

ANNUAL REPORT 2022



Impartiality

Integrity

Meritocracy

CONTENTS

03 | CHAIRMAN'S REVIEW

05 | THE SINGAPORE PUBLIC SERVICE COMMISSION (PSC)
a. The PSC's Role
b. Members of the PSC

**08 | APPOINTMENTS, PROMOTIONS, APPEALS AND
DISCIPLINARY CASES**

11 | RECRUITING TALENT, DEVELOPING LEADERS
a. Selection of PSC Scholarship Holders
b. 2022 PSC Scholarship Recipients
c. President's Scholarship
d. Development of PSC Scholarship Holders

21 | 2022 OFFICIAL VISITS AND MEETINGS

CHAIRMAN'S REVIEW

After close to three years of battling COVID-19, we have emerged from the pandemic stronger and more united as a nation. The Public Service was critical in supporting this fight. There are many lessons from this effort which will help build an even stronger Public Service, not only through internal collaborations but through partnerships with the private and people sectors. This will require the highest standards not just of intellect, but the ability to operationalise policies and build relationships and trust.

RESUMPTION OF KEY ACTIVITIES

A wide-scale return of in-person activities marked Singapore's recovery from COVID-19. When business and economic activities were able to resume, the Public Service Commission was also able to conduct its business face-to-face. We were delighted that we could once again organise a full range of activities.

For those embarking on their studies on PSC Scholarships, these key events and activities have both practical use for personal and team development as well as meaning for shaping of values. Our milestone programmes, ceremonies and engagements are part of the rites of passage for those entering public service through this route.

In doing so, we provide scholarship holders with the opportunity for cohort-bonding and community involvement, as well as allow parents, teachers, and partner organisations to celebrate and reinforce the commencement of the journey of those they have helped. We learnt during the pandemic to re-imagine different ways to mark this, and we will continue to strengthen our approach.

GREATER DIVERSITY OF TALENT NEEDED FOR FUTURE CHALLENGES

The PSC scholarship programme is a sustained effort over many years to grow a pool of outstanding and dedicated talent to serve the nation. We periodically review our approach in selection and scholarship offerings to ensure these meet emerging challenges and talent needs.

In 2022, we sought to welcome more candidates at different points of their education journey. We established new partnerships with local autonomous universities to identify and engage outstanding students for the PSC Mid-Term and Master's scholarships. These resulted in a modest rise in the number of these scholarship awards. We will need to bring in more diverse talent, to bring fresh perspectives and different life experiences into the Public Service.

2022 also saw the announcement of the PSC Sustainability Scholarships. The PSC Scholarship (Sustainability) and PSC Master's Scholarship (Sustainability) seek to build and strengthen our capability in Sustainability and Circularity, and attract those interested to serve in these domains in the Public Service. The new scholarships are being offered from the 2023 selection cycle. Recipients may study a range of different disciplines and can look forward to roles in various public sector ministries and agencies, dealing with climate change, sustainability, and green government.

We were also able, in the past year, to resume engagements at the international level. Commission Members made two trips – one trip to France,



Germany, Switzerland and the United Kingdom, and another to the United States of America - to understand the latest developments in their higher education systems and identify opportunities for our students to tap into, as well as to promote PSC Scholarships and a Public Service career to Singaporean students overseas. In our bid for diversity, these are efforts we will scale up to reach more overseas Singaporean students who are interested in a career in the Public Service.

As travel restrictions eased, our scholarship holders have largely resumed overseas exchanges, programmes and internships. We continue to encourage and support international exchange to enable talent in the Public Service to develop varied life experiences, insights and networks.

UPHOLDING DISCIPLINE

The Public Service Commission is vested with the disciplinary control of civil servants under Article 110(1) of the Constitution of the Republic of Singapore and three sets of disciplinary legislation. In 2022, we concluded a significant review of this body of longstanding laws as well as the processing of cases. As part of the legislative review, rules and policies were updated to align with progressive employment practices. We streamlined internal processes and practices whilst ensuring that the rigour of the disciplinary process was maintained.

Some of these efforts have borne fruit and helped to complete disciplinary cases in a timelier manner. Specifically, I am pleased to report that the Commission concluded over 100 discipline cases in 2022 compared to an average of around 40 cases each year between 2019 and 2021. Closing discipline cases more expeditiously ensures that misconduct is dealt with swiftly and decisively, and for those cleared of misconduct, a quicker exoneration and return to productive work for them, their families, and their workplace. These updates and improvements assist the Commission to continue to exercise our duties, without fear or favour, to uphold the highest levels of discipline in the Public Service.

