

IMPARTIALITY

INTEGRITY

PSC

SINGAPORE PUBLIC
SERVICE COMMISSION

MERITOCRACY

ANNUAL REPORT 2015

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CHAIRMAN'S REVIEW



2015 marked the 50th year of Singapore's independence. Over the past 50 years, Singapore has progressed rapidly from Third World to First. Compared to the early years, Singaporeans today enjoy a much higher standard of living in a well-developed environment with a more diversified economy. This would not have been possible without able, honest and dedicated officers serving in and leading the Public Service.

The next 50 years will bring challenges no less complex but certainly different. The Public Service will continue to play a key role in building our future Singapore alongside citizens. In order to do so, it must develop deep competencies in areas such as engineering and data analytics, to meet the evolving local and global challenges.

“Even as the Public Service embraces positive change to better serve Singapore and Singaporeans, the key values which have underpinned good governance should not be compromised.”

Eddie Teo
Chairman

The Public Service must also continually improve its ability to understand and appreciate citizens' needs at ground-level: to connect with them and formulate policies together, effectively communicate the policies and then implement the policies in the best interest of the nation. To achieve this goal, we must continue to attract, develop and retain good people in the Service.

SEEKING GREATER DIVERSITY

Over the next 50 years, Singapore's population will become even more diverse, even as the world becomes increasingly complex. Against this backdrop, the Public Service needs officers, both generalists and specialists, from different backgrounds, with different experiences, skills and perspectives, to better understand the multifaceted issues involved, and empathise with the needs of our diverse population.

With this aim in mind, the PSC carefully selects and promotes public officers on the basis of proven performance, scrutinising their personal qualities such as leadership, character and values, as well as interpersonal and communications skills.

The PSC has continued to broaden the talent profile of our public sector, by reaching out to a broad range of schools to find talented young men and women with a passion for Public Service. In the last three scholarship exercises, the PSC awarded scholarships to students from 13-19 different schools. In selecting scholarship recipients, we focus on whole-person qualities that go beyond academic excellence. The PSC will continue to channel our efforts towards building up the diversity of our talent pool, as well as building up capabilities in key areas of need in the Public Service, such as the STEM (Science, Technology, Engineering and Mathematics) fields.

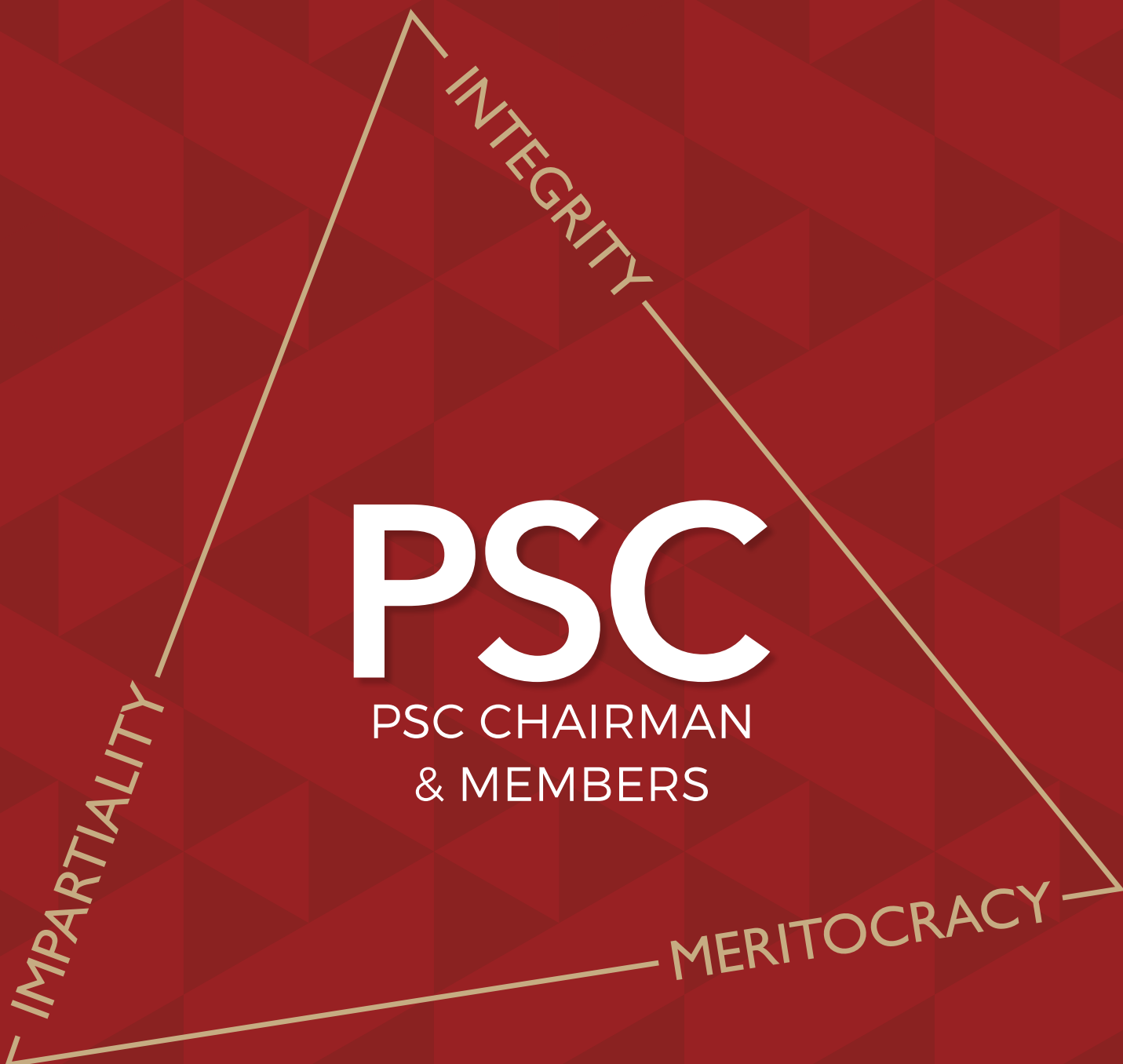
LOOKING TO SGI00 AND BEYOND - PUBLIC SERVICE VALUES

Singapore is going through a transformative phase in our history, as the global environment becomes increasingly volatile. Even as the Public Service embraces positive change to better serve Singapore and Singaporeans, the key values which have underpinned good governance should not be compromised. Incorruptibility is one such value, and must remain of utmost importance. The PSC continues to ensure the integrity of the Public Service by exercising disciplinary control over public officers, appropriately and fairly, regardless of rank or seniority, and without fear or favour. It is vital that in a diverse and multiracial society like Singapore, impartiality must continue to be an important value in the public service ethos.

Meritocracy is another core value, but our understanding of what it looks like in practice should not remain static. The concept of what constitutes merit must be continually redefined as the needs of the Public Service evolve, in tandem with the changes in our society.

The PSC will continue to uphold the principles of integrity, impartiality and meritocracy, while building up a robust public sector talent pool with diverse capabilities, able to take on future challenges. I want to take this opportunity to thank my fellow PSC members for their invaluable counsel during the year and the support of the hardworking and dedicated secretariat. I am confident that our founding values, together with our ability to improve and adapt, will serve us well into the future.

