kung, (then) Acting Minister for Education (Higher Education and Skills) & Senior Minister of State, Ministry of Defence[1], was a highly interactive session which offered participants the valuable opportunity to gain insights into Minister Ong's perspectives on strategic issues and challenges facing Singapore. He encouraged the participants to seek a purpose that they would like to achieve, and to acquire a diverse range of skills and capabilities to fulfil it.

C. Singapore Seminar

The 2016 Singapore Seminar was attended by 234 scholarship holders from 37 public sector agencies. The participants explored the theme, "Exceptionalism: Partnerships, Policies and Singapore's Place", discussing notions of Singapore's 'exceptionalism' from a local and international perspective. In 2016, the organising committee introduced creative elements to engage the participants, such as a heatmap exhibition to visualise existing ideas. The scholarship holders also participated in focus group discussions on the role of 'exceptionalism' in the areas of Foreign Policy, Internal Security and Social Issues. The discussions were led by a panel of speakers comprising Professor Chan Heng Chee (Ambassador-at-large, Ministry of Foreign Affairs), Mr Loh Ngai Seng (Second Permanent Secretary, Ministry of Home Affairs) and Mr Richard Magnus (Member, PSC).



[1]Mr Ong Ye Kung is currently the Minister for Education (Higher Education and Skills) & Second Minister for Defence

PSC SCHOLARSHIPS 2016

COMMUNITY INVOLVEMENT & SERVICE

Beyond their academic training and career development, scholarship holders are encouraged to initiate and contribute to community service projects. Such community service helps scholarship holders to understand the challenges and issues faced by people not only in Singapore but across different countries. These experiences also allow them to hone their skills in teamwork and leadership.

In 2016, PSC partnered the Youth Corps Singapore to organise a customised Service Learning programme for first and second year PSC scholarship holders, as part of the Preparatory Course and PSMP. This pilot programme provided a platform for the scholarship holders to receive training and mentorship on initiating community projects. Through a diverse range of community service events and volunteering opportunities, the participants developed multiple perspectives on addressing social issues in Singapore and gained a useful introduction to meaningful volunteerism.

COMMUNITY SERVICE INITIATIVES

Scholarship holders took the initiative to work on community service projects beyond those planned in the milestones programmes.

A. Building Farms in Nagarkot, Nepal

When 2013 PSC Scholarship recipients, Mr Xu Jiakun and Miss Lim Xin Tong, were volunteering at a local school in Nagarkot town in 2014, they noticed some of the students were unable to attend classes as they had to work on family farms, while others had difficulties concentrating during lessons as a result of skipping meals. They decided to raise money through crowdfunding and donation drives to fund meals for the students. More recently, Jiakun and Xin Tong used the money to build three greenhouse farms which served as a reliable source of food and income for the families. The farms were fully functional by December 2016, and the Nepalese students have organised themselves to take turns tending to the crops.

PSC SCHOLARSHIPS 2016

B. Lighthouse Relief: Ritsona refugee camp in Greece

2015 Singapore Armed Forces Scholarship recipient Mr Kuek Jia Yao volunteered at a refugee camp in Greece to provide relief for refugees. He was involved in efforts to transform the Ritsona camp into a community for the people staying there, by helping to set up communal areas and safe spaces for women and children.

C. The Fanoos Project in Tehran, Iran

2014 President's-cum-PSC Scholarship (Foreign Service) recipient Mr Eugene Lim Zhi Wei and his team embarked on a project to provide educational, job-training, and networking opportunities for the undocumented Afghan immigrant community in Tehran. The team worked with Ale Ahmad School, the only private school for the community recognised by the Iranian government, to create an after-school programme targeted at students in the most desperate economic circumstances. The after-school programme provided students with training in textile production and marketing. The

PSC SCHOLARSHIPS 2016

skills and personal relationships developed by the programme would allow graduates of the school to obtain well-paid jobs in the textile industry upon graduation, facilitating the economic advancement of the Afghan community.

D. Project Advisory in Singapore

Eight of the 2016 PSC Scholarship recipients – Mock Yi Jun, Kang Shiyue, Brendan Loon Kin Yip, Joyce Er Hui Ling, Ng Yau Xuan, Qiu Biqing, Shermaine Chew Sue Ning and Edmund Lau Jia Hao, spearheaded Project Advisory. Supported by the National Youth Council, the project involved establishing a non-profit online repository of interviews with working professionals, in order to give youths a personal and in-depth understanding of industries and jobs available in Singapore. The project aimed to empower youths to make more informed decisions when deciding on their prospective careers, by learning more about the daily experiences and realities of various professions.

