

# ANNUAL REPORT 2014



SINGAPORE  
PUBLIC SERVICE  
COMMISSION



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## CHAIRMAN'S REVIEW

“ While the PSC, as an institution, will continue to uphold the integrity and impartiality of the Public Service, we will also need to recruit and develop a broader range of talent for the Public Service, to ensure it continues to serve Singaporeans effectively and efficiently. ”

Singapore celebrates fifty years of independence in 2015. Singapore has seen many political, social and economic changes over this period. The needs, desires and expectations of Singaporeans have now become more complex and diverse, and governing Singapore is very different but as challenging as in the early years. The Public Service and the Public Service Commission (PSC) must keep pace with these changes. While the PSC, as an institution, will continue to uphold the integrity and impartiality of the Public Service, we will also need to recruit and develop a broader range of talent for the Public Service, to ensure it continues to serve Singaporeans effectively and efficiently.

### **Seeking Diversity for a More Robust Public Service**

This is why we must keep taking a broad view of talent. We first introduced psychometric testing for PSC scholarships in 1980. This allowed us to assess the cognitive abilities of scholarship applicants over and above their examination results.

Today, we continue to look at a broad range of attributes and abilities when we select and promote public officers. Beyond intelligence and analytical and critical thinking skills, we also look for qualities like emotional intelligence, resilience and empathy.

We award scholarships on an assessment of whole-person qualities. We look for individuals with the capability, character, and commitment for a career in the Public Service. We continue to promote officers on the basis of proven performance.

### **Engaging and Working with our Partners**

The PSC places a strong focus on engagement and working with our partners. This year, I had the opportunity to meet with the Principals of pre-university institutions in Singapore. The PSC reaffirmed our approach towards talent and PSC scholarships, while the Principals shared their insights and perspectives with us. This is but one

example of the various interactions the PSC has with our schools, which play a key role in growing and developing our next generation of public officers and Singaporeans.

We also engage with Public Service Commissions overseas, to learn from their best practices and forge closer working relationships. In 2014, the PSC visited Hong Kong, where we learned about the challenges the public service there is facing in a difficult political context.

### **Upholding High Standards of Integrity in the Public Service**

The PSC continues to uphold integrity through disciplinary processes for the civil service. In addition, the PSC Secretariat will continue to engage ministries and public agencies to educate public officers on the importance of upholding the Code of Conduct and discipline in the service.

In the rare instances where public officers fall short, they know that the disciplinary system will deal with them appropriately and fairly, regardless of rank or seniority, and without fear or favour. We will continue to discharge this role so that the integrity of the Public Service is upheld.

### **Looking ahead**

As Singapore moves through SG50 in 2015, the PSC will continue to uphold the principles of integrity, impartiality and meritocracy. We will also make sure we build up a wide range of capabilities to take on future challenges. In 2015, the PSC welcomes a new member, Dr Sudha Nair, who will add her invaluable experiences and perspectives to the Commission. I want to take this opportunity to thank all PSC members for their dedication and wise counsel over the past year.

**Eddie Teo**  
Chairman



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 2014, 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 David Wong**



**Mr Michael Lim**



**Mr Po'ad Mattar**



**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**

# 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 Jan 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) Recruit and groom talent for the Singapore Public Service through PSC scholarships, as well as coordinate the efforts of scholarship-awarding public sector agencies, and
- b) 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 CEOs.



  
PSC  
SCHOLARSHIPS  
2014

# PSC SCHOLARSHIPS 2014

## About PSC Scholarships

The PSC scholarships, which have been in place since 1961, provide opportunities for outstanding young men and women to serve Singapore and Singaporeans through a career in the Public Service. PSC scholarship holders are funded to study a range of disciplines at good universities, locally and overseas. They will serve in the Public Service after completing their studies.

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

## Selecting PSC Scholarship Holders

In selecting candidates for PSC scholarships, the PSC considers a range of information from different sources. These include the candidate's application submission, school reports, psychologist reports, Co-Curricular Activity (CCA) achievements, Community Involvement Programme (CIP) records, psychometric assessment results, 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.

In 2014, the PSC awarded five President's Scholarships, 83 PSC scholarships and two PSC Masters Scholarships.