MOVING FORWARD

We expect Singapore will face a more volatile and uncertain environment in future. To overcome challenges and seize opportunities that may come our way, we must continue to build and develop a resilient Public Service united in its mission to serve Singapore, that is diverse in experience, capabilities and skills, to be able to do its job well. The Public Service Commission looks to help build a strong leadership pipeline and support an exceptional Public Service culture worthy of Singaporeans.



Mr Lee Tzu Yang
Chairman
Public Service Commission

THE SINGAPORE PUBLIC SERVICE COMMISSION (PSC)



THE PSC'S ROLE

The Public Service Commission (PSC) is constituted under Part IX of the Constitution of the Republic of Singapore.

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 and Police Officers below the rank of Inspector.*

Under the Public Sector (Governance) Act 2018, which came into effect on 1 April 2018, the PSC's concurrence is required for the appointment, promotion and discipline of Chief Executive Officers of Statutory Boards.

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.

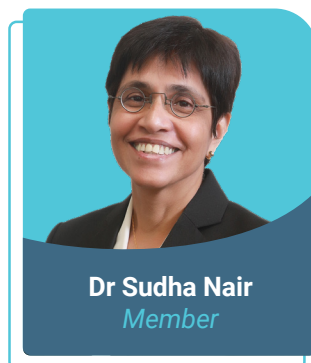
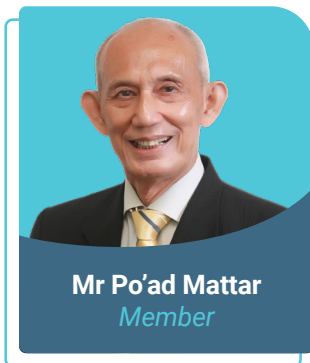
Following the devolution, the PSC serves as the final appellate body to consider appeals against decisions of the Special Personnel Board.

THE PSC ALSO RETAINS THE FOLLOWING KEY NON-CONSTITUTIONAL ROLE:

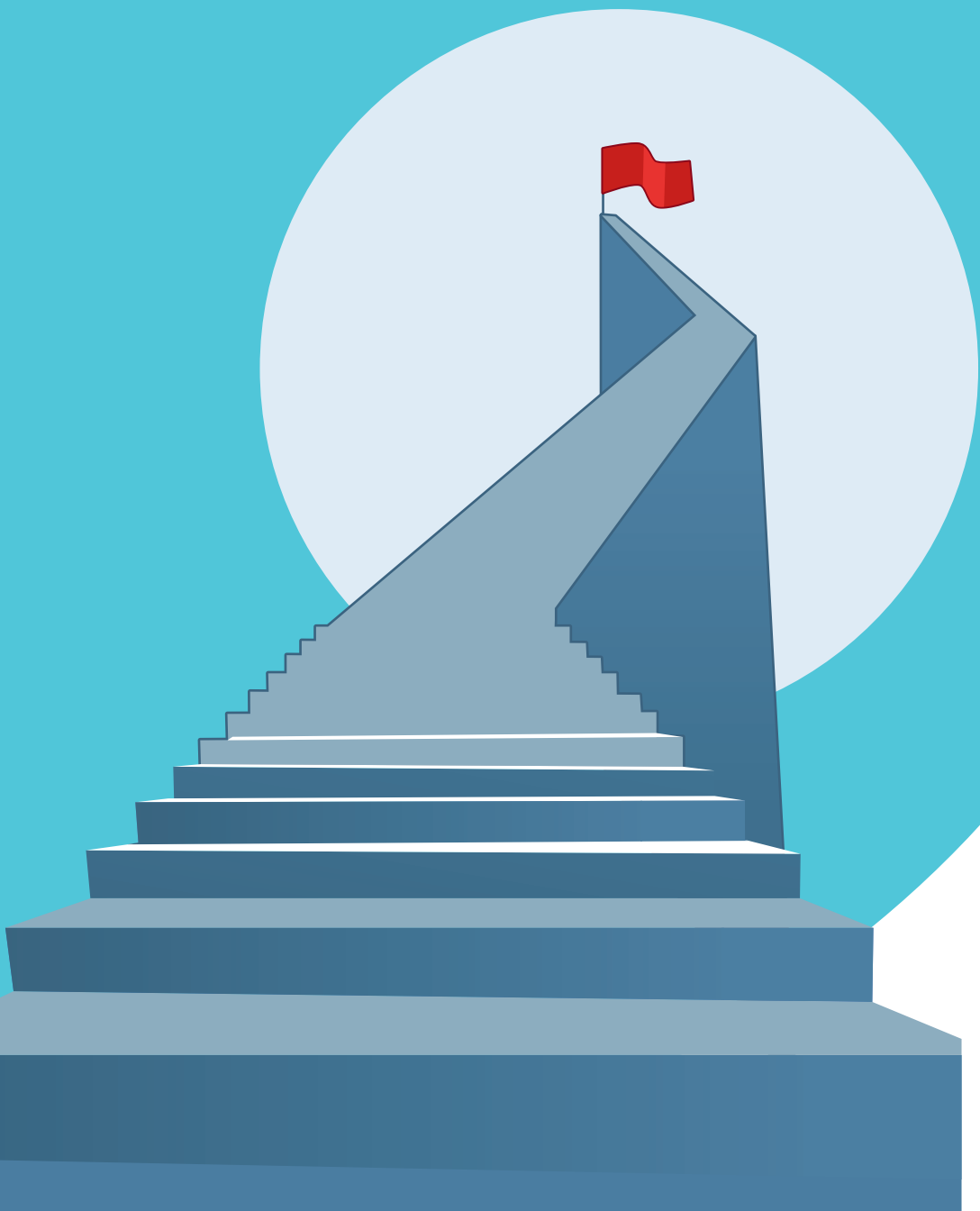
To recruit and develop talent for the Singapore Public Service through PSC Scholarships, as well as coordinate the efforts of scholarship-awarding public sector agencies.