DIVERSE EXPERIENCES AND OPPORTUNITIES

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

Academic Programmes and Exchanges

In 2016, PSC Scholarship holders participated in summer programmes and exchanges to countries such as Argentina, China, Jordan, Russia, Italy etc. They were also active in taking up internship opportunities in China, France and Singapore. Nine scholarship holders pursued their post-graduate studies in various non-traditional countries – China, Germany, The Netherlands, Spain, and Switzerland.

Gap Year Programmes

The Gap Year Programme aims to broaden the horizons of PSC Scholarship holders before they start work in the Public Service, by giving them the chance to experience life in the private sector or in international organisations. PSC has forged partnerships with international organisations to offer Gap Year opportunities, and in 2016, two scholarship holders proceeded for their Gap Year Programmes with UNESCO and INTERPOL.

PSC SCHOLARSHIP RECIPIENTS 2016

PSC SCHOLARSHIP
– A GATEWAY TO PUBLIC SERVICE CAREERS

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

There were 73 PSC Scholarship recipients in 2016 (Table 1): 10 for careers in the Uniformed Service, 43 for Public Administration and 20 for Professional Service. Details of the course of study are in Table 2.

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

Career Path and Award Scheme	Number of Awards
Uniformed Service	**10**
The SAF Scholarship	7
The SPF Scholarship	3
Public Administration – PSC Scholarship **– PSC Master's Scholarship**	**41** **2**
Professional Service	**20**
PSC Scholarship (Engineering)	*(introduced in 2016)*
PSC Scholarship (Foreign Service)	4
PSC Scholarship (Legal Service)	8
PSC Scholarship (Teaching Service)	8
Total	**73**

Information correct as at 31 Dec 2016

PSC SCHOLARSHIP
– A GATEWAY TO PUBLIC SERVICE CAREERS

PSC SCHOLARSHIP RECIPIENTS

10	43	20
Uniformed Service	Public Administration	Professional Service

Table 2: Breakdown of Scholarships by Course of Study

Course of Study	Number of Awards
Humanities & Social Sciences	22
Economics or Philosophy, Politics & Economics	13
Law	11
Engineering	4
Liberal Arts	7
Science/ Mathematics	8
Finance/ Business Administration/ Accountancy	2
Medicine	-
Others	-
Pending*	6
Total	**73**

*Pending outcome of university/course application
Information correct as at 31 Dec 2016

PRESIDENT'S SCHOLARSHIP

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

5
President's Scholarship

In 2016, there were five recipients of the President's Scholarship. Details of the recipients are in Table 3.

PRESIDENT'S SCHOLARSHIP

Table 3: List of President's Scholarship Holders

No.	Name	Pre-university Institution	Course of Study	University
01	Joshua Chin Zen Jie	Raffles Institution	Pending	Pending
02	Natasha Ann Lum Mei Seem	Pioneer Junior College	Pending	Pending
03	Ong Kah Yong Timothy	Anglo Chinese School (Independent)	Law	University of Cambridge
04	Ong Si Hui Olivia	Dunman High School	Psychology	University of Oxford
05	Sean Ong Zhi Han	Raffles Institution	History	Tufts University

Information correct as at 31 Dec 2016

PSC SCHOLARSHIP
– UNIFORMED SERVICE

UNIFORMED SCHOLARSHIP RECIPIENTS

7

The SAF Scholarship

PSC SCHOLARSHIP
– UNIFORMED SERVICE

UNIFORMED SCHOLARSHIP RECIPIENTS

3

The SPF Scholarship

PSC SCHOLARSHIP
– UNIFORMED SERVICE

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

In 2016, there were seven recipients of The SAF Scholarship and three recipients of The SPF Scholarship. Details of the recipients are in Table 4.