## Strengthening the Values and Ethos of the Public Service

In 2014, the PSC continued to place emphasis on inculcating Public Service values through our milestone programmes - the Preparatory Course, Preparatory Seminar, and the PSC Scholars' Mid-Course Programme.

### Preparatory Course

96 PSC scholarship holders attended the Preparatory Course from 1-14 July 2014 to prepare themselves for their role as ambassadors of the Public Service. The two-week programme allowed participants to gain insights into the values of the Public Service and examine the conduct expected of PSC scholarship holders. Participants also learnt about leadership styles and the principles and challenges of public policy formulation. The Preparatory Course culminated to the PSC Scholarships Award Ceremony on 22 July 2014, graced by Guest-of-Honour Mr Teo Chee Hean, Deputy Prime Minister, Minister-in-charge of the Civil Service, Coordinating Minister for National Security and Minister for Home Affairs.



### Preparatory Seminar

Around 170 PSC, Ministry and Statutory Board scholarship holders attended the Preparatory Seminar. They discussed the guiding principles and values of the Public Service through the use of case studies, and gained greater insights into how these translated to behaviours and conduct in their day-to-day lives.





### **PSC Scholars' Mid-Course Programme (PSMP)**

The PSMP is organised for scholarship holders, typically at the end of their second year in university. From May to September 2014, 66 PSC scholarship holders interned with 17 public sector agencies. They also attended the Developments in Public Policy Seminar (DPPS) to understand perspectives from different stakeholders in the Public Service and the intricacies of public policy formulation. Through the DPPS, they interacted with senior public sector leaders, community leaders and Singaporeans from different backgrounds. They gained some experience in policy formulation and implementation, in preparation for their future role as public officers.

On 26 August 2014, more than 100 PSC and Ministry scholarship holders had a dialogue with Mrs Josephine Teo, Senior Minister of State for Finance

and Transport. The scholarship holders discussed key national issues raised in the Prime Minister's National Day Rally Speech and gained a better understanding of the importance of managing expectations, communicating clearly and engaging the public effectively.



## Community Involvement and Service

Beyond their academic training and career development, scholarship holders are encouraged to initiate or contribute to community service projects. These experiences will help them understand the challenges and issues facing Singapore and Singaporeans, and at the same time, hone their skills in teamwork and leadership.

As part of the PSMP, 66 second-year PSC scholarship holders spent four days with voluntary welfare organisations, local schools or other community support and outreach organisations, to understand issues on the ground faced by different segments of the Singapore society. The list of participating organisations for the community involvement programme is in [Table 1](#).



**Table 1: List of Participating Organisations**

<b>Voluntary Welfare Organisations (VWOs)</b>	PERTAPIS Education & Welfare Centre
	PEACE-Connect Seniors Activity Centre
	Movement for the Intellectually Disabled in Singapore (MINDS)
	Singapore Indian Development Association (SINDA)
	Fei Yue Family Service Centre (FSC)
	Ground Up Initiative (GUI)
<b>Local Schools</b>	Assumption Pathway School
	Bendemeer Secondary School
	Bukit Merah Secondary School
	Loyang Secondary School
	Northlight School
	Sembawang Secondary School
<b>Community Development Councils (CDCs) and related organisations</b>	Central, Northeast, Northwest, Southeast & Southwest CDCs
	Social Service Offices @ Boon Lay, Jalan Besar, Sengkang, Tampines, Woodlands, Bukit Merah, Kreta Ayer, Choa Chu Kang & Jurong East
	Workforce Development Agency Career Centres at Northeast, Northwest & Southwest CDCs