MEMBERS OF THE PSC

The Constitution provides for the PSC to have a Chairman and at least five but not more than fourteen other Members. As of 31 December 2022, the PSC comprised the Chairman, two Deputy Chairmen and eight other Members.



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 these officers to Grade 7 and above. 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 2022, the PSC considered 27 candidates and found 20 suitable for appointment to the Administrative Service.


The PSC considered 41 officers for promotion to Superscale D/Grade 7 and above, including those in the Administrative Service. Of these, 36 officers were promoted.


The PSC considered and found an officer 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 and subsequent renewals. The PSC also considers the suitability of the Chief Executive Officers for promotion to Superscale D/Grade 7 and above.

In 2022, the PSC considered and concurred with the agencies' recommendation to

- 

a) appoint eight officers as new Chief Executive Officers;
- 

b) renew the terms of 13 existing Chief Executive Officers;
- 

c) appoint or extend 34 officers as Acting Chief Executive Officers; and
- 

d) promote one Chief Executive Officer to Superscale D/Grade 7 and above.

APPEALS

In 2022, the PSC saw two further appeals for promotion/against termination under the Public Service (Personnel Boards and Appeals Board) Regulations.

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 procedures¹ listed below:



a) The Public Service (Disciplinary Proceedings) Regulations (“the Regulations”).



b) The Public Service Commission (Delegation of Disciplinary Functions) Directions (“the Directions”).



c) The Public Service Commission (Prison Officers) (Disciplinary Proceedings – Delegation of Functions) Directions (“the Prisons Directions”).

Cases under the latter two categories are collectively known as being under “the Directions”.

¹ Officers may be disciplined under the Regulations when it involves serious misconducts; where the possible penalties include a dismissal or a reduction in rank. For less serious misconducts, officers may be disciplined under the Directions or Prisons Directions, as appropriate. The PSC has delegated to the Permanent Secretaries / Commissioner of Prisons part of its functions pertaining to the discipline of officers/junior prison officers for minor misconduct.

In 2022, the PSC embarked on a review of the disciplinary legislation with an objective to help Ministries and agencies better handle disciplinary cases in an expeditious manner, without compromising rigour and fairness. As part of the legislative review, rules, policies and processes were also modernised to align with progressive employment practices.