Eddie Teo
Chairman



PSC

PSC CHAIRMAN
& MEMBERS

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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 Dec 2015, 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



Mr Edward D'Silva

PSC CHAIRMAN & MEMBERS



Mr Richard R Magnus



Ms Chua Sock Koong



**Professor
Lilly 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*.

**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:

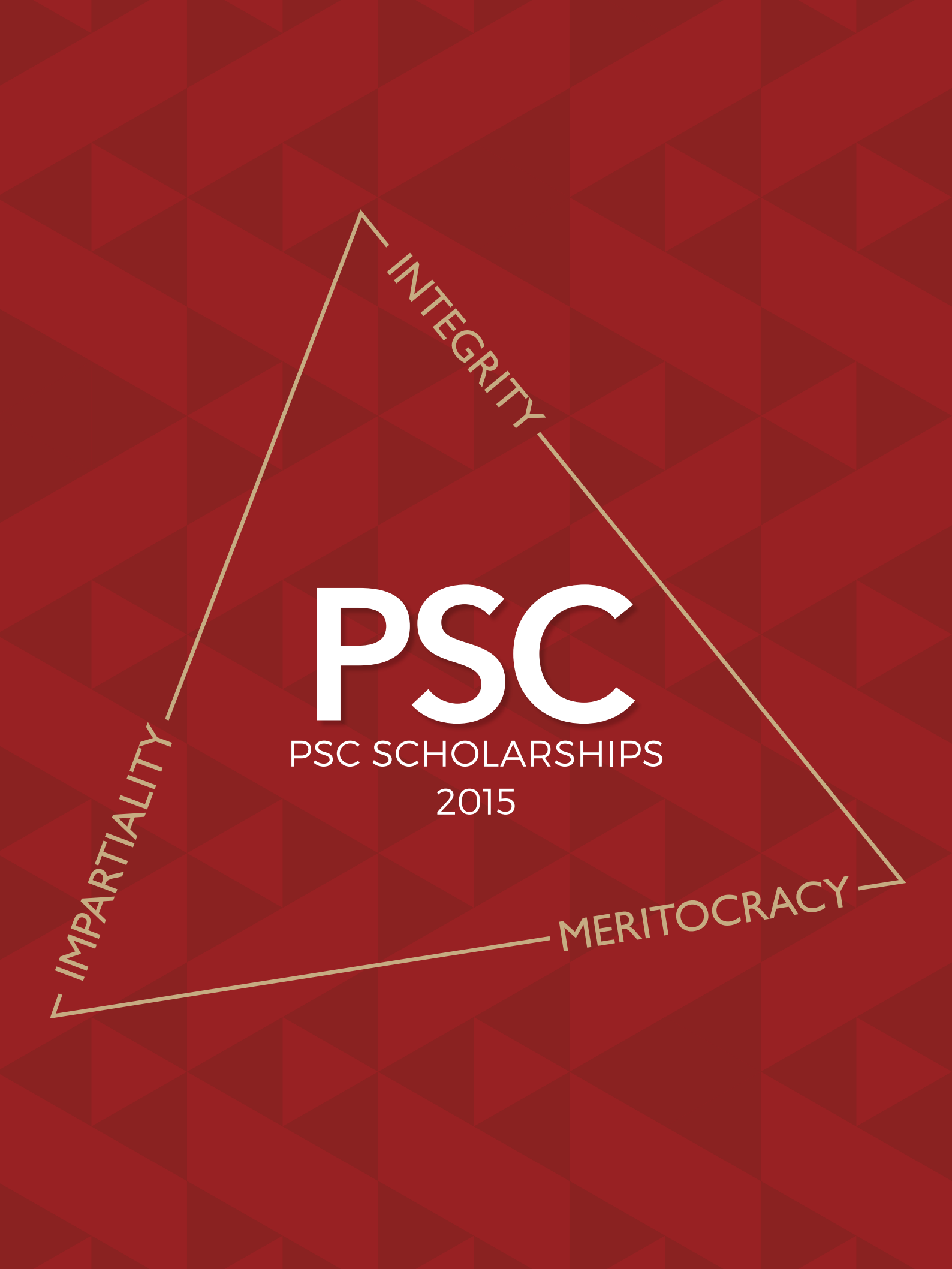
- A. Recruitment and appointment to the Civil Service except the Administrative Service and Auditing Service,
- B. Confirmation and emplacement of officers on the permanent or pensionable establishment,
- C. Appointment and promotion of officers up to Superscale EI/Grade 8 (except for the Auditing Service), 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:

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

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 CEOs.



PSC

PSC SCHOLARSHIPS
2015

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MERITOCRACY

ABOUT PSC SCHOLARSHIPS

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 Singapore and to prepare them to serve in the Public Service, they are exposed to a series of developmental programmes during their course of studies. Their training and development also continue after they join the Public Service.

SELECTING PSC SCHOLARSHIP HOLDERS

The PSC Scholarship scheme was reviewed in 2015 to sharpen the focus on identifying top talent for the Public Service Leadership Programme (PSLP), which develops diverse talent for the Public Service. Schemes tied to the Foreign Service, Legal Service, Teaching Service and the Uniformed Services continue to be offered without changes to their respective terms and conditions.

In selecting candidates for PSC scholarships, 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 in the candidate's records. The holistic assessment of candidates serves to determine if they are a good fit for a Public Service career via the PSC scholarship.

PSC Secretariat also conducted a series of events to share information on PSC Scholarships, as a pathway

to a career in the Public Service, with the next cohort of prospective scholarship holders. These included:

Information Engagement Sessions with the Students, Principals and Teachers of the Pre-University Institutions – ranging from schools offering Integrated Programmes (IP) to non-IP schools, Specialised schools such as the School of The Arts (SOTA), the Singapore Sports School and the Polytechnics.

iExplore – Learning Journey for JCI (or equivalent) Students – a journey to help students become more aware of what a Public Service career entails. In 2015, the students visited the Supreme Court, Singapore Prisons, Institute of Medical Health and Jurong Town Corporation (JTC) over a 2-day period.

iExperience – Pre-tertiary internships for students who have completed their final school examinations to experience working in the Public Service. In 2015, a total of 123 ministry projects were extended to the students.



PSC SCHOLARSHIPS 2015



In 2015, the PSC awarded four President's Scholarships and 75 PSC scholarships.

STRENGTHENING THE VALUES AND ETHOS OF THE PUBLIC SERVICE

In 2015, 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 (PSMP), with the Singapore Seminar incorporated into the PSMP. These programmes were restructured for a more streamlined and focused experience in helping scholarship holders better understand the governance landscape and how it had shaped policy development.



PREPARATORY COURSE (PREP COURSE)

76 PSC scholarship holders attended the Prep Course to prepare themselves for their roles as ambassadors and future employees of the Public Service, through learning what it means to be a Public Officer, the values and ethos of the Public Service, and its challenges today. The scholarship holders were also educated on the importance of prudence in navigating the social media landscape, and how to behave as responsible netizens. The streamlined week-long preparatory course included a two-day teambuilding component,

dialogue sessions with senior Public Service leaders, and a group assignment aimed at giving them insights into various Public Service agencies and their functions.

The Preparatory Course culminated with the PSC Scholarships Award Ceremony on 21 Jul 2015, graced by Guest-of-Honour 'Mr Teo Chee Hean, Deputy Prime Minister, Coordinating Minister for National Security and (then) Minister for Home Affairs.



¹Mr Teo Chee Hean is currently the Deputy Prime Minister, Coordinating Minister for National Security and Minister in charge of the Civil Service.