## Community Service Initiatives

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

1. **AIESEC Community Development Programme in Botswana** - 2012 PSC scholarship recipient, Mr Ng Chien Wei Benjamin, participated in an attachment with Tsogang Trust. As a volunteer, he helped with daily operations and in planning the concept of a district orphanage for HIV-infected children.
2. **DukeEngage programme in Nepal** - 2013 PSC scholarship recipients, Miss Lim Xin Tong and Mr Xu Jiakun, spent two months teaching in a local school in Nepal. The goals of the project were to apply knowledge in service of society, and to make service-learning more sustainable through longer-term interactions. They spent most of their time co-teaching English classes, as well as exchanging teaching pedagogies, with the local teachers in the upper primary and lower secondary grades.
3. **The Straits Times School Pocket Money Fund (SPMF)** - Fundraising for this was supported by 2009 PSC scholarship recipient, Mr Yeo Han Liang, who led in the local publicity and fund raising efforts for a Gobi Desert expedition in June 2013. Volunteers for the expedition trekked across 250km of desert terrain in China over the course of seven days to raise awareness and funds for the SPMF, which provides financial support to students whose families have less than S\$450 a month per capita income.

## Diverse Experiences and Opportunities

To ensure that PSC scholarship holders are collectively equipped with diverse perspectives and knowledge to negotiate the increasingly complex challenges confronting the Public Service, they are encouraged to seek out a diverse range of developmental activities and experiences. In 2014, PSC scholarship holders participated in summer programmes and exchanges to countries like Brazil, Argentina, Spain, etc. They were also active in taking up internship opportunities in China, Timor Leste and Singapore.

### Projects

PSC scholarship holders are encouraged to identify and spearhead projects relevant to the Public Service and Singaporeans. These projects provide opportunities for scholarship holders to work closely with the Public Service and understand the citizens' concerns even before they start work.

In 2014, PSC scholarship holders worked with agencies such as the Ministry of Culture, Community and Youth and Ministry of Trade & Industry, on various projects.

### Gap Year Programme

The Gap Year programme allows scholarship holders on the Public Service Leadership Programme to broaden their horizons before they start work in the Public Service.

In 2014, four PSC scholarship holders participated in Gap Year attachments with various organisations such as INTERPOL, DP Architects (UAE), World Bank and KPMG Services Pte Ltd.

## Engaging Overseas Scholarship Holders...

### Singapore Seminar

The Singapore Seminar is an annual conference to engage Singapore Public Service scholarship holders on key developments in Singapore and the larger issues confronting the Public Service.

The 2014 Singapore Seminar was held in Boston, USA on 18 Oct 2014. More than 250 scholarship holders from 29 public sector agencies attended the one-day seminar themed, 'Rethinking Categories'. The speakers were Mr Michael Lim, PSC member and Chairman of the Land Transport Authority, Mrs Tan Ching Yee, Permanent Secretary (Health) and Dr Kenneth Paul Tan, Vice Dean, Lee Kuan Yew School of Public Policy, National University of Singapore.

### ... Partners and Stakeholders

The PSC values ongoing engagement with our partners and stakeholders. This allows us to keep abreast of developments in the education landscapes locally and overseas. We continued to engage schools, parents and students through meetings, information sessions, scholarship fairs and other platforms to inform them about opportunities in the Public Service.

In 2014, besides hosting several visits by university officers in Singapore, we visited universities in the US such as Amherst College, Harvard University, Massachusetts Institute of Technology, Princeton University, Washington University in St Louis, Williams College and Yale University. Such visits enabled the PSC to gain a better understanding of the opportunities available for the development of PSC scholarship recipients.



PSC  
SCHOLARSHIP  
HOLDERS 2014

# PSC SCHOLARSHIPS – A GATEWAY TO PUBLIC SERVICE CAREERS

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

There were 83 undergraduate PSC scholarship recipients and two PSC Masters Scholarship recipients in 2014: seven were for careers in the Uniformed Service, 62 for Public Administration and 16 for Professional Service. Details of the scholarships and course of studies are in [Tables 2, 3 and 4](#).