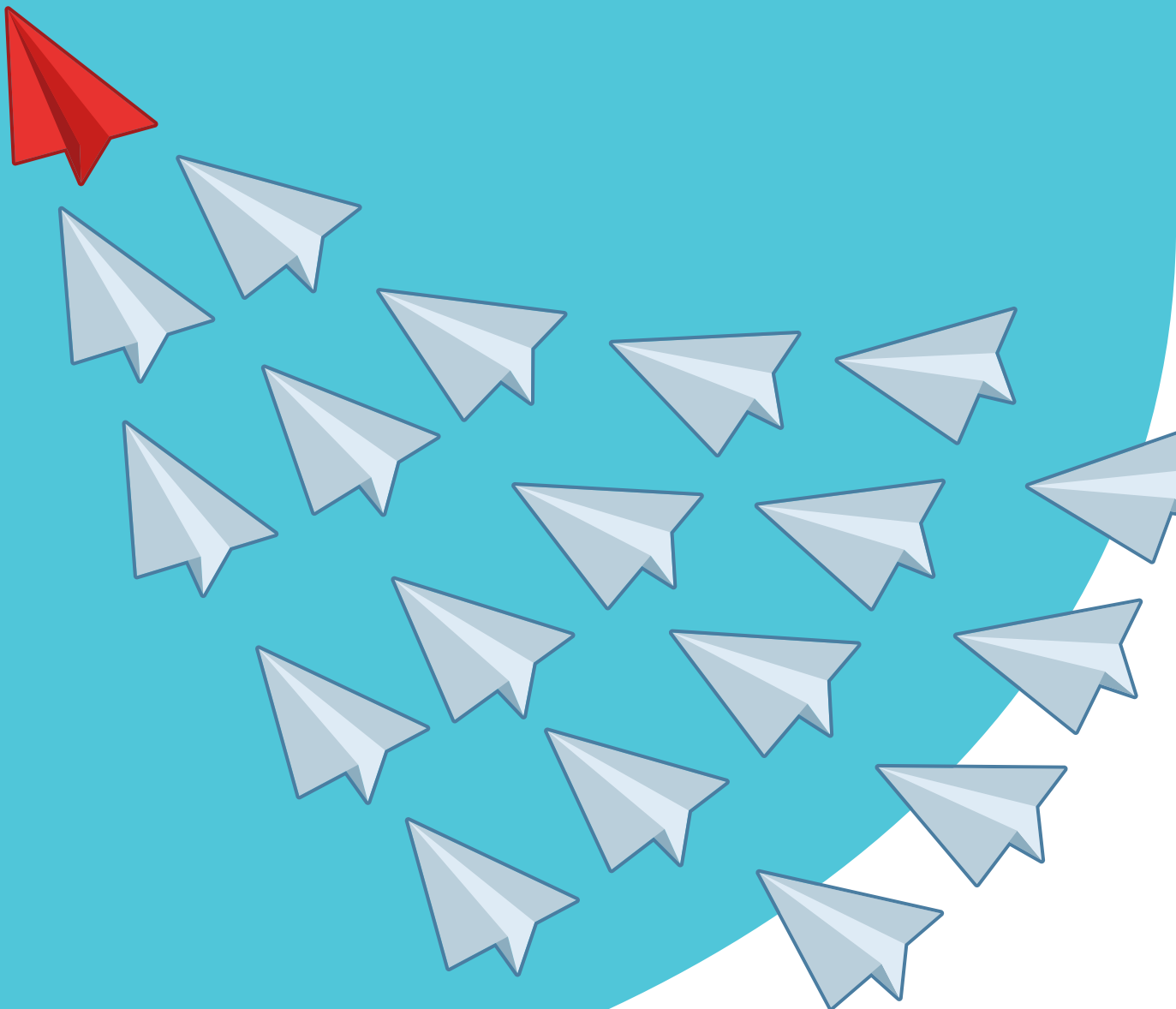
These efforts have helped the PSC process and complete significantly more discipline cases compared to previous years. In 2022, 134 new disciplinary cases were reported to the PSC. Together with 159 cases that were brought forward from previous years, the PSC processed a total of 293 cases in the year. Of these cases, 198 (~68%) were completed, including 109 cases which were completed under the Regulations and 62 cases which were completed under the Directions. Formal disciplinary action was not instituted against the officers in the remaining 27 cases.

The most common types of misconduct cases under the Regulations were Non-Compliance of Orders, Indebtedness and Sexual Offences. [Table 1](#) shows the breakdown of the 109 cases completed under the Regulations in 2022.