Table 4: List of PSC Scholarship Holders – Uniformed Service

No.	Name	Pre-university Institution	Course of Study	University
The SAF Scholarship				
01	Jina Lim Jia Xuan	Hwa Chong Institution	Arts and Sciences	University College London
02	Joshua Chin Zen Jie*	Raffles Institution	Pending	Pending
03	Low Ming Loon, Danyon	Hwa Chong Institution	Psychology	University College London
04	Natasha Ann Lum Mei Seem*	Pioneer Junior College	Pending	Pending
05	Paul Keh Sze Keat	Raffles Institution	International Politics	Georgetown University
06	Tay Min Yi	Raffles Institution	Chemistry	University of Oxford
07	Zane Chee Yong Wei	Hwa Chong Institution	Pending	Pending
The SPF Scholarship				
08	Justin Tan Tse	Raffles Institution	Economics	London School of Economics and Political Science
09	Lim Yick Liang Kagen	National Junior College	Arts and Social Sciences	National University of Singapore
10	Lua Jiong Wei	Hwa Chong Institution	Government and Economics	London School of Economics and Political Science

*Also awarded the President's Scholarship
Information correct as at 31 Dec 2016

PSC SCHOLARSHIP
– PUBLIC ADMINISTRATION

The PSC Scholarship allows students to pursue a variety of careers in Public Administration. Recipients of the PSC Scholarships are not tied to a specific Ministry at the outset, and their specific deployment will be decided after graduation. They are offered the opportunity to study at good universities locally and overseas, and can be eligible for sponsorship for a Master's programme.

In 2016, there were 41 recipients of the undergraduate PSC Scholarship and two recipients of the PSC Master's Scholarship. Details are in Table 5.

43
Public Administration

Table 5: List of PSC Scholarship Holders – Public Administration (CONT'D)

No.	Name	Pre-university Institution	Course of Study	University
01	Bryan Tan Kwang Shing	Hwa Chong Institution	Pending	Pending
02	Cai Jin Wen, John	Raffles Institution	Economics	University of Cambridge
03	Cai Minglu	Raffles Institution	Liberal Arts	Washington University in St. Louis
04	Chan Yu Wai, Wilson	Raffles Institution	Business Administration and Economics	National University of Singapore
05	Chew Min Qi, Rachel	School of the Arts	Liberal Arts	Yale University
06	Ching Yi Jie Preston	National Junior College	Pending	Pending
07	Chong May Yoong Charis Anne#	Temasek Junior College	Public Administration in Public and Non-Profit Management and Policy	New York University
08	Chow Huiru	Raffles Institution	Liberal Arts	Yale-NUS College
09	Christopher Immanuel Goh Teong Kang	Anglo Chinese School (Independent)	Pending	Pending
10	Er Hui Ling	Raffles Institution	Liberal Arts	Duke University

Awarded the PSC Master's Scholarship
Information correct as at 31 Dec 2016

PSC SCHOLARSHIP
– PUBLIC ADMINISTRATION

Table 5: List of PSC Scholarship Holders – Public Administration (CONT'D)

No.	Name	Pre-university Institution	Course of Study	University
11	Gan Kwang Lee#	Jakarta International School	Public Policy	Lee Kuan Yew School of Public Policy, National University of Singapore
12	Ho Jing Yang Daniel	Singapore Polytechnic	Information Security	National University of Singapore
13	Ian Ho Jin Yi	Raffles Institution	Philosophy, Politics and Economics	University of Oxford
14	Jean Chia Wei Lin	Ngee Ann Polytechnic	Arts and Social Sciences	National University of Singapore
15	Joyce Sin Jie Yin	Hwa Chong Institution	Liberal Arts	University of Michigan
16	Judy Hong Ruilan	Raffles Institution	Life Sciences & Management	University of Pennsylvania
17	Kang Shiyue	Hwa Chong Institution	International Relations	Northwestern University
18	Kong Siu Xian, Isabelle	Hwa Chong Institution	Liberal Arts	University of Michigan
19	Lai Yan	Raffles Institution	Law	University College London
20	Lee Shee Toh, Benedict	Hwa Chong Institution	Mechanical Engineering	National University of Singapore
21	Leong Weng Yin Isaac	Raffles Institution	History	Brown University
22	Lim Juebin Martin	Raffles Institution	Philosophy, Politics and Economics	London School of Economics and Political Science
23	Lim Wei Chong Timothy	Raffles Institution	International Studies and Economics	University of Pennsylvania

Awarded the PSC Master's Scholarship
Information correct as at 31 Dec 2016

PSC SCHOLARSHIP
– PUBLIC ADMINISTRATION

Table 5: List of PSC Scholarship Holders – Public Administration (CONT'D)

No.	Name	Pre-university Institution	Course of Study	University
24	Lui Bin Yu Nicholas	Raffles Institution	Economics	University of Cambridge
25	Ng Yunn Jia	River Valley High School	Liberal Arts	Yale-NUS College
26	Nicholas Foong Shi Kai	Raffles Institution	Engineering	University of Cambridge

