

INTEGRITY · IMPARTIALITY · MERITOCRACY

SINGAPORE PUBLIC SERVICE COMMISSION

ANNUAL REPORT 2025

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CHAIRMAN'S REVIEW

Singapore celebrated its 60th anniversary in 2025. The Singapore Public Service plays a critical role in navigating the challenges to the Singapore story amidst an increasingly fragmented global order, more demanding domestic complexities, and an ageing society. Our efforts to strengthen global and regional ties, transform our economy and innovate for growth, engender resilience, and provide social support to build a strong unified community are key to contribute to Singapore's continued progress.

This will require leaders who can think beyond conventional boundaries and adapt to rapidly evolving circumstances.

Developing Public Service Leaders for SG60 and Beyond

The Public Service Commission (PSC) remains committed to nurturing exceptional talent for the Singapore Public Service. In 2025, we awarded 61 PSC Scholarships to individuals from diverse

backgrounds and experiences, reflecting the breadth of strengths we seek in the Public Service. These scholarship holders pursued studies across different fields and environments, to prepare to tackle the multifaceted challenges ahead.

In the midst of global uncertainties, I was particularly pleased that 53 of our PSC Scholarship recipients – representing 87% of the cohort – proceeded for studies overseas. This marked the highest percentage of PSC Scholarship recipients going overseas for studies in recent years, with 28 heading to the United Kingdom, 20 to the United States, and 5 to Germany, France, and China. The international exposure will provide our future leaders with diverse perspectives and global networks essential for Singapore's progress.

We welcomed the first recipient of the revamped PSC Scholarship (Public Finance), which now supports a wider range of disciplines including Business, Economics, and Finance-related courses, beyond the previous focus on Accountancy. This broadening reflects our commitment to developing public finance leaders with expertise across multiple domains.

We continued building our PSC Scholarships (Sustainability) and (Engineering) pipelines to support Singapore's green growth and broader engineering and technology priorities. These tracks will develop talent to lead Singapore's transformation in key growth areas.



The Singapore Public Service plays a critical role in navigating the challenges to the Singapore story amidst an increasingly fragmented global order, more demanding domestic complexities, and an ageing society.

Renewing Local and Foreign Partnerships

In 2025, we strengthened our collaboration with pre-university institutions and local autonomous universities to identify high-achieving students for the PSC Scholarships.

Our Whole-of-Government PSC and Public Sector Scholarship Fair drew over 800 participants, featuring 50 public agencies, and partners from 10 overseas countries and universities. This platform serves as a vital bridge for aspiring young Singaporeans to Public Service careers.

We established a partnership with École Polytechnique, France's premier engineering institution. This collaboration will enable the PSC to identify and support scholars to enter their STEM programmes which are renowned for excellence in engineering and related fields.

The PSC visited China and Japan to refresh ties with top Chinese and Japanese universities and to open new avenues for our scholars. These partnerships reflect our commitment to providing world-class opportunities for our scholarship holders and we hope to encourage more PSC and government scholarship recipients to study in China and Japan.

Upholding Integrity to Safeguard Public Trust

Integrity is at the heart of the Public Service's values and is essential for maintaining public trust. The PSC manages discipline cases to ensure all are subject to the same rigour and fairness, regardless of seniority.

Beyond SG60: Forging Singapore's Next Chapter Together

As Singapore embarks on its next chapter beyond SG60, we call upon outstanding individuals who possess the heart to serve and conviction to build our shared future to join the Public Service. Together, we will continue writing the Singapore story with Integrity, Service and Excellence.

I would like to express my deep appreciation to my fellow PSC Members for their invaluable counsel and dedication throughout the year. My gratitude also extends to the PSC Secretariat team for their meticulous work and contributions.



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.

Since 1995, the following personnel functions have been devolved to the Personnel Boards in the Ministries:



A. Recruitment and appointment to the Civil Service except for 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.

The PSC is the final appellate body to consider appeals against decisions of the Special Personnel Board.

The PSC performs a non-constitutional role of recruiting and developing talent for the Singapore Public Service through the PSC Scholarships, as well as coordinating the efforts of scholarship awarding agencies.