**Table 2: Breakdown of All Scholarships by Career Path and Award Scheme**

Career Path and Award Scheme	Number of Awards
<b>Uniformed Service</b>	<b>7</b>
Singapore Armed Forces Overseas Scholarship	6
Singapore Police Force Overseas Scholarship	1
<b>Public Administration</b>	<b>62</b>
PSC Open Scholarship	60
PSC Masters Scholarship	2
<b>Professional Service</b>	<b>16</b>
Overseas Merit Scholarship (Foreign Service)	4
Overseas/Local-Overseas Merit Scholarship (Legal Service)	9
Overseas Merit Scholarship (Teaching Service)	2
Overseas Merit Scholarship (Specialist)	1
<b>Total</b>	<b>85</b>

Information correct as at 31 Dec 2014

Table 3: Breakdown of Scholarships by Course of Undergraduate Studies

Course of Undergraduate Study	Number of Awards
Humanities & Social Sciences	20
Law	19
Economics or Philosophy, Politics & Economics	17
Science/ Mathematics	9
Engineering	8
Liberal Arts	6
Finance/ Business Administration/ Accountancy	1
Medicine	1
Others	1
Pending*	1
<b>Total</b>	<b>83</b>

Information correct as at 31 Dec 2014

\*Pending application outcome.

Table 4: Breakdown of Masters Scholarships by Course of Graduate Studies

Course of Graduate Study	Number of Awards
Public Administration	1
Comparative Politics	1
<b>Total</b>	<b>2</b>

Information correct as at 31 Dec 2014

2014 exercise statistics may change based on actual university admissions (for those who did not commence their studies in the year of award)

# PRESIDENT'S SCHOLARSHIP HOLDERS



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

In 2014, there were five recipients of the President's Scholarship. Details of the recipients are in [Table 5](#).

Table 5: List of President's Scholarship Holders

No.	Name	Pre-university Institution	Course of Study	University
1	Arturo Neo Yong Yao	Hwa Chong Institution	Medicine	National University of Singapore
2	Brendan Dean Zhi Min	NUS High School of Mathematics and Science	Biological Sciences	Harvard University
3	Koh Kit Shaun Tommy	Raffles Institution	Political Science or Psychology	Johns Hopkins University
4	Lee Zi Xin	Raffles Institution	Economics	University of Pennsylvania
5	Lim Zhi Wei, Eugene	Raffles Institution	Global Affairs	Yale University

Information correct as at 31 Dec 2014



# PSC SCHOLARSHIP HOLDERS – UNIFORMED SERVICE

The PSC awards the Singapore Armed Forces Overseas Scholarships (SAFOS) and the Singapore Police Force Overseas Scholarships (SPFOS) to outstanding students with the passion to serve in the Uniformed Service. SAFOS holders will be systematically trained, developed and groomed to assume key command and staff appointments in the SAF while SPFOS holders will be groomed to be strategists in upholding law, maintaining order and keeping peace in Singapore.

In 2014, there were six recipients of the SAFOS and one recipient of the SPFOS. Details of the recipients are in [Table 6](#).



Table 6: List of PSC Scholarship Holders – Uniformed Service

No.	Name	Award Scheme	Pre-university Institution	Course of Study	University
1	Ban Hoe Hian, Dylan	SAFOS	Raffles Institution	Economics & Government	London School of Economics and Political Science
2	Bryan Lim Tze Yun	SAFOS	NUS High School of Mathematics and Science	International Relations	Tufts University
3	Lum Qing Wen	SAFOS	Anglo Chinese School (Independent)	Biomedical Science	Imperial College London
4	Richard Kwek Hongwei	SAFOS	Victoria Junior College	Law	University College London
5	Ting Chang Hui	SAFOS	Hwa Chong Institution	Biology	Pending
6	Tan Yang Sheng Joseph	SAFOS	Raffles Institution	Music/ Life Sciences	Pending
7	Azfer Ali Khan	SPFOS	Hwa Chong Institution	Law	University of Cambridge

Information correct as at 31 Dec 2014



# PSC SCHOLARSHIP HOLDERS – PUBLIC ADMINISTRATION



The PSC awards “Open” undergraduate scholarships to students to allow them to pursue a variety of careers in Public Administration. Recipients of the Open scholarships are not tied to a specific Ministry at the onset, and will have their specific deployment decided after graduation. They are offered the opportunity to study at good universities locally and overseas, and are eligible for sponsorship for a Master’s programme.

The PSC also awards Masters Scholarships to outstanding undergraduates who are in their final year of undergraduate studies and/or have started work with no more than three years of working experience in the private/non-government sector.

In 2014, there were 60 recipients of the undergraduate PSC Open Scholarships and two recipients of the PSC Masters Scholarships. Details of the recipients are in [Table 7](#) and [8](#) respectively.