Information correct as at 31 Dec 2016

PSC SCHOLARSHIP
– PUBLIC ADMINISTRATION

Table 5: List of PSC Scholarship Holders – Public Administration (CONT'D)

No.	Name	Pre-university Institution	Course of Study	University
27	Nur Sabrina Bte Mohamed Yusoff	National Junior College	Psychology	University of Melbourne
28	Ong Si Hui, Olivia*	Dunman High School	Psychology	University of Oxford
29	Pay Wen Hong Kenneth	Hwa Chong Institution	Economics	University of Chicago
30	Qiu Biqing	Raffles Institution	Applied Mathematics	Columbia University
31	Quek Xiao Tong	Hwa Chong Institution	Environmental Studies	National University of Singapore
32	Rachel Koh Ming Li	Raffles Institution	Ethics, Politics and Economics	Yale University
33	Rachel Tan Lui Win	Anglo Chinese School (Independent)	English Literature	Durham University
34	Santhiya D/O Kalasegaran	Victoria Junior College	Law	University College London
35	Sean Ong Zhi Han*	Raffles Institution	History	Tufts University
36	Sujay Thakur	Raffles Institution	Chemical Engineering	University of Cambridge
37	Tan Jing Yu William	Singapore Polytechnic	Engineering and Business Management	Singapore University of Technology and Design and Singapore Management University (Dual Degree)

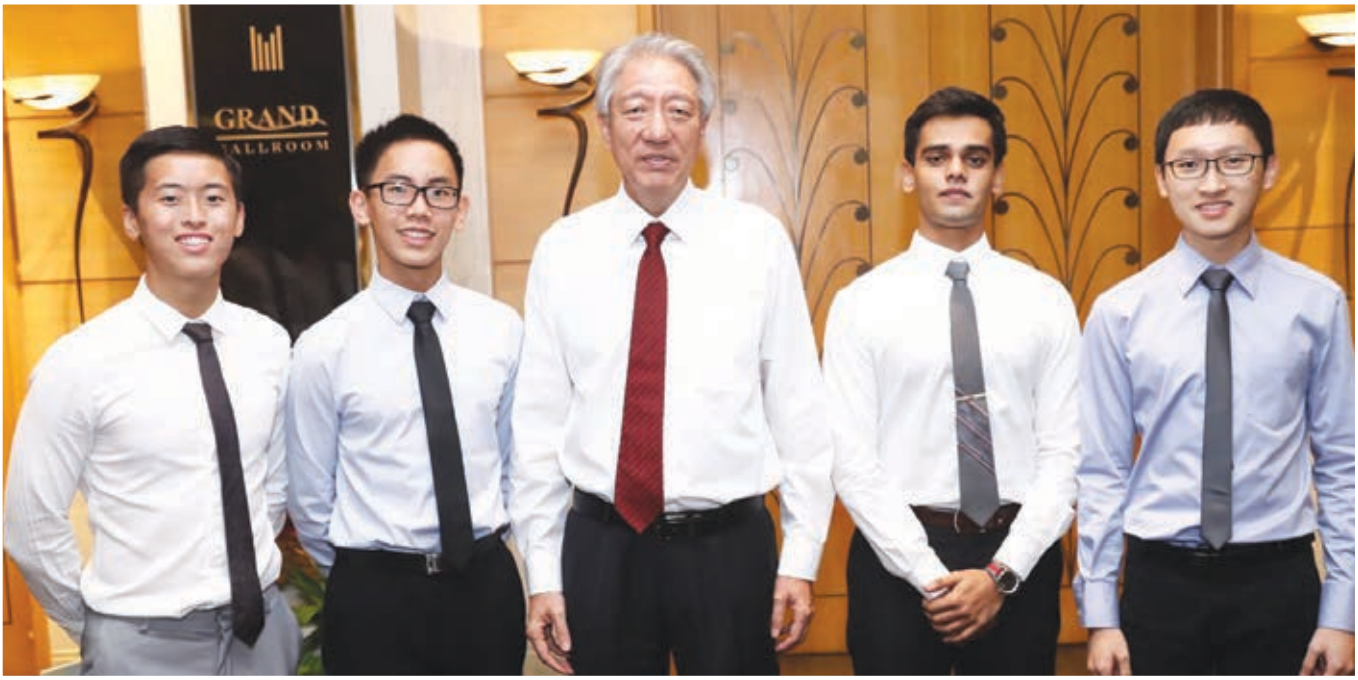
*Also awarded the President's Scholarship
Information correct as at 31 Dec 2016