MEMBERS OF THE PSC

The Constitution provides for the PSC to have a Chairman and at least five but not more than 14 other Members. As of 31 December 2025, the PSC comprised the Chairman, Deputy Chairman and eight other Members.



Mr Lee Tzu Yang
Chairman



Ms Chua Sock Koong
Deputy Chairman



Professor Lily Kong



Mr Alan Chan



Dr Sudha Nair (*retired
on 31 January 2025*)



Professor
Benjamin Ong



Ms Euleen Goh



Mr Ramlee
Bin Buang



Mr Warren Fernandez



Ms Geraldine Chin



Mr Seck Wai Kwong



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 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 2025, the PSC found 17 candidates suitable for appointment to the Administrative Service.

A total of 28 officers were promoted to Superscale D/Grade 7 and above, including those in the Administrative Service.

For the Auditing Service, two officers were promoted to Superscale Grade 9 and above. There were no new appointments to Superscale Grade 9 and above.

Appointments and Promotions 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 2025, the PSC considered and concurred with the agencies' recommendation to:



A. appoint 12 officers as new Chief Executive Officers;



B. renew the terms of 12 existing Chief Executive Officers;



C. appoint or extend 36 officers as Acting Chief Executive Officers; and



D. promote four Chief Executive Officers to Superscale D/Grade 7 and above.

Appeals

There was one appeal against termination under the Public Service (Personnel Boards and Appeal Board) Regulations, and no appeals for promotion in 2025.

Disciplinary Cases

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 2023 ("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 misconduct, where the possible penalties include a dismissal or a demotion. For less serious misconduct, 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 for minor misconduct.

A total of 188 new disciplinary cases were reported to the PSC in 2025. Together with 69 cases that were brought forward from previous years, the PSC processed a total of 257 cases in the year. 182 cases (71%) were completed. Of these completed cases, 37 cases were completed under the Regulations, 134

cases were completed under the Directions, and no formal disciplinary action was instituted against the officers in the remaining 11 cases.

The most common types of misconduct cases completed under the Regulations were Dishonesty, Sexual Offences and Indebtedness.

Table 1: Breakdown by Outcome of Cases Completed under the Regulations in 2025

MISCONDUCT	OUTCOME							Total
	<i>Dismissal</i>	<i>Retirement</i>	<i>Demotion</i>	<i>Financial</i>	<i>Reprimand</i>	<i>Allowed</i>	<i>Not</i>	
		<i>in the Public</i>		<i>Penalties</i>		<i>to Resign</i>	<i>Proceeded</i>	
		<i>Interest</i>					<i>Against</i>	
Corruption	1	-	-	-	-	-	-	1
Dishonesty	6	-	2	-	-	-	1	9
Drug Offences	2	1	-	-	-	-	-	3
Indebtedness	-	1	6	-	-	-	-	7
Negligence	-	-	-	-	-	-	-	-
Non-Compliance of Orders	3	1	1	-	-	-	-	5
Sexual Offences	6	2	-	-	-	-	-	8
Theft	-	-	-	-	-	-	-	-
Others	-	1	1	2	-	-	-	4
TOTAL	18	6	10	2	0	0	1	37



RECRUITING TALENT, DEVELOPING LEADERS



PSC SCHOLARSHIPS - GATEWAY TO A PUBLIC SERVICE CAREER

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. 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 (as a Master's scholarship recipient). These multiple entry points have enabled the PSC to recruit scholarship holders with diverse perspectives and backgrounds.

Public Administration

Recipients of the PSC Scholarship, PSC Scholarship (Sustainability), PSC Master's Scholarship or PSC Master's Scholarship (Sustainability) will assume a role in Public Administration. They are not tied to a specific Ministry at the start of their scholarship journey and can be deployed across different agencies after graduation. The Public Administration pathway provides scholarship

holders the opportunity to develop as leaders and gain experience in multiple sectors of the Public Service. Recipients of the PSC Scholarship (Sustainability) and the PSC Master's Scholarship (Sustainability) focus more on sustainability initiatives and policies in areas like climate change, clean energy, urban planning and green financing, in the course of their work.