TABLE 1: BREAKDOWN BY OUTCOME OF CASES COMPLETED UNDER THE REGULATIONS IN 2022

OUTCOME	DISMISSAL	RETIREMENT IN THE PUBLIC INTEREST	REDUCTION IN RANK	FINANCIAL PENALTIES	REPRIMAND	ALLOWED TO RESIGN	TOTAL
Absence from Duty Without Leave	-	1	-	-	-	-	1
Corruption	1	-	-	-	-	-	1
Dishonesty	3	2	-	-	-	-	5
Drug Offence	-	3	-	-	1	-	4
Falsification of Documents	-	-	-	1	-	-	1
Indebtedness	3	1	5	20	1	-	30
Non-Compliance of Orders	12	3	2	13	2	-	32
Negligence	-	-	1	1	-	-	2
Outside Employment	-	-	1	-	1	-	2
Sexual Offences	15	-	2	5	1	1	24
Others	3	1	-	2	1	-	7
TOTAL	37	11	11	42	7	1	109

RECRUITING TALENT, _____ DEVELOPING LEADERS



PSC SCHOLARSHIPS – A GATEWAY TO PUBLIC SERVICE CAREERS



The PSC awards full scholarships to outstanding young men and women who are committed to serving Singapore through a career in the Public Service. The PSC Scholarships are open to applicants at various points in their education journey and offer three main career paths – Public Administration, Professional Service and Uniformed Service. Depending on their preferred career pathway, successful applicants may be awarded the scholarship prior to their undergraduate studies, during their undergraduate studies (as a mid-term scholarship recipient) or after completing their undergraduate studies with no more than three years of working experience in the private or people sectors (as a master's scholarship recipient). The multiple entry points have enabled the PSC to recruit scholarship holders with diverse perspectives and backgrounds. PSC scholarship holders study a variety of disciplines at established local and overseas universities and also take on different opportunities during their periods of study, adding to the diversity of the Public Service when they commence their careers.

PUBLIC ADMINISTRATION

Recipients of the PSC Scholarship or PSC Master's Scholarship will take up a role in Public Administration. These recipients are not tied to a specific Ministry at the start of their scholarship journey and can be deployed across a variety of agencies after graduation. The Public Administration pathway provides scholarship holders the opportunity to develop as a leader and gain experience in multiple sectors of the Public Service.

In 2022, the PSC launched the inaugural Sustainability Scholarships, i.e. the PSC Scholarship (Sustainability) and PSC Master's Scholarship (Sustainability). PSC Sustainability Scholarship recipients will build domain capabilities in sustainability and circularity and contribute to realising the vision of a sustainable and future-ready Singapore. These include work relating to the circular and green economy, coastal protection, biodiversity, urban heat issues and



sustainable land use, to name a few. The PSC Sustainability Scholarships will be awarded from the 2023 selection exercise.

PROFESSIONAL SERVICE

Some candidates have a clear focus and interest in the career path they wish to pursue. The Professional Service career pathway develops scholarship holders for a specific career in Engineering, Foreign Service, Legal Service, Medicine, Public Finance, or the Teaching Service. Recipients of these scholarships return to serve in the respective agencies linked to their scholarships and are guided and developed in line with their professional tracks.



UNIFORMED SERVICE

The PSC also awards The Singapore Armed Forces Scholarship (SAFS) and The Singapore Police Force Scholarship (SPFS) to outstanding young men and women who respond to the call of defending the nation and are committed to maintaining peace and stability, and law and order in our country.