Table 7: List of PSC Scholarship Holders – Public Administration (Undergraduate)

No.	Name	Pre-university Institution	Course of Study	University
1	Abilash Sivalingam	Raffles Institution	Engineering	Pending
2	Amelia Fong Su-Yin	School of The Arts	Architecture	Washington University in St. Louis
3	Antariksh Mahajan	Raffles Institution	Chemical Engineering	Stanford University
4	Arturo Neo Yong Yao*	Raffles Institution	Medicine	National University of Singapore
5	Benedict Poh Yicong	Raffles Institution	Engineering	University of Cambridge
6	Brendan Dean Zhi Min*	NUS High School of Mathematics and Science	Biological Sciences	Harvard University
7	Cao Yuxin	Raffles Institution	Chemistry	Princeton University
8	Chen Luyi Sarah	School of The Arts	Political Science	Yale University
9	Cheryl Goh Jin En	Raffles Institution	Economics	London School of Economics and Political Science
10	Chew Min Yi Desiree	Raffles Institution	Political Science	University of Michigan-Ann Arbor
11	Chong Shu Min	Hwa Chong Institution	International Relations	Peking University
12	Chong Yun Ling	Hwa Chong Institution	Law	King's College London
13	Daryl Pang Jia Jie	Temasek Polytechnic	Law	National University of Singapore
14	Deepa Selvaraj	Raffles Institution	Psychology	University College London
15	Edmund Lau Jia Hao	Hwa Chong Institution	Accountancy and Master in Public Policy	National University of Singapore
16	Ee Jing Hui Dinnie	Hwa Chong Institution	Ethic, Politics and Economics	Yale University
17	Gan Yun Xin Rachel	Hwa Chong Institution	Philosophy and Economics	University College London
18	Gary Wong Wai Yeung	Jurong Junior College	Economics	Pending

No.	Name	Pre-university Institution	Course of Study	University
19	Geng Zhaochong	Raffles Institution	Economics	Duke University
20	Heng Wee Meng Samuel	Raffles Institution	Economics	Pending
21	Jared Kang Chern Wey	Temasek Polytechnic	Law	Pending
22	Jovin Leong Wei Jie	Nanyang Junior College	Pending	Pending
23	Junianti	River Valley High School	Economics and Geography	National University of Singapore
24	Khou Jervan	Raffles Institution	Politics of the International Economy	King's College London
25	Koh Kit Shaun Tommy*	Raffles Institution	Political Science or Psychology	Johns Hopkins University
26	Lee Chi Chian	Hwa Chong Institution	International Relations	Peking University
27	Lee Han Ker David	Dunman High School	Philosophy, Politics and Economics	Warwick University
28	Lee Zi Xin*	Raffles Institution	Economics	University of Pennsylvania
29	Lew Xuan Yu	Hwa Chong Institution	Engineering	Pending
30	Liang Renfei	River Valley High School	Chemical Engineering	National University of Singapore
31	Liew Chien Cheng, Sean	Anglo Chinese School (Independent)	Mathematics	Pending
32	Lim Min	Raffles Institution	History	Yale-NUS College
33	Lim Ming Kit	Hwa Chong Institution	Economics and Management	University of Oxford
34	Lin Jiaxin, Jacelyn	Dunman High School	History	London School of Economics and Political Science
35	Loh Jia Wei	Raffles Institution	Law	University of Oxford
36	Michelle Wang Shuting	Raffles Institution	Economics	National University of Singapore
37	Moir Low Ching	Anglo Chinese School (Independent)	Philosophy, Politics and Economics	University of Oxford