PSC SCHOLARSHIP
– PUBLIC ADMINISTRATION

Table 5: List of PSC Scholarship Holders – Public Administration

No.	Name	Pre-university Institution	Course of Study	University
38	Tan Peng Ying Isabelle	National Junior College	Business Administration	National University of Singapore
39	Tan Yi Chern	Raffles Institution	Economics	Yale University
40	Tee Chun Ying	Anglo Chinese School (Independent)	Philosophy, Politics and Economics	King's College London
41	Thet Thiri Ko	Raffles Institution	Economics and Management	University of Oxford
42	Yi Kuishuai	Hwa Chong Institution	Economics	University of Cambridge
43	Zhu Yating Michelle	Raffles Institution	Politics and Sociology	University of Warwick

Information correct as at 31 Dec 2016



PSC SCHOLARSHIP
– PUBLIC ADMINISTRATION

PSC SCHOLARSHIP
– PROFESSIONAL SERVICE

PROFESSIONAL SERVICE SCHOLARSHIP RECIPIENTS

4	8	8
Foreign Service	Legal Service	Teaching Service

PSC SCHOLARSHIP
– PROFESSIONAL SERVICE

The PSC awards "Tied" scholarships to students with a clear interest in the Engineering[2], Foreign Service, Legal Service or Teaching Service. Recipients of the "Tied" scholarships will return to serve in the respective agencies linked to their scholarships (e.g. Engineering Cluster, Ministry of Foreign Affairs, Singapore Legal Service or Ministry of Education).

In 2016, there were four recipients of PSC Scholarship (Foreign Service), eight for the PSC Scholarship (Legal Service) and eight of the PSC Scholarship (Teaching Service). Details of the recipients are in Table 6.

Table 6: List of PSC Scholarship Holders – Professional Service (CONT'D)

No.	Name	Pre-university Institution	Course of Study	University
Foreign Service				
01	Ang Jun Teck Roystan	Hwa Chong Institution	Law	University of Cambridge
02	Kean Patrick Murphy	Hwa Chong Institution	Philosophy, Politics and Economics	University of Oxford
03	Mock Yi Jun	Anglo Chinese School (Independent)	Politics and International Relations	London School of Economics and Political Science
04	Seow Wei Liang	Victoria Junior College	Politics and International Relations	London School of Economics and Political Science
Legal Service				
05	Bharat S Punjabi	Victoria Junior College	Law	University College London
06	Chong Ee Hsiun	Raffles Institution	Law	Pending
07	Gavin Ezra Goh Shao Xian	Anglo Chinese School (Independent)	Law	University of Oxford
08	Goh Jun Hong Ernest	Raffles Institution	Law	University of Cambridge

[2]The 2016 Annual Report does not include data on the PSC Scholarship (Engineering) which was launched in December 2016

Information correct as at 31 Dec 2016

PSC SCHOLARSHIP
– PROFESSIONAL SERVICE

Table 6: List of PSC Scholarship Holders – Professional Service

No.	Name	Pre-university Institution	Course of Study	University
09	Isabella Eleanor Nubari	Hwa Chong Institution	Law	University of Cambridge
10	Lum Qian Wei	Raffles Institution	Law	University of Cambridge
11	Ong Kah Yong Timothy*	Anglo Chinese School (Independent)	Law	University of Cambridge
12	Rebecca Soh Jia Qi	Victoria Junior College	Law	Singapore Management University
	Teaching Service			
13	Chew Sue Ning, Shermaine	Hwa Chong Institution	Linguistics	University College London
14	Ernest Lim JingJie	Temasek Junior College	Economics and Statistics	University College London
15	Ke Shiyao	Hwa Chong Institution	Biological Sciences	Imperial College London
16	Kee Jing Yee	NUS High School of Math and Science	Chemistry	University of Oxford
17	Loon Kin Yip, Brendan	Anglo Chinese Junior College	English Literature	National University of Singapore
18	Oh Wei Jin	St Joseph's Institution	Physics	Carnegie Mellon University
19	Teo Min Ru	Hwa Chong Institution	Chinese Literature	National Taiwan University
20	Yeo Yihui	Hwa Chong Institution	English	University of York

*Also awarded the President's Scholarship
Information correct as at 31 Dec 2016

PSC APPOINTMENTS, PROMOTIONS, APPEALS AND DISCIPLINARY CASES

APPOINTMENTS, PROMOTIONS, APPEALS AND DISCIPLINARY CASES

APPOINTMENTS AND PROMOTIONS

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

In 2016, the PSC interviewed 29 candidates and found 20 suitable for the Administrative Service.