PSC SCHOLARSHIPS 2015



PREPARATORY SEMINAR (PREPSEM)

The PrepSem was launched in 2013 as a platform to inculcate Public Service ethos and values in public sector scholarship holders. In 2015, 185 public sector scholarship holders, including scholarship holders from across 26 Ministries and Statutory Boards, attended the Prep Sem. Through the use of vignettes and case studies, participants discussed the guiding principles and values of the Public Service, and gained greater insights into how these translated to behaviour in their day-to-day lives.



PSC SCHOLARS' MID-COURSE PROGRAMME (PSMP)

The PSMP, attended by scholarship holders at the mid-point of their undergraduate studies, further inculcated a deeper understanding of the principles and constraints that guided policy-making. Besides a 6-8 week long internship component with a government agency, where scholarship holders experienced work in the Civil Service, the 2015 programme comprised the following components:

Developments in Public Policy Seminar (DPPS)

The DPPS familiarised participants with Singapore's governance landscape and how ground realities impact policy intent and delivery. Participants explored the nature of trade-offs and prioritising in the policy-making process during the policy simulation activity. During the round-up dialogue session,²Mr Gabriel Lim, (then) CEO of Media Development Authority (MDA), engaged the scholarship holders in a highly interactive session where he shared his leadership and work experiences, and provided his views on policy issues that were discussed in the programme.



Community Involvement Project (CIP)

In 2015, the CIP took place from 13-16 July. Unlike past years where the scholarship holders were only participants, in 2015, scholarship holders were tasked to lead and liaise with the various agencies for CIP opportunities. This provided greater opportunity for the scholarship holders to be involved in the programme and there was also greater ownership of their own development.

²Mr Gabriel Lim is currently the Second Permanent Secretary, Ministry of Communications and Information, as well as the Co-Managing Director, Infocomm Development Authority of Singapore.

“The session allowed scholarship holders to appreciate the importance of communication with the ground and staying connected to Singapore.”

MINISTER'S DIALOGUE

The Dialogue Session with Senior Minister of State (SMS) Ms Indranee Rajah was based on the theme ‘The Future of Singapore’. The scholarship holders found the free-flowing discussion style approach adopted by SMS refreshing and insightful. The topics discussed ranged from evolving racial distinctions in Singapore to citizens’ interest in public engagement. The session allowed scholarship holders to appreciate the importance of communication with the ground and staying connected to Singapore.

SINGAPORE SEMINAR (SINGSEM)

The 2015 SingSem, held in Singapore, was attended by 256 scholarship holders from 33 public sector agencies. Themed “SG50 – Navigating the Next 50 Years”, it aimed to encourage public sector scholarship holders to discuss the strategic opportunities and threats Singapore might face in the next 50 years, Singapore’s future strategic direction(s), and issues confronting the Singapore Public Service.

The panel of speakers included Mr Bilahari Kausikan (Ambassador-at-large, Ministry of Foreign Affairs), Professor Kishore Mahbubani (Dean, Lee Kuan Yew School of Public Policy, National University of Singapore), Mr Philip Jeyaretnam (Member, PSC), Mr Ravi Menon (Managing Director, Monetary Authority of Singapore) and Ms Yong Ying-l (Permanent Secretary, Public Service Division).



PSC SCHOLARSHIPS 2015



COMMUNITY INVOLVEMENT & SERVICE

Beyond their academic training and career development, scholarship holders are encouraged to initiate or contribute to community service projects. These experiences 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, 78 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 I.



Voluntary Welfare Organisations (VWOs)	PERTAPIS Education & Welfare Centre PEACE-Connect Seniors Activity Centre Movement for the Intellectually Disabled in Singapore (MINDS) Fei Yue Family Service Centre (FSC) Touch Community Services National Kidney Foundation (NKF) Industrial & Services Co-Operative Society Ltd (ISCOS) National Crime Prevention Council (NCPC)
Local Schools	Assumption Pathway School
Other Community Support and Outreach Organisations	Central, Northeast, Northwest & Southwest Community Development Councils (CDCs) Social Service Offices @ Toa Payoh, Queenstown, Ang Mo Kio, Serangoon, Bukit Panjang, Bukit Batok, Yishun, Boon Lay, Sengkang, Tampines, Woodlands, Bukit Merah, Choa Chu Kang & Jurong East Workforce Development Agency Career Centres at Northeast, Northwest, Southwest, Central & Southeast CDCs



PSC SCHOLARSHIPS 2015

COMMUNITY SERVICE INITIATIVES

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

Global Brigades: Medical/Environmental Hybrid Brigade (PANAMA)

2014 OMS (O) Pang Si En, Marjorie and Chuan Teck Zee Nicholas participated in the 9-day Global Brigades: Medical/Environmental Hybrid Brigade programme in Panama. During the medical brigade, they had the opportunity to take vitals and patient history in triage, shadow licensed doctors in medical consultations, and assist in a pharmacy under the direction of licensed pharmacists. Marjorie and Nicholas found their stint very enriching and were able to gain first-hand experience in environmental management and education by providing the education and physical assistance necessary for families to sustain themselves in the long-term.



SG Enable (Singapore)

2014 OMS (O) Lee Wei En Joseph spent a month at SG Enable, an agency dedicated to enabling persons with disabilities. Joseph interned with the Strategic Partnerships Division which looked to build relations with corporate partners. His roles included market analysis for the creation of a new resource centre for assistive technology using blue ocean methodology, and conducting email interviews with key stakeholders. By analysing the factors surrounding market penetration, Joseph also helped to develop a framework for social innovation incubation, as well as conceptualise initial publicity plans for engagements with other institutions.



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.

Academic Programmes and Exchanges

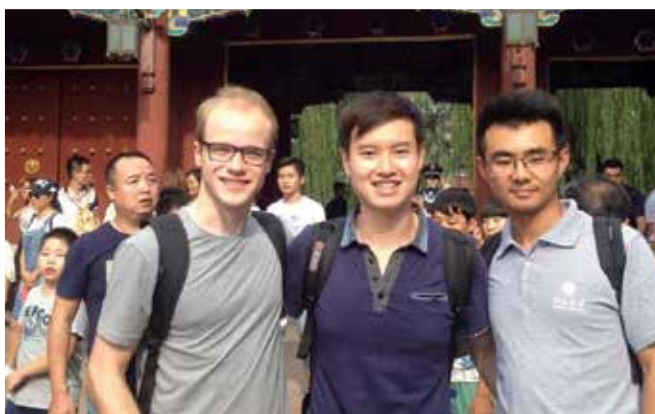
In 2015, PSC scholarship holders participated in summer programmes and exchanges to countries like Brazil, Israel, Turkey, South Africa, Italy, etc. They were also active in taking up internship opportunities in the Netherlands, India and Singapore.

Separately, 13 scholarship holders went on to pursue their post-graduate studies in various non-traditional countries – Australia, China, Germany, Israel, the Netherlands, Spain, Sweden and Switzerland.

Gap Year Programmes

PSC has forged partnerships with international organisations, to develop opportunities for PSC scholarship holders who are emplaced on the Public Service Leadership Programme, to broaden their horizons before they start in the Public Service.

2015 marked the third year that PSC partnered the INTERPOL, and the first year of partnership with UNESCO, for internship opportunities. Two scholarship holders also completed their Gap Year programmes with two companies based in Singapore - KPMG Services Pte Ltd and Dragonfly, LLC.