Recipients of the 2025 PSC Scholarship, PSC Scholarship (Sustainability) and PSC Master's Scholarship

Professional Service

The Professional Service pathway develops scholarship holders for a specific career in Engineering, Foreign Service, Judicial Service/ Legal Service, Medicine, Public Finance or 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.



Recipients of the 2025 PSC Scholarship (Engineering)



Recipients of the 2025 PSC Scholarship (Foreign Service), PSC Scholarship (Legal/ Judicial), PSC Scholarship (Medicine) and PSC Scholarship (Teaching)

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 Home Team in upholding law, maintaining order and keeping peace in Singapore.

The SAFS and SPFS are also offered to those who wish to decide on an SAF or SPF career mid-term or late into their university studies.



Recipients of the 2025 The Singapore Armed Forces (SAF) Scholarship and The Singapore Police Force (SPF) Scholarship

IDENTIFYING TALENT

The PSC adopts a rigorous process to selecting scholarship holders and considers a range of information from multiple sources. These include the candidate's personal statement, school report, achievements in Co-Curricular Activities, community involvement, 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, passion and fit for a Public Service career. The PSC has adopted a range of tools, allowing the selection panel insights into some of the non-intellectual and whole person traits of our applicants.

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 sessions for students and their parents.

Organised annually by the PSC, the PSC and Public Sector Scholarships Fair in 2025 brought together 50 public sector scholarship-awarding agencies to provide a 'one-stop' platform for prospective scholarship applicants and their parents to learn more about Public Service career and scholarship opportunities. To provide a global perspective, the fair featured key overseas education partners who shared information on tertiary education opportunities overseas. At the 2025 Fair, our partners from the People's Republic of China joined us for the first time, alongside those from France, Germany, Japan,

the United Kingdom and the United States. Admissions officers from overseas universities such as the University of Cambridge, Imperial College London, and Sciences Po also attended the fair to engage directly with prospective scholarship applicants. Representatives from student associations of France, Germany and Japan also participated in the fair, offering attendees alternative perspectives on international education options.

The PSC works in close partnership with agencies, schools, universities and self-help community groups to reach out to a diverse profile of candidates and raise awareness of the scholarships and career options available in the Public Service. The Alumni Network, set up in 2023, now comprises about 200 volunteers including previous recipients of the PSC Scholarships and high-potential officers from the Public Service talent programmes. The volunteers continue to support the PSC and our schools to help students across a range of schools understand more about Public Service scholarships and careers.

The PSC has also expanded its outreach efforts to Singaporean talent studying in overseas universities through tie-ups with the Singapore Global Network and Singapore student associations. In 2025, six overseas Singaporean students were successfully matched for summer internship opportunities across various public sector agencies for a first-hand experience in the Public Service.



Students and their Parents at the 2025 PSC and Public Sector Scholarships Fair

2025 PSC SCHOLARSHIP RECIPIENTS



2025 PSC Scholarship Recipients with Mr Chan Chun Sing (Coordinating Minister for Public Services and Minister-in-charge of the Public Service) and the Public Service Commission

In 2025, we awarded 61 PSC Scholarships – 22 on the Public Administration track, 29 on the Professional Service track, 9 on the Uniformed Service track and 1 Master's Scholarship.

Table 2: 2025 PSC Scholarship Recipients

CATEGORIES	NUMBER WHO PROCEEDED FOR STUDIES IN 2025
Public Administration	22
PSC Scholarship	19 (1 Mid-Term)
PSC Scholarship (Sustainability)	3
Professional Service	29
PSC Scholarship (Engineering)	14
PSC Scholarship (Foreign Service)	3
PSC Scholarship (Judicial Service/ Legal Service)	5 (1 Mid-Term)
PSC Scholarship (Medicine)*	2
PSC Scholarship (Public Finance)	1
PSC Scholarship (Teaching Service)	4
Uniformed Service	9
The Singapore Armed Forces Scholarship	7
The Singapore Police Force Scholarship	2
PSC Master's Scholarship	1
Total	61