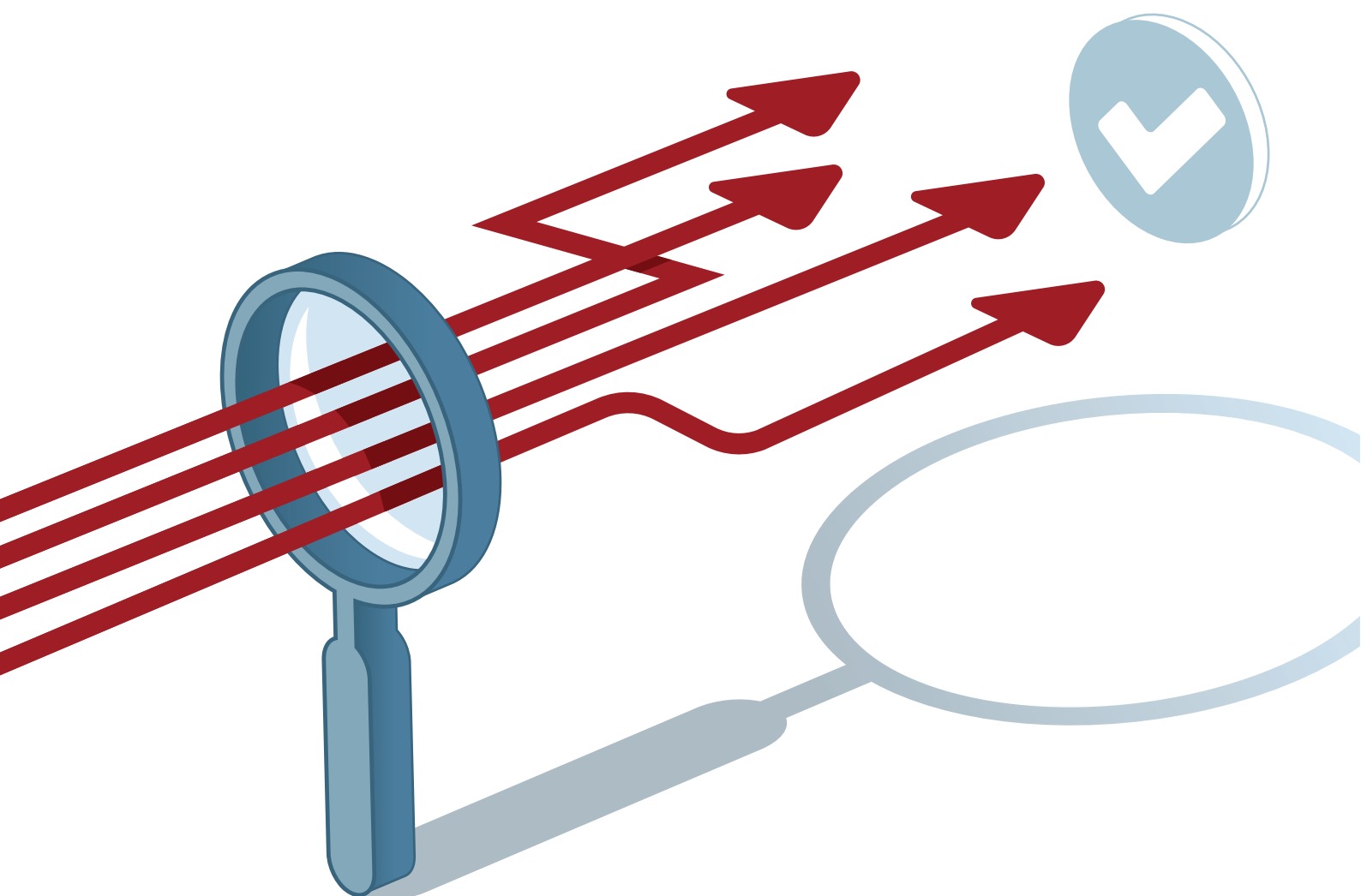
SAFS holders are systematically trained and developed to assume key command and staff appointments in the SAF while SPFS holders are groomed to lead the HomeTeam in upholding law, maintaining order and keeping peace in Singapore.



IDENTIFYING TALENT

The PSC adopts a rigorous process to select scholarship holders. The Commission considers a range of information from multiple sources. These include the candidate's personal statement, school report, Co-Curricular Activity (CCA) achievements, community involvement records, academic results and other notable achievements. The holistic assessment brings out key factors the PSC seeks in candidates, including leadership potential, resilience, diversity of experience, aptitude, and passion and fit for a Public Service career. The PSC has adopted a range of assessment tools, allowing the selection panel an insight into some of the non-intellectual, whole person traits of scholarship applicants. The PSC continually reviews its battery of assessment tools for scholarship selection and seeks improvements to it to ensure that the right talent is selected holistically.

The PSC provides updated information on the PSC Scholarships and Public Service careers to our stakeholders through regular meetings with school leaders, as well as information sessions for students and their parents. The PSC also values and works in close partnerships with schools, universities and self-help community groups to raise awareness of the PSC Scholarships across a diverse profile of candidates.



2022 PSC SCHOLARSHIP RECIPIENTS

In 2022, the PSC took steps to cautiously resume in-person activities, holding its first physical PSC Scholarships Award Ceremony since 2019. The event, held on 20 July 2022, was graced by Mr Chan Chun Sing, Minister for Education and Minister-in-Charge of the Public Service.