PSC SCHOLARSHIPS 2015

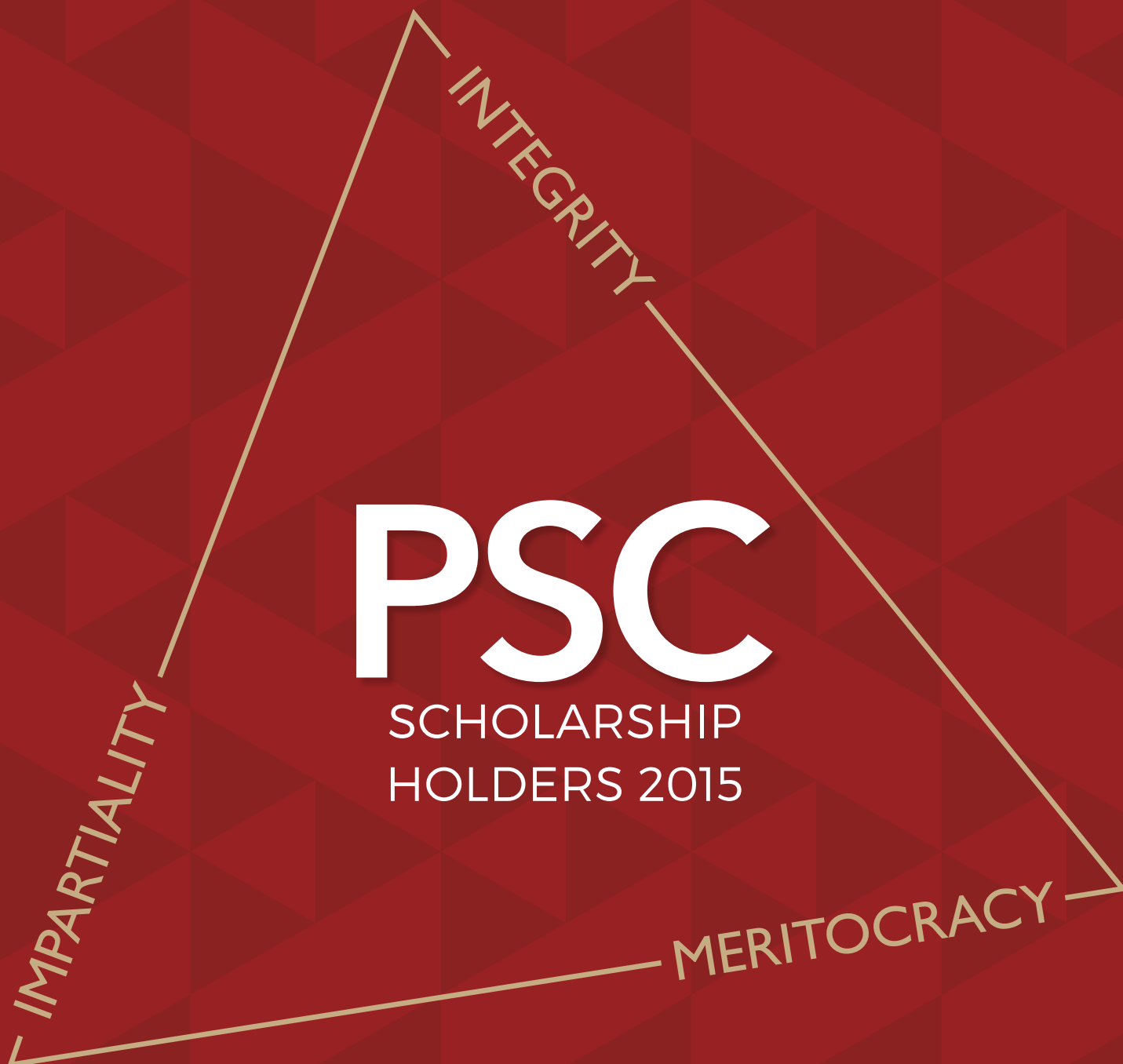
PARTNERS AND STAKEHOLDERS

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 2015, besides hosting several visits by foreign university officers in Singapore, a PSC Secretariat

delegation visited universities in the Middle East, namely the American University in Cairo, Egypt; University College London in Qatar and Georgetown School of Foreign Service in Qatar; Interdisciplinary Center Herzliya, Tel Aviv University and Hebrew University of Jerusalem in Israel. The visit enabled the Secretariat to gain a better understanding of the opportunities available for the development of PSC scholarship recipients in non-traditional destinations.





PSC

SCHOLARSHIP
HOLDERS 2015

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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 75 undergraduate PSC scholarship recipients in 2015: 12 were for careers in the Uniformed Service, 53 for Public Administration and 10 for Professional Service. Details of the scholarships and course of studies are in Tables 2 and 3.

TABLE 2: BREAKDOWN OF ALL SCHOLARSHIPS BY CAREER PATH AND AWARD SCHEME

Career Path and Award Scheme	Number of Awards
Uniformed Service	12
The Singapore Armed Forces Scholarship	9
The Singapore Police Force Scholarship	3
Public Administration – PSC Scholarship	53
Professional Service	10
PSC Scholarship (Foreign Service)	1
PSC Scholarship (Legal Service)	7
PSC Scholarship (Teaching Service)	2
Total	75

Information correct as at 31 Dec 2015



UNDERGRADUATE PSC SCHOLARSHIP RECIPIENTS



TABLE 3: BREAKDOWN OF SCHOLARSHIPS BY COURSE OF UNDERGRADUATE STUDIES

Course of Undergraduate Study	Number of Awards
Humanities & Social Sciences	19
Economics or Philosophy, Politics & Economics	18
Law	13
Engineering	10
Liberal Arts	9
Science/ Mathematics	6
Finance/ Business Administration/ Accountancy	-
Medicine	-
Others	-
Pending*	1
Total	83

*The scholarship holder is pending the results of his application to the university/course of his choice.

Information correct as at 31 Dec 2015

2015 exercise statistics may change based on actual university admissions (for those who do not commence their studies in the year of award).



PRESIDENT'S SCHOLARSHIP

The President's Scholarship is widely regarded as Singapore's most prestigious undergraduate scholarship. The scholarship is awarded to outstanding young men and women, distinguished not only in academic pursuits and co-curricular activities, but who also strongly demonstrate the values of the Singapore Public Service (Integrity, Service and Excellence) and their dedication to improving the lives of Singaporeans.

In 2015, there were four recipients of the President's Scholarship. Details of the recipients are in Table 4.

4

President's
Scholarship



TABLE 4: LIST OF PRESIDENT'S SCHOLARSHIP HOLDERS

No.	Name	Pre-university Institution	Course of Study	University
01	Lim Shu Qi Clara	Dunman High School	Mechanical Engineering	University College London
02	Lim Tze Etsuko	Hwa Chong Institution	Law	University of Cambridge
03	Russell Ewe Yuhang	Hwa Chong Institution	Politics and Philosophy	London School of Economics & Political Science
04	Tan Kuan Hian	Raffles Institution	Liberal Arts	Johns Hopkins University

Information correct as at 31 Dec 2015



PSC SCHOLARSHIP

- UNIFORMED SERVICE

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

In 2015, there were nine recipients of The SAF Scholarship and three recipients of The SPF Scholarship. Details of the recipients are in Table 5.