*Only Offered as a Mid-Term Scholarship

Table 3: 2025 PSC Scholarship Recipients by Course of Study

COURSE OF STUDY	NUMBER WHO PROCEEDED FOR STUDIES IN 2025
Economics/Philosophy, Politics and Economics	11
Engineering & ICT	17
Humanities & Social Sciences	16
Law	6
Medicine	2
Science/Mathematics	6
Others (pending/on language course)	3
Total	61

Table 4: 2025 PSC Scholarship Recipients by Country of Study

COUNTRY OF STUDY	NUMBER WHO PROCEEDED FOR STUDIES IN 2025
United Kingdom	28
United States of America	20
Singapore	8
China & Hong Kong	2
France	1
Germany	2
Total	61

PRESIDENT'S SCHOLARSHIP

The PSC also awards the President's Scholarship – 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 their pursuits. Recipients of the President's Scholarship have shown dedication to improving the lives of Singaporeans and exemplified the ethos of the Public Service.



Recipients of the 2025 President's Scholarship with President Tharman Shanmugaratnam and Ms Jane Ittogi

In 2025, President awarded the President's Scholarship to 3 recipients.

Table 5: 2025 President's Scholarship Recipients

NAME	PRE-UNIVERSITY INSTITUTION	COURSE OF STUDY	UNIVERSITY/ COUNTRY
Hilary Chee Xin Yi	Raffles Institution	Physics	Massachusetts Institute of Technology, US
Kaleb Teo Tze Hsiang	Hwa Chong Institution	Law	University of Oxford, UK
Nguyen Ngo Khiet Duyen Clarissa	Raffles Institution	Environmental Science and Public Policy	Harvard University, US

MOULDING TOMORROW'S LEADERS

PSC Scholarship holders participate in a series of milestone programmes and developmental opportunities during their studies. These programmes help them develop a diverse set of experiences and prepare them to make impactful contributions.

2025 Preparatory Course

The annual Preparatory Course is designed to prepare new PSC Scholarship recipients for their academic journey while developing them as future leaders of the Singapore Public Service. The programme also provides them with a better understanding of the opportunities and challenges ahead for the Public Service. The 2025 Preparatory Course was conducted from 17 June to 2 July 2025 and included a three-day Outward Bound Singapore experience focused on enhancing self-awareness, leadership skills and team cohesion.



2025 PSC Scholarship Recipients on their Way to the Three-day Outward Bound Singapore Experience



2025 PSC Scholarship Recipients' Site Visit to SPF's Anti-Scam Command

The preparatory course also featured a site visit to Singapore Police Force Anti-Scam Command, a culinary workshop and a self-defence class to enhance the scholars' life skills and personal safety awareness.



2025 PSC Scholarship Recipients at the Culinary Workshop



2025 PSC Scholarship Recipients Picking Up Self-defence Skills

As part of the Preparatory Course, all scholarship recipients participated in the Youth Corps Leaders Programme (YCLP). The YCLP empowers participants to identify, plan and execute projects that address community issues and support a meaningful cause. In 2025, two YCLP projects were completed, both of which are highlighted in the following paragraphs.

Project RISE

Project RISE empowered 15 mentees at the Singapore Boys' Hostel by providing them with opportunities to develop important life skills through weekly sports and games sessions, craft activities, and field trips. By combining mentorship through sports with enriching experiences outside the hostel, Project RISE facilitated the mentees' reintegration into society post-hostel life.

xDreams

xDreams enhanced community outreach and engagement for =DREAMS, a pioneering boarding residence providing transformative learning opportunities for promising youths from disadvantaged backgrounds. Between 2023 and 2025, the team planned and executed strategic outreach initiatives aimed at connecting with prospective youths and their families. By facilitating community engagement events such as the =DREAMS Community Day and Movie Under the Stars screening, the team successfully drew over 200 participants to the campus, building greater awareness of =DREAMS' facilities and developmental programmes within the community.



(Left) Core Team of Project RISE; (Right) Volunteers Posing with Nagomi Artwork



Core Team of xDreams with =DREAMS Partners and Volunteers

2025 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 holder's undergraduate experiences. The programme provides greater context to the realities of governance and highlights recent developments in Singapore. The PSMP includes a six-to-eight-week internship component with a government agency, where scholarship holders gain first-hand experience in the Public Service. 59 scholarship holders attended the PSMP held from 31 July to 6 August 2025.