No.	Name	Pre-university Institution	Course of Study	University
38	Muhammad Syakir B Kamal	Raffles Institution	Aeronautical Engineering	Imperial College London
39	Ng Rui Ashlynna	Raffles Institution	Liberal Arts	Tufts University
40	Ng Yau Xuan	Hwa Chong Institution	Natural Sciences	University of Cambridge
41	Niu Yihao	Hwa Chong Institution	Liberal Studies	Waseda University
42	Nyang Bing Lin	Victoria Junior College	Economics	Yale-NUS College
43	Ong Kaijing Gin	Hwa Chong Institution	Global Affairs	Yale-NUS College
44	Pang Si En Marjorie	Raffles Institution	Liberal Arts	Brown University
45	Rachel Ker	National Junior College	Social Work	National University of Singapore
46	Shina Chua Deung Jiao	Nanyang Junior College	Philosophy	Yale-NUS College
47	Tan Ding Qun, Bryan	River Valley High School	Chemical Engineering	National University of Singapore
48	Tan Goong Hong	Victoria Junior College	Philosophy, Politics and Economics	University of Oxford
49	Tan Guan You	Hwa Chong Institution	Philosophy, Politics and Economics	University of Oxford
50	Tan Kai Xin Serene	National Junior College	Chemical Engineering	Imperial College London
51	Tan Wei Jie Brendan	Raffles Institution	Geography	University of Cambridge
52	Tan Yang Long	Hwa Chong Institution	Sociology	National University of Singapore
53	Tay Ru Jein, Melissa	Hwa Chong Institution	Sociology	University of California, Los Angeles
54	Tay Xin Ying Michelle	Hwa Chong Institution	Law	King's College London
55	Teo Pei Rong Grace	Hwa Chong Institution	Law	National University of Singapore
56	Teo Zhi Ping	Hwa Chong Institution	Liberal Arts	Stanford University
57	Tommy Sin Mao Jie	Hwa Chong Institution	Geography & International Relations	Pending

No.	Name	Pre-university Institution	Course of Study	University
58	Wong Yu Lian	Dunman High School	Philosophy, Politics and Economics	Warwick University
59	Yong Cui Wern Christine	Anglo Chinese School (Independent)	Natural Sciences	University of Cambridge
60	Yong Zheng Xi, Dominique	Hwa Chong Institution	English Language and Literature	King's College London

*\*Also awarded the President's Scholarship*

Information correct as at 31 Dec 2014

**Table 8: List of PSC Scholarship Holders – Public Administration (Masters)**

No.	Name	Pre-university Institution	Course of Study	University
1	Lin Zixin	Raffles Junior College	Public Administration	Columbia University
2	Soh Li Ying Winnie	Saint Andrew's Junior College	Comparative Politics	London School of Economics and Political Science

Information correct as at 31 Dec 2014



# PSC SCHOLARSHIP HOLDERS – PROFESSIONAL SERVICE



The PSC awards “Tied” undergraduate scholarships to students with a clear interest in the Foreign Service, Legal Service or Teaching Service. Students who are keen to serve in other specialised areas in the Public Service may also be considered for the Overseas Merit Scholarship (Specialist) [OMS (Specialist)]. Recipients of the “Tied” or “Specialist” scholarships will return to serve in the respective agencies linked to their scholarships (e.g. Ministry of Foreign Affairs, Singapore Legal Service or Ministry of Education).

In 2014, there were four recipients of the Overseas Merit Scholarship (Foreign Service) or OMS (Foreign Service), nine recipients of the Overseas/Local-Overseas Merit Scholarship (Legal Service) or OMS/L-OMS (Legal Service), one recipient of the OMS (Specialist), and two recipients of the Overseas Merit Scholarship (Teaching) or OMS (Teaching). Details of the recipients are in [Table 9](#).