TABLE 5: LIST OF PSC SCHOLARSHIP HOLDERS – UNIFORMED SERVICE

No.	Name	Pre-university Institution	Course of Study	University
The SAF Scholarship				
01	Aloysius Oh Shengxun	Hwa Chong Institution	Psychology	Pending
02	Choo Yih Shin, Jeremiah	Raffles Institution	Economics	University of Cambridge
03	Darren Lionel Chan Guang Xiang	Victoria Junior College	Economics	University of California, Los Angeles
04	Koh Hsien Yang Daniel	Anglo Chinese School (Independent)	Mechanical Engineering	Pending
05	Kuek Jia Yao	Raffles Institution	International Relations	Johns Hopkins University
06	Lee Dao Ming	Hwa Chong Institution	Engineering	Pending
07	Lee Ken Chun	River Valley High School	Economics	University of Warwick
08	Nathaniel Wong Kin Yew	Saint Joseph's Institution	Electrical Engineering	Northwestern University
09	Russell Ewe Yuhang*	Hwa Chong Institution	Politics and Philosophy	London School of Economics & Political Science
10	Lai Chi Ming, Ryan	St Joseph's Institution	Law	National University of Singapore
11	Long Jun Da, Darrel	Hwa Chong Institution	Geography	University of Cambridge
12	Tan Kuan Hian*	Raffles Institution	Liberal Arts	Johns Hopkins University

*Also awarded the President's Scholarship

Information correct as at 31 Dec 2015

UNIFORMED SCHOLARSHIP RECIPIENTS

9

The SAF Scholarship



PSC SCHOLARSHIP - UNIFORMED SERVICE

UNIFORMED SCHOLARSHIP RECIPIENTS

3

The SPF Scholarship



The PSC Scholarships allows undergraduate students to pursue a variety of careers in Public Administration. Recipients of the PSC 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.

53
Public
Administration

In 2015, there were 53 recipients of the undergraduate PSC Scholarships and their details are in Table 6.

TABLE 6: LIST OF PSC SCHOLARSHIP HOLDERS – PUBLIC ADMINISTRATION (UNDERGRADUATE)

No.	Name	Pre-university Institution	Course of Study	University
01	Amanda Chung Hui Xin	Raffles Institution	Philosophy, Politics and Economics	University of Oxford
02	Ang Hui Xuan Pearly	Hwa Chong Institution	Law	University of Oxford
03	Cheryl Ann Chew Yue Qing	Dunman High School	Psychology & Language Sciences	University College London
04	Chia Yan Min Kimberly	Raffles Institution	Liberal Arts	Wellesley College
05	Chiang Yan Li	Hwa Chong Institution	Economics and Linguistics	University of Chicago
06	Claire Lois Carter Rui En	Anglo Chinese Junior College	Political Science	National University of Singapore
07	Crystal Lua Xin Li	Anglo Chinese School (Independent)	Liberal Arts	Columbia University
08	G Santoshi	Raffles Institution	Philosophy, Politics & Economics	University of Oxford
09	Goh Si Jie, Vanessa	Victoria Junior College	Psychology	University College London
10	Heng Yi Xin	Hwa Chong Institution	Social Work	University of Auckland
11	Isabelle Li Siyun	Republic Polytechnic	Liberal Arts	Yale-NUS College
12	Koay Xinyi	Hwa Chong Institution	Law	University College London
13	Lai Yi Kit Faith Christine	Hwa Chong Institution	Philosophy, Politics and Economics	University of Oxford

PSC SCHOLARSHIP - PUBLIC ADMINISTRATION

TABLE 6: LIST OF PSC SCHOLARSHIP HOLDERS – PUBLIC ADMINISTRATION (UNDERGRADUATE)
(CONT'D)

No.	Name	Pre-university Institution	Course of Study	University
14	Lee Jiaqi Amanda	Raffles Institution	Social and Political Science	Pending
15	Lee Wan Yii	Raffles Institution	Dual BA Programme	Sciences Po and Columbia University
16	Lee Yuan Ting	Anglo Chinese School (Independent)	Chemistry	Imperial College London
17	Lim Shu Qi Clara*	Dunman High School	Mechanical Engineering	University College London
18	Lim Si Min Elizabeth	Raffles Institution	Economics	Duke University
19	Lim Yu Xin	Hwa Chong Institution	International Politics	Fudan University
20	Liu Fangzhou	Raffles Institution	Liberal Arts	Stanford University
21	Megan Janine Augustin	School of The Arts	English	King's College London
22	Mira Vijay Shah	Raffles Institution	Computer Science	University of Michigan - Ann Arbor
23	Ong Si Ci	River Valley High School	Materials Science and Engineering	Imperial College London
24	Ong Wei Ling Louisa	Raffles Institution	Sociology	Université Paris Sorbonne
25	Ow Song Yeen Maxine	Raffles Institution	Economics	Duke University

*Also awarded the President's Scholarship

Information correct as at 31 Dec 2015



TABLE 6: LIST OF PSC SCHOLARSHIP HOLDERS – PUBLIC ADMINISTRATION (UNDERGRADUATE)
(CONT'D)

No.	Name	Pre-university Institution	Course of Study	University
26	Sabrina Lee Shi Min	Hwa Chong Institution	Social Sciences	Sciences Po
27	Tan Wan Qing Melissa	Raffles Institution	Biological Engineering	Cornell University
28	Tay King Sing Sarah	Victoria Junior College	Politics and International Relations	London School of Economics and Political Science
29	Teo Bei Lin	Hwa Chong Institution	International Politics	Fudan University
30	Teo Ming Hui Magdalene	Raffles Institution	Government	Cornell University
31	Yang Yixuan	Raffles Institution	Social Science	Yale University
32	Ashley See Jun Yin	Anglo Chinese School (Independent)	Computer Science or Computer Engineering	Pending
33	Cheo Yi Hong Gordon	Anglo Chinese School (Independent)	Economics and Mathematics	London School of Economics and Political Science
34	Chua Yi Zhe Gabriel	Hwa Chong Institution	Government and Economics	London School of Economics and Political Science
35	Daniel Boey Kai Sheng	Raffles Institution	Environmental Engineering	Duke University
36	Gaius Ong Kiat Woon	Raffles Institution	Law	University of Oxford
37	Goh Kyi Yeung	Anglo Chinese School (Independent)	International Relations and History	London School of Economics and Political Science



PSC SCHOLARSHIP - PUBLIC ADMINISTRATION

TABLE 6: LIST OF PSC SCHOLARSHIP HOLDERS – PUBLIC ADMINISTRATION (UNDERGRADUATE)
(CONT'D)

No.	Name	Pre-university Institution	Course of Study	University
38	Goh Zuo Min	Raffles Institution	Economics	University of Pennsylvania
39	Govind Shan- kar Ganesan	Raffles Institution	Law	University of Oxford
40	Hud Syafiq B Herman	St Joseph's Institution	Chemistry	Pending
41	I Vivek Kai- Wen	Raffles Institution	Liberal Arts	University of Pennsylvania
42	Jeremy Chin Yit Phooi	Pioneer Junior College	Social Policy and Economics	Pending
43	Lau De Hao, Marcus	Hwa Chong Institution	Economics	London School of Economics and Political Science
44	Lee Kay Howe	Anglo Chinese School (Independent)	Law or Liberal Arts	Pending
45	Liau Wen Rui	Victoria Junior College	Electrical and Electronic Engineering	Pending
46	Loh Ying Han, Andrew	Hwa Chong Institution	Government and Economics	London School of Economics and Political Science
47	Maganty Rushyendra	Anglo Chinese School (Independent)	Engineering	Pending
48	Mohammed Noor Haqeen B Z	Temasek Junior College	Economics and Statistics	National University of Singapore
49	Oliver Chan Yuan Wei	Raffles Institution	Liberal Arts	University of Pennsylvania
50	Quak Fu Wen, Aaron	Raffles Institution	Economics	Pending

TABLE 6: LIST OF PSC SCHOLARSHIP HOLDERS – PUBLIC ADMINISTRATION (UNDERGRADUATE) (CONT'D)

No.	Name	Pre-university Institution	Course of Study	University
26	Soh Kuan Wei	Raffles Institution	Engineering and Music	Pending
27	Wee Jing Long	Raffles Institution	Liberal Arts	Yale-NUS College
28	Ying Yilun	Raffles Institution	Liberal Arts	Columbia University



PSC SCHOLARSHIP – PROFESSIONAL SERVICE

The PSC awards “Tied” undergraduate scholarships to students with a clear interest in the 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. Ministry of Foreign Affairs, Singapore Legal Service or Ministry of Education).