The PSC considered 30 officers for promotion to Superscale D/Grade 7 and above, including those in the Administrative Service. Of these, 29 officers were promoted.

The PSC considered and appointed one officer at Superscale Grade 9 and above in the Auditing Service. The PSC also considered three officers and found them suitable for promotion to Superscale Grade 9 and above in the Auditing Service.

APPOINTMENT AND PROMOTION OF CHIEF EXECUTIVE OFFICERS OF STATUTORY BOARDS

The PSC considers the suitability of candidates for appointment as Chief Executive Officers of Statutory Boards, where the jobs are at an equivalent grade to senior management ranks in the Civil Service (i.e. Superscale D/Grade 7 and above). The PSC also considers the suitability of the Chief Executive Officers for promotion to Superscale D or Grade 7 and above. In 2016, the PSC considered and endorsed all 17 officers recommended by the Special Personnel Board for appointment as Chief Executive Officers. The PSC also endorsed the promotion of two Chief Executive Officers, as recommended by the Special Personnel Board, to Superscale D/Grade 7 and above.

APPEALS

In 2016, the PSC saw three further appeals for promotion under the Public Service (Personnel Boards and Appeals Board) Regulations. The appeals were turned down by the PSC.

DISCIPLINE

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

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

b) *The Public Service Commission (Delegation of Disciplinary Functions) Directions.*
   - The PSC has delegated to the Permanent Secretaries, part of its functions pertaining to the discipline of officers for minor misconduct, and

c) *The Public Service Commission (Prison Officers) (Disciplinary Proceedings–Delegation of Functions) Directions.*
   - The PSC has delegated to the Director of Prisons, part of its functions pertaining to the discipline of junior Prisons Officers for minor misconduct.

APPOINTMENTS, PROMOTIONS, APPEALS AND DISCIPLINARY CASES

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 2016, 92 new disciplinary cases were reported to the PSC. Together with 50 cases that were brought forward from 2015, the PSC processed a total of 142 cases in the year. Of these cases, 75 were completed, including 28 cases which were completed under the Regulations and 38 cases which were completed under the Directions. Formal disciplinary action was not instituted against the officers in the remaining nine cases.

The three main types of misconduct for cases completed in 2016 under the Regulations were Indebtedness, Dishonesty and Theft. Approximately half of the officers disciplined under the Regulations were dismissed from the service at the conclusion of the disciplinary proceedings against them.

Details of the 28 cases completed under the Regulations in 2016 are in Table 7.

Table 7: Breakdown by Outcome of Cases Completed under the Regulations in 2016

OUTCOME / MISCONDUCT	DISMISSAL	RETIREMENT IN THE PUBLIC INTEREST	REDUCTION IN RANK	PECUNIARY PENALTIES	REPRIMAND	ALLOWED TO RESIGN	TOTAL
Absent from Duty Without Leave	-	-	-	-	1	-	1
Dishonesty / Embezzlement / Criminal Breach of Trust	5	-	-	-	2	-	7
Drug Offence	2	-	-	-	-	-	2
Immoral Behaviour	1	-	-	-	-	-	1
Indebtedness	3	-	2	3	-	-	8
Insubordination / Non-Compliance of Orders	-	-	-	-	1	1	2
Negligence / Inefficiency / Unpunctuality	-	-	-	1	1	-	2
Outside Employment / Business	1	-	-	-	-	-	1
Theft / Robbery	3	-	1	-	-	-	4
TOTAL	**15**	**-**	**3**	**4**	**5**	**1**	**28**

OFFICIAL
VISITS
2016

PARTNERS AND STAKEHOLDERS

The PSC values ongoing engagement with our partners and stakeholders. This allows the PSC to keep abreast of governance matters both locally and overseas. Besides hosting visits by representatives of foreign universities, thought leaders in different fields and other distinguished people, the PSC also engages the Public Service Commissions of other countries. In 2016, Mr Eddie Teo, the Chairman of PSC, led a delegation to Kuala Lumpur to meet the Public Services Commission of Malaysia. Through the visit, the PSC developed a better understanding of how the Malaysian Public Service had been handling challenges on various aspects over the past few years.