Table 9: List of PSC Scholarship Holders – Professional Service

No.	Name	Award Scheme	Pre-university Institution	Course of Study	University
1	Cheah Hui Ying Esther	OMS (Foreign Service)	Anglo Chinese Junior College	Law	University of Cambridge
2	Lim Zhi Wei, Eugene*	OMS (Foreign Service)	Raffles Institution	Global Affairs	Yale University
3	Matthew Wong Zhi Liang	OMS (Foreign Service)	Hwa Chong Institution	Law	University of Cambridge
4	Seah Jamie	OMS (Foreign Service)	Hwa Chong Institution	Environmental Studies	University of Pennsylvania
5	Chng Luey Chi	OMS (Legal Service)	Hwa Chong Institution	Law	London School of Economics and Political Science
6	Chong Yong Jie Matthew	LOMS (Legal Service)	Anglo Chinese School (Independent)	Law	Singapore Management University
7	Darshini Ramiah	OMS (Legal Service)	School of The Arts	Law	University of Cambridge
8	Lim Woon Yee	OMS (Legal Service)	Hwa Chong Institution	Law	King's College London
9	Ramkumar Pavithra	LOMS (Legal Service)	Raffles Institution	Law	National University of Singapore
10	Sean Koh Yi Wei	OMS (Legal Service)	Anglo Chinese School (Independent)	Law	University of Cambridge
11	Sheldon Anthony Lim Wei Jie	OMS (Legal Service)	Victoria Junior College	Law	University of Cambridge
12	Tan Hoe En, Jonathan	OMS (Legal Service)	Raffles Institution	Law	University College London
13	Teo Siu Ming	LOMS (Legal Service)	Anglo Chinese School (Independent)	Law	National University of Singapore or University of Cambridge
14	Ryan Chan Jun Neng	OMS (Specialist)	NUS High School of Mathematics and Science	Mathematics	University of Cambridge
15	Anne Ng Yin-Yi	OMS (Teaching)	Raffles Institution	Psychology and Linguistics	University of Oxford
16	Chua Jun Yan	OMS (Teaching)	Raffles Institution	Liberal Arts	Yale University

*\*Also awarded the President's Scholarship*

Information correct as at 31 Dec 2014



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 Service. It is also the approving authority for the appointment/promotion of 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 2014, the PSC interviewed 28 candidates and found 23 suitable for the Administrative Service.

The PSC considered 26 officers for promotion to Superscale D/Grade 7 and above, including those in the Administrative Service. Of these, 25 officers were promoted.

There were no promotions to Superscale Grade 9 and above in the Auditing Service in 2014, but the PSC considered and appointed one officer at Superscale Grade 9 and above in the Auditing Service.

## Appointment and Promotion of CEOs of Statutory Boards

The PSC considers the suitability of candidates for appointment as CEOs 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 CEOs for promotion to Superscale D/Grade 7 and above. In 2014, the PSC endorsed 12 officers recommended by the Special Personnel Board for appointment as CEOs. There were no promotion recommendations for CEOs to Superscale D/Grade 7 and above.

## Appeals

During the year, the PSC considered three 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”), which deal with alleged acts of serious misconduct by all civil servants, as well as alleged acts of minor misconduct by senior Division 1 officers,
- b) The Public Service Commission (Delegation of Disciplinary Functions) Directions, which allows Permanent Secretaries to discipline other officers for minor offences, and
- c) The Public Service Commission (Prison Officers) (Disciplinary Proceedings – Delegation of Functions) Directions, which allows the Director of Prisons to discipline junior Prisons Officers for minor offences.

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 2014, 70 new disciplinary cases were reported to the PSC. Together with 41 cases that were brought forward from the previous years, the PSC processed a total of 111 cases in the year. Of these cases, 80 were completed, including 30 cases which were completed under the Regulations and 36 cases which were completed under the Directions. Formal disciplinary action was not instituted against the officers in the remaining 14 cases.

The three main types of misconduct for cases completed in 2014 under the Regulations were Immoral Behaviour, Dishonesty/Embezzlement/Criminal Breach of Trust, and Insubordination/Non-Compliance of Orders and Negligence/Inefficiency/Unpunctuality. About half of the cases completed under the Regulations in 2014 involved Division I officers. About 70 per cent of the officers disciplined under the Regulations were dismissed from the Service at the conclusion of the disciplinary proceedings against them.

Details of the 30 cases completed under the Regulations in 2014 are in [Tables 10](#) and [11](#).