In 2015, there was one recipient of PSC Scholarship (Foreign Service), seven recipients of the PSC Scholarship (Legal Service) and two recipients of the PSC Scholarship (Teaching Service) and. Details of the recipients are in Table 7.

TABLE 7: LIST OF PSC SCHOLARSHIP HOLDERS – PROFESSIONAL SERVICE

No.	Name	Award Scheme	Pre-university Institution	Course of Study	University
01	Ruthanne Soh Ying	PSC (Foreign Service)	Raffles Institution	Land Economy	University of Cambridge
02	Chew Xi Xian Sherilyn	PSC (Legal Service)	NUS High School of Mathematics and Science	Law	University of Cambridge
03	Goh Sue Jean	PSC (Legal Service)	Raffles Institution	Law	University of Oxford
04	Lim Tze Etsuko*	PSC (Legal Service)	Hwa Chong Institution	Law	University of Cambridge
05	Wee Yen Jean	PSC (Legal Service)	Raffles Institution	Law	University of Cambridge
06	Dhiraj G Chainani	PSC (Legal Service)	Victoria Junior College	Law	Singapore Management University
07	Ong Xin Jie	PSC (Legal Service)	Hwa Chong Institution	Law	University College London
08	Samuel Wittberger	PSC (Legal Service)	Anglo Chinese Junior College	Law	Pending
09	Goh Hui Min	PSC (Teaching Service)	Hwa Chong Institution	Natural Science (Physical)	University of Cambridge
10	Xu Yiming	PSC (Teaching Service)	NUS High School of Mathematics and Science	Chemistry	Imperial College London

*Also awarded the President’s Scholarship

Information correct as at 31 Dec 2015

PROFESSIONAL SERVICE SCHOLARSHIP RECIPIENTS

1

Foreign
Service

7

Legal
Service

2

Teaching
Service





PSC

APPOINTMENTS,
PROMOTIONS, APPEALS
AND DISCIPLINARY CASES

IMPARTIALITY

INTEGRITY

MERITOCRACY

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 2015, the PSC interviewed 21 candidates and found 18 suitable for the Administrative Service.

The PSC considered 23 officers for promotion to Superscale D/Grade 7 and above, including those in the Administrative Service. Of these, 22 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 2015, the PSC considered 14 officers recommended by the Special Personnel Board and

endorsed 13 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 2015, the PSC saw one further appeal for promotion under the Public Service (Personnel Boards and Appeals Board) Regulations. The appeal was 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:

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 I officers,

The Public Service Commission (Delegation of Disciplinary Functions) Directions, which allows Permanent Secretaries to discipline other officers for minor offences, and

The Public Service Commission (Prison Officers) (Disciplinary Proceedings – Delegation of Functions) Directions, which allows the Director of Prisons to discipline junior Prison Officers for minor offences.

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 2015, 93 new disciplinary cases were reported to the PSC. Together with 31 cases that were brought forward from, the PSC processed a total of 124 cases in the year. Of these cases, 74 were completed, including 25 cases which were completed under the Regulations and 34 cases which were completed under the Directions. Formal disciplinary action was not instituted against the officers in the remaining 15 cases.

The three main types of misconduct for cases completed in 2015 under the Regulations were Immoral Behaviour, Indebtedness and Insubordination/Non-Compliance of Orders. While almost half of the cases were completed under the Regulations in 2015 involved Division I officers, Division II officers were over-represented, accounting for 40% of the cases. About 80% of the officers disciplined under the Regulations were dismissed from the service at the conclusion of the disciplinary proceedings against them.

Details of the 25 cases completed under the Regulations in 2015 are in Tables 9 and 10.