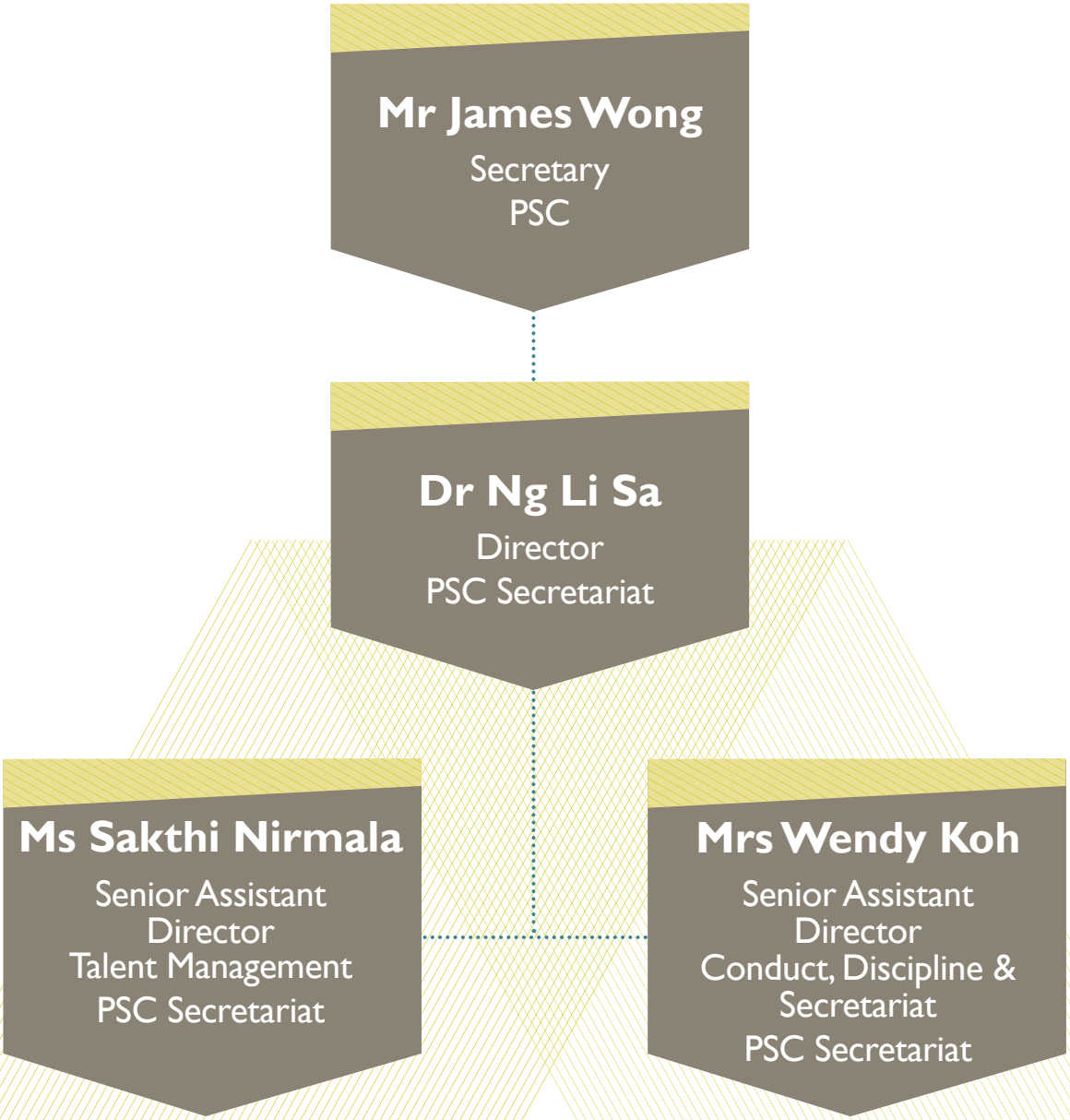
PSC
SECRETARIAT

ORGANISATION CHART

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

The PSC Secretariat is headed by the Secretary, who is a public officer appointed by the President on the advice of the PSC.

The PSC Secretariat has two branches: Talent Management Branch, and Conduct, Discipline & Secretariat Branch.



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