**Table 10: Breakdown by Division of Cases Completed under the Regulations in 2014**

<b>Misconduct \ Division</b>	<b>I</b>	<b>II</b>	<b>III</b>	<b>IV</b>	<b>Total</b>
Corruption / Malpractice	1	-	1	-	2
Dishonesty / Embezzlement / Criminal Breach of Trust	4	1	1	-	6
Immoral Behaviour	4	3	1	-	8
Indebtedness	-	2	-	-	2
Insubordination / Non-Compliance of Orders	2	1	-	-	3
Negligence / Inefficiency / Unpunctuality	3	-	-	-	3
Theft / Robbery	1	1	-	-	2
Others	1	1	1	1	4
<b>Total</b>	<b>16</b>	<b>9</b>	<b>4</b>	<b>1</b>	<b>30</b>

Table 11: Breakdown by Outcome of Cases Completed under the Regulations in 2014

<b>Outcome Misconduct</b>	<b>Dismissal</b>	<b>Retirement in the Public Interest</b>	<b>Reduction in Rank</b>	<b>Pecuniary Penalties</b>	<b>Reprimand</b>	<b>Allowed to Resign</b>	<b>Total</b>
Corruption / Malpractice	2	-	-	-	-	-	2
Dishonesty / Embezzlement / Criminal Breach of Trust	6	-	-	-	-	-	6
Immoral Behaviour	7	-	1	-	-	-	8
Indebtedness	1	-	-	-	-	1	2
Insubordination / Non-Compliance of Orders	1	-	-	1	1	-	3
Negligence / Inefficiency / Unpunctuality	-	1	-	2	-	-	3
Theft / Robbery	1	-	-	-	-	1	2
Others	3	-	-	-	1	-	4
<b>Total</b>	<b>21</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>30</b>



OFFICIAL VISITS

# OFFICIAL VISITS

The PSC visited Hong Kong to meet representatives from the Hong Kong Public Service Commission and Hong Kong Civil Service from 22-24 September 2014.

The PSC hosted delegations from the Namibia and Bangladesh Public Service Commission when they visited Singapore on 15 October 2014 and 2 December 2014 respectively.



Namibia PSC visit



Bangladesh PSC visit



Hong Kong PSC Visit

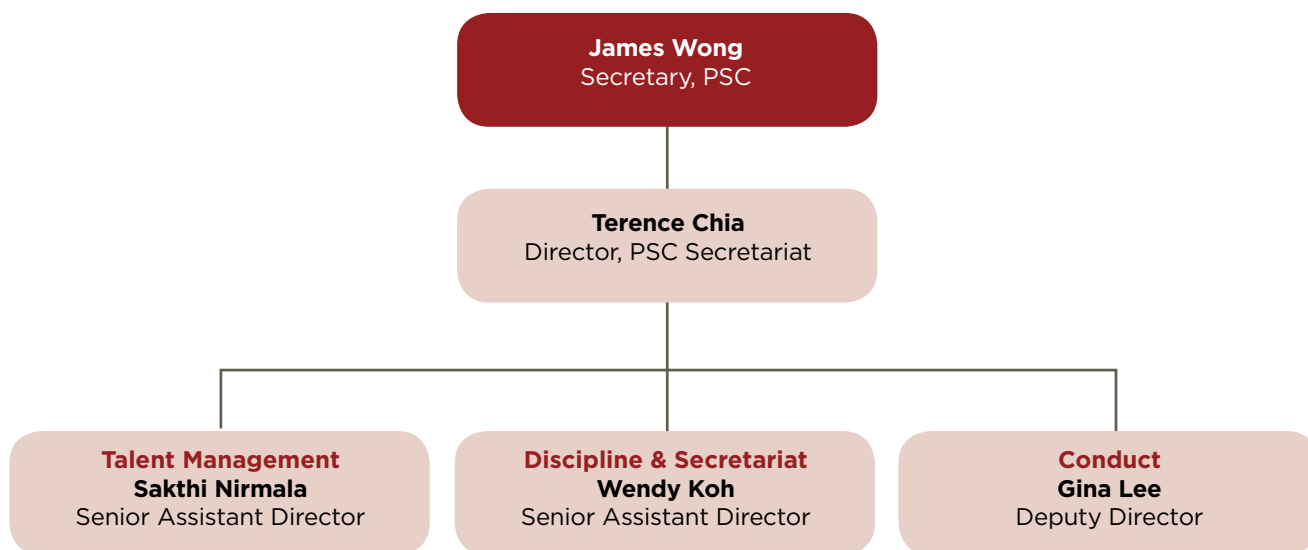


PSC  
SECRETARIAT

# PSC SECRETARIAT

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





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