DISCIPLINARY CASES FOR 2015

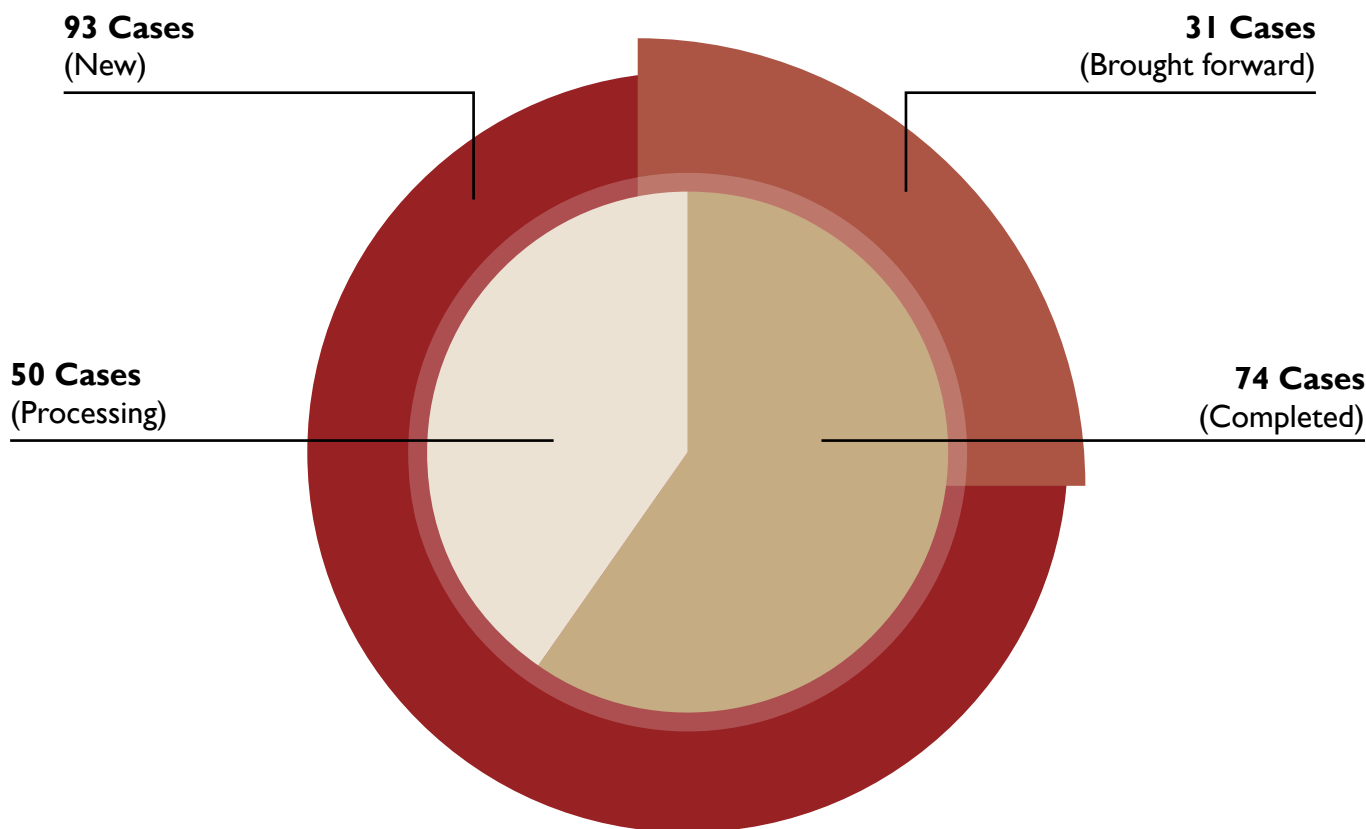


TABLE 9: BREAKDOWN BY DIVISION OF CASES COMPLETED UNDER THE REGULATIONS IN 2015

MISCONDUCT	DIVISION				
	I	II	III	IV	TOTAL
Dishonesty / Embezzlement / Criminal Breach of Trust	1	-	2	-	3
Drug Offence	1	1	-	-	2
Immoral Behaviour	6	-	-	-	6
Indebtedness	-	5	1	-	6
Insubordination / Non-Compliance of Orders	1	4	1	-	6
Theft / Robbery	2	-	-	-	2
TOTAL	11	10	4	-	25

TABLE 10: BREAKDOWN BY OUTCOME OF CASES COMPLETED UNDER THE REGULATIONS IN 2015

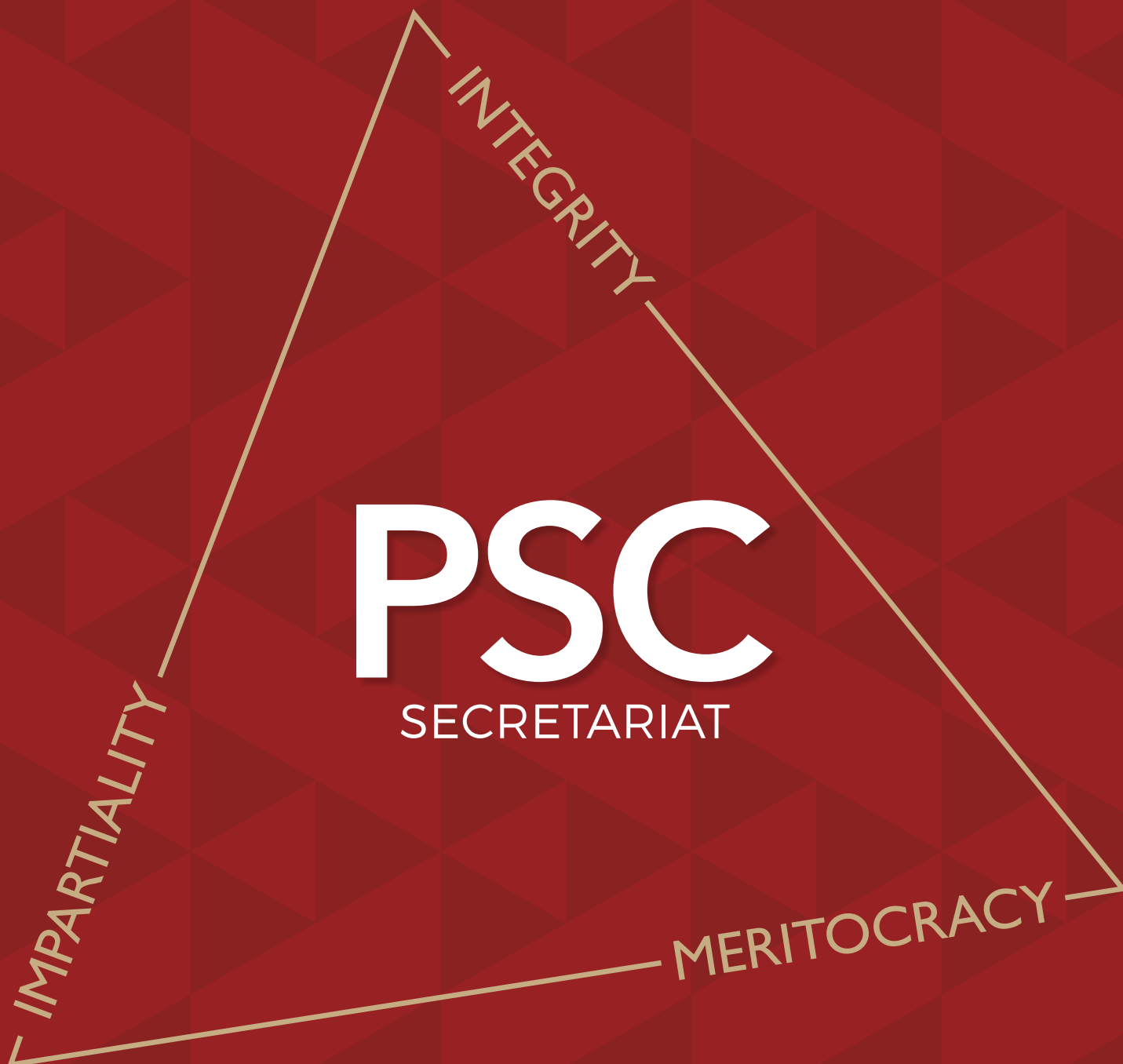
MISCONDUCT	OUTCOME						
	DISMISSAL	RETIREMENT IN THE PUBLIC INTEREST	REDUCTION IN RANK	PECUNIARY PENALTIES	REPRIMAND	ALLOWED TO RESIGN	TOTAL
Dishonesty / Embezzlement / Criminal Breach of Trust	3	-	-	-	-	-	3
Drug Offence	2	-	-	-	-	-	2
Immoral Behaviour	6	-	-	-	-	-	6
Indebtedness	6	-	-	-	-	-	6
Insubordination / Non-Compliance of Orders	1	1	4	-	-	-	6
Theft / Robbery	2	-	-	-	-	-	2
TOTAL	20	1	4	-	-	-	25