66 scholarship recipients proceeded for studies in 2022; 19 on the Public Administration track, 35 on the Professional Service track and 12 on the Uniformed Service track (Table 2). Details of their course and country of studies are in Table 3 and Table 4 respectively.

TABLE 2: BREAKDOWN OF 2022 PSC SCHOLARSHIPS RECIPIENTS

Career Paths and Award Schemes	Number who proceeded for studies in 2022
Public Administration	19
Public Service Commission Scholarship*	17
Public Service Commission Master's Scholarship	2
Professional Service	35
PSC Scholarship (Engineering)	20
PSC Scholarship (Foreign Service)	1
PSC Scholarship (Legal Service)*	4
PSC Scholarship (Medicine)*	2
PSC Scholarship (Public Finance)*	3
PSC Scholarship (Teaching Service)	5
Uniformed Service	12
The Singapore Armed Forces (SAF) Scholarship	10
The Singapore Police Force (SPF) Scholarship	2
TOTAL	66

Information correct as at 31 December 2022

*Including Mid-Term Awards

**TABLE 3: BREAKDOWN OF 2022 PSC SCHOLARSHIPS RECIPIENTS
BY COURSE OF STUDY**

Course of Study	Number who proceeded for studies in 2022
Economics/Philosophy, Politics and Economics	16
Engineering & Information and Communications Technology	22
Finance/Business/Accountancy	3
Humanities & Social Sciences	13
Law	7
Medicine	2
Science/Mathematics	2
Others	1
TOTAL	66

Information correct as at 31 December 2022

**TABLE 4: BREAKDOWN OF 2022 PSC SCHOLARSHIPS RECIPIENTS
BY COUNTRY OF STUDY**

Country of Study	Number who proceeded for studies in 2022
Singapore	19
United Kingdom	30
United States of America	16
Others	1
TOTAL	66

Information correct as at 31 December 2022

PRESIDENT'S SCHOLARSHIP



The PSC also awards the President's Scholarship – widely regarded as Singapore's most prestigious undergraduate scholarship. The President's Scholarship is awarded on top of a public sector scholarship. It recognises individuals who have stood out among their cohort, demonstrating excellence in various pursuits. Recipients of the President's Scholarship are dedicated to improving the lives of Singaporeans and exemplify the ethos of the Public Service.

In 2022, there were four recipients of the President's Scholarship (Table 5).



TABLE 5: PRESIDENT'S SCHOLARSHIP RECIPIENTS

NO	NAME	PRE-UNIVERSITY INSTITUTION	COURSE OF STUDY	UNIVERSITY
1	G Solai Valli	Anglo-Chinese Junior College	International Relations and Organisations	Leiden University
2	Eugene Chua Weiheng	Raffles Institution	History	Harvard University
3	Ng Si Jie, Elizabeth	Hwa Chong Institution	International Social and Public Policy	London School of Economics and Political Science
4	Lau Ka Keong, Andrew	Raffles Institution	Economics and English	Yale University

Information correct as at 31 December 2022

MOULDING TOMORROW'S LEADERS

PSC scholarship holders are involved in a series of milestone programmes and other developmental opportunities during their studies, to develop a diverse set of experiences and contribute better to Singapore.

2022 PREPARATORY COURSE

The annual Preparatory Course aims to prepare newly awarded PSC scholarship holders for their studies and set the expectations on their roles as ambassadors of the Singapore Public Service. The 2022 Preparatory Course, conducted as an in-person programme from 20 to 30 June 2022, brought back key elements which fostered cohort-building such as the 3-day Outward Bound Singapore (OBS) course.



As part of the Preparatory Course, all scholarship holders take part in the Youth Corp Leaders Programme (YCLP), which allows them to identify, plan and execute projects that address issues in the community and support a meaningful cause. The YCLP projects that were completed by PSC scholarship holders in 2022 include “Community Oriented Developers & Engineers (Project CODE)”, “Talk Here, It’s Safe (THIS4Youth)” and “Project Homerun”. Brief descriptions of these projects are in the following paragraphs.

PROJECT CODE

Project CODE focused on introducing programming concepts and improving exposure to Science, Technology, Engineering and Mathematics (STEM) education beyond a typical school curriculum to underprivileged children. Working with Young

Hearts, Red Cross Singapore, the team conducted hands-on workshops that introduced basic programming and robotics concepts to their 10 participants.