OFFICIAL VISITS 2015

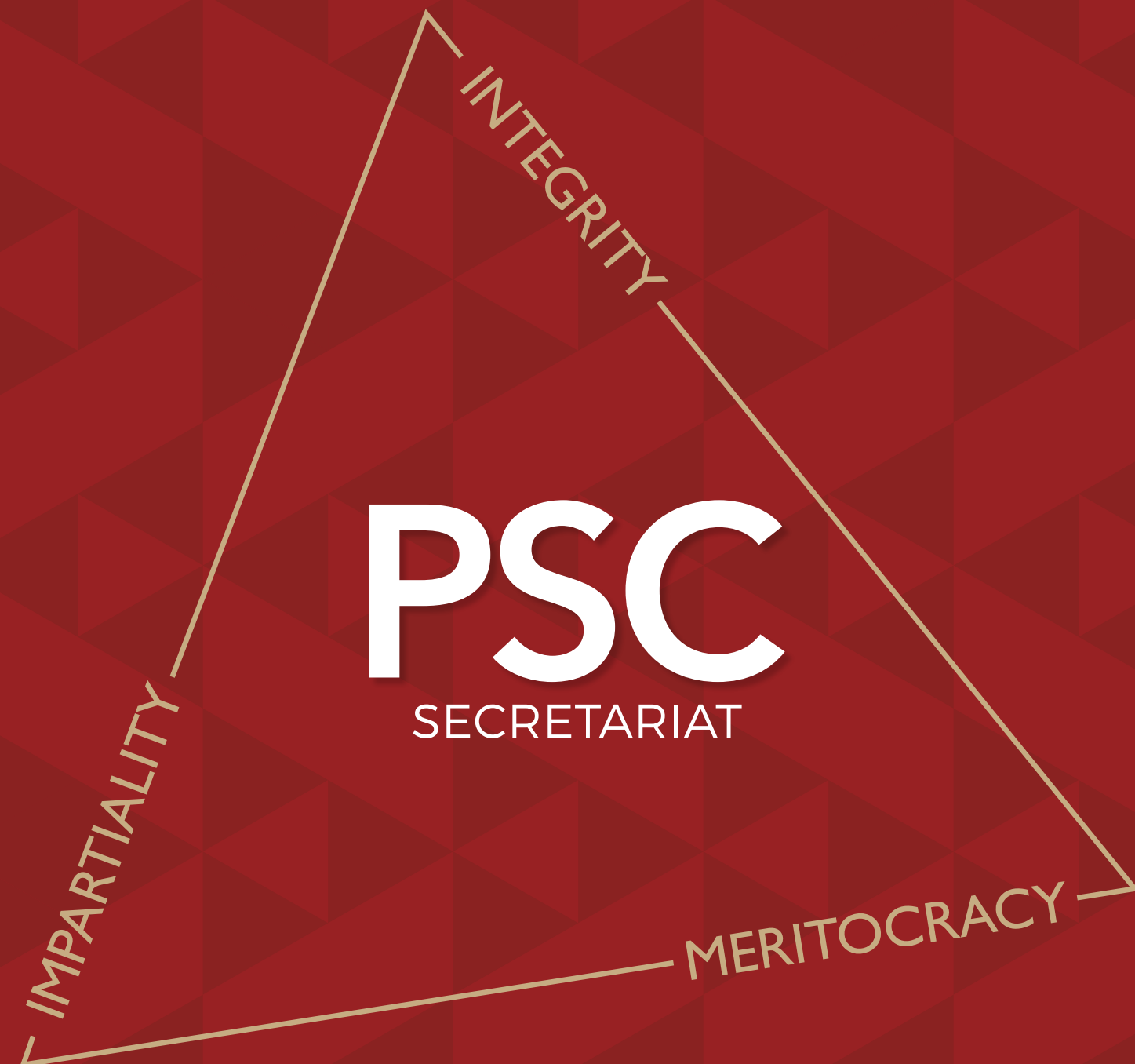
Hong Kong's Permanent Secretary for Civil Service (PS/CS), who also oversees the Hong Kong Civil Service Bureau, Mr Thomas Chow, led a delegation of Hong Kong Permanent Secretaries to Singapore for the 5th Singapore-Hong Kong Permanent Secretaries Exchange Programme. Chairman, PSC, hosted PS/CS to lunch on 2 December 2015.

The Republic of Korea's Minister of Personnel Management, HE Lee Geun-Myeon led a delegation to Singapore to discuss on the policy of continuous training for civil servants and the available training options. Chairman, PSC, hosted HE Lee and Ambassador Suh Chung-ha, Ambassador of The Republic of Korea to Singapore, to lunch afterwards.



PSC

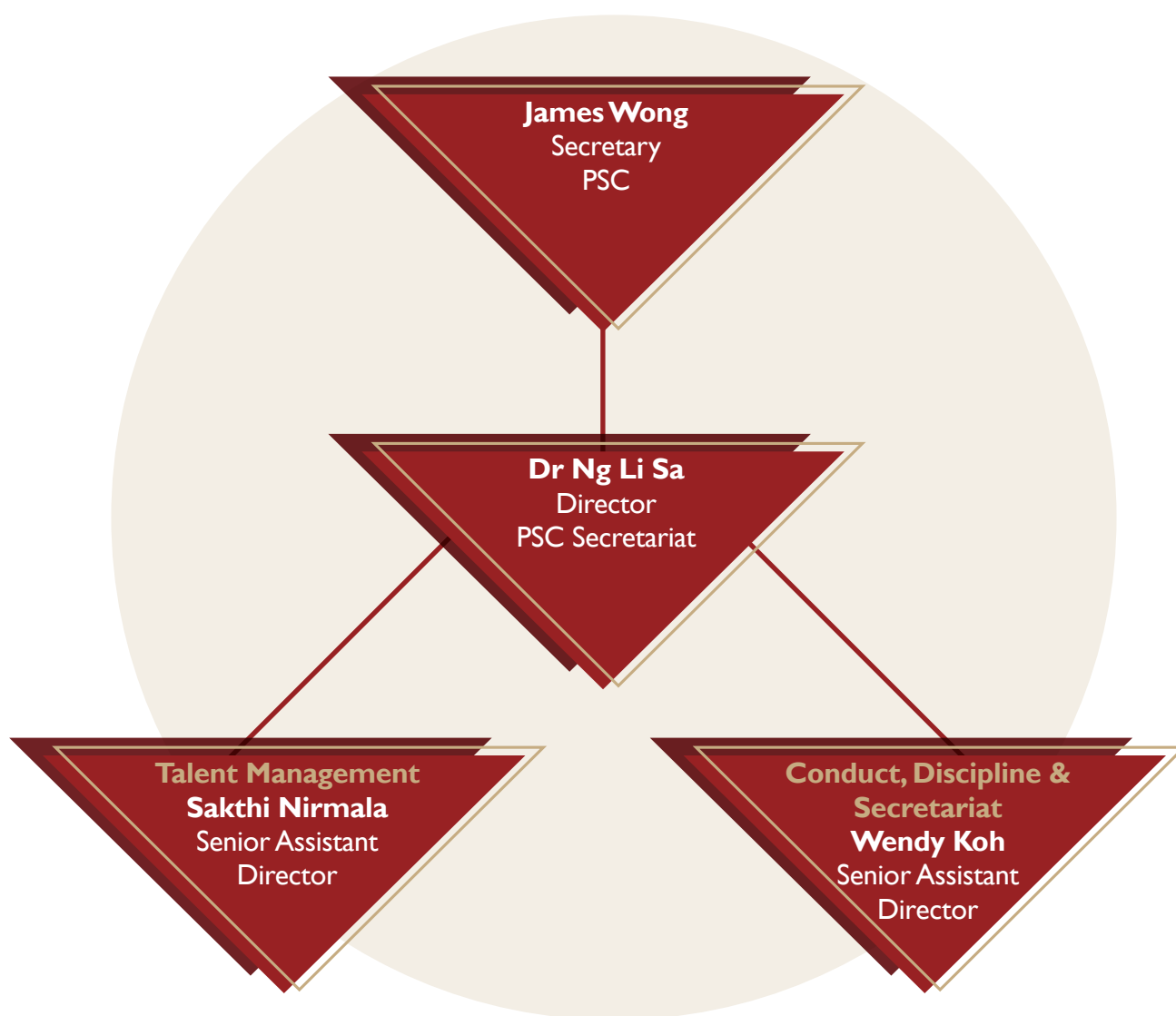
SECRETARIAT



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.

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



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