THIS4YOUTH

THIS4Youth comprised two components – an online peer support group programme and a Telegram channel. Working with the Singapore Association of Mental Health, the project focused

on improving awareness on mental health challenges amongst university students and fostering a space to educate and empower youths to have conversations on mental health.

PROJECT HOMERUN

Project Homerun worked with Habitat for Humanity Singapore, which aims to improve the quality of life and living conditions of low-income and disadvantaged Singaporeans. In conjunction with their Project Homeworks initiative, the team coordinated efforts to recruit volunteers, raise funds and engage youths on such social issues, and was able to meaningfully contribute to 32 households.



2022 PSC SCHOLARSHIP HOLDERS' MID-COURSE PROGRAMME (PSMP)

The PSMP, held midway through a scholarship holder's undergraduate studies, builds on the foundations laid in the Preparatory Course and the scholarship holders' undergraduate experiences. The programme provides greater context on the realities of governance and highlights developments that have taken place since the scholarship holders commenced their studies. The PSMP also consists of a six-to-eight-week internship component with a government agency, where scholarship holders gain first-hand experience in the Public Service. 34 scholarship holders attended the 2022 PSMP held from 1 to 8 July. Organised together with the PSMP, Singapore Seminar, a forum which brings



together scholarship holders from various Public Agencies, was held on 27 July 2022, with the theme, "Strengthening Our Social Compact: Enabling Vulnerable Groups in Singapore". The seminar saw rich insights, perspectives, and discussion.

DIVERSE EXPERIENCES THROUGH ACADEMIC PROGRAMMES, INTERNSHIPS AND THE GAP YEAR PROGRAMME

Scholarship holders are encouraged to actively seek out diverse experiences, particularly in areas of strategic interest to the Public Service, to complement their formal education and provide them with a wider worldview.

As travel restrictions eased, scholarship holders were able to take part in academic programmes at multiple destinations such as Denmark, Egypt, France, Germany, Iceland, Israel, Spain and Sweden, to widen their horizons. Some of these experiences constituted unique offerings for example studying the application of thermodynamics in Iceland through first-hand applications at geothermal plants and aluminium smelters, and understanding the geopolitical context of the Middle East through a summer term in Tel Aviv University.

Beyond academic programmes, scholarship holders also take part in internships outside of the Public Service. In 2022, these included stints with Allogene Therapeutics, Carro, The World Bank Singapore, United Nations Secretariat and Worthix.

Scholarship holders also have the option of taking up a Gap Year programme – a year-long attachment locally or overseas with International Organisations, reputable Non-Governmental Organisations (NGOs) or private companies. The experiences from these stints help to inject diversity into the talent pipeline and build up networks useful for the Public Service. In 2022, scholarship holders proceeded for their Gap Year programmes with the following organisations: Grab Holdings Inc. (Singapore); Interpol, Singapore; and UNESCO (France).



2022

OFFICIAL VISITS & MEETINGS



2022 OFFICIAL VISITS & MEETINGS

The PSC values engagement with our partners and stakeholders to keep abreast of governance matters both locally and overseas. Besides hosting visits from representatives of foreign universities and institutions, local school leaders, thought leaders in different fields and other distinguished guests, the PSC also ventures out to engage stakeholders in other countries.



In 2022, the PSC made two overseas visits to Europe (from 3 to 10 October) and the United States (from 13 to 20 November), to build and strengthen our ties with the various educational institutions, and keep ourselves updated on new developments in the higher education landscape of these regions.



Photo Credit: NEA



Many Ministries and agencies host and brief the PSC every year to help the Commission better understand the work and challenges of the Public Service. While some of these visits had to be done virtually in 2020 and 2021 due to the pandemic, in 2022, all physical on-site visits were resumed. This allowed the PSC the opportunity to interact with a wider group of officers on the ground. At these updates, the PSC learned of the varied scope of work across sectors, from emergency response operations at the SCDF to IT research and development work at GovTech.

Regardless of the sector, it was evident that public officers have put in tremendous hard work, responding as diligently and purposefully as possible to manage the pandemic while simultaneously working on new processes, initiatives, systems, and policies to bring Singapore forward. The PSC would like to give our heartfelt thanks to all officers for their hard work and resilience these past few years – efforts that continue to care for our nation and bring it to the future.

PUBLIC SERVICE COMMISSION

SINGAPORE