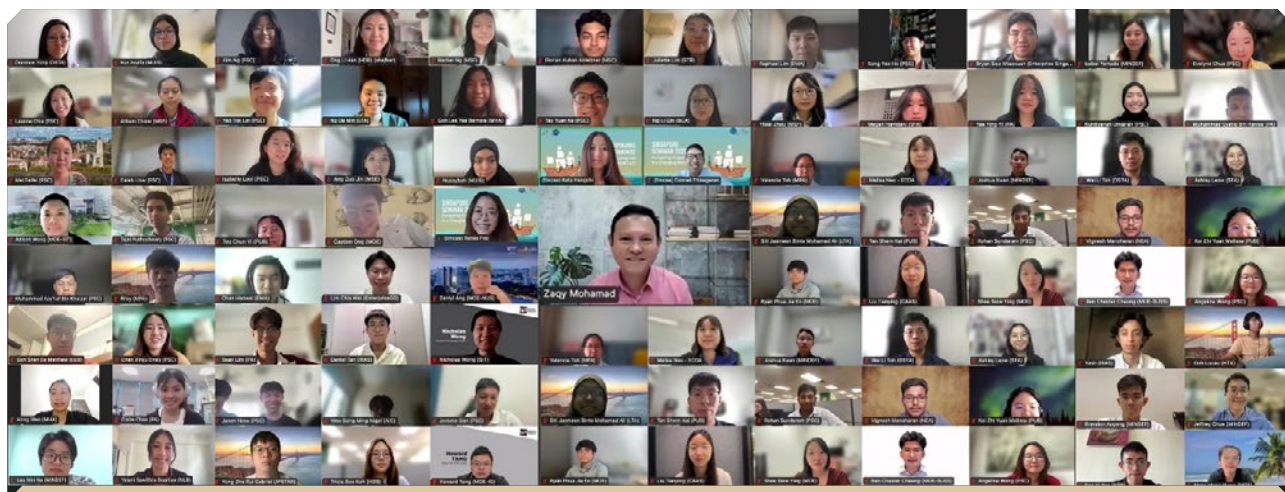
Organised together with the PSMP, the Singapore Seminar (SingSem) on 29 July 2025 brought together scholarship holders from various public sector agencies under the theme "Navigating Singapore's Future in a Changing World Order". The forum explored Singapore's evolving value proposition in a fragmenting world, our unique position at the intersection of multiple domains, and how we can strengthen our role as a trusted global node while building new capabilities for the future economy. It also aimed to broaden scholars' appreciation of Singapore's key developments and emerging challenges, and to deepen their understanding of the work and impact of the Public Service.



Mr Han Neng Hsiu, Dean and CEO of Civil Service College and Deputy Secretary (Leadership), Public Service Division and Secretary, Public Service Commission, Delivering the Opening Address



Mr I Naishad Kai-Ren Leading Scholars in a Discussion on how Singapore's Social Compact Must Evolve to Address Demographic Shifts and Emerging Social Needs, and to Sustain a More Inclusive and Cohesive Society



Scholars' Dialogue with Senior Minister of State Mr Zaqy Mohamad at SingSem

Diverse Experiences through Academic Programmes, Internships and 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 broader worldview.

In 2025, PSC Scholarship holders took part in exchange programmes across a wide range of countries including Austria, China, Costa Rica, Denmark, Ecuador, Germany, Italy, Kenya, Qatar, South Korea, Switzerland, the United Kingdom and the United States to widen their horizons.

Beyond academic programmes, scholarship holders took part in internships outside of the Public Service. In 2025, these included placements with international

organisations such as the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) in China, as well as private sector firms such as the Goldman Sachs in Singapore and Blast AI in South Korea.

Scholarship holders also have the option to do a Gap Year either locally or overseas with international organisations, reputable non-governmental organisations and private companies. The experiences from these stints inject diversity into the Public Service's talent pipeline and help scholarship holders build up global networks. In 2025, scholarship holders did Gap Year programmes with the following organisations: Cornerstone Research (United States), Interpol (United States) and UNESCO (France).



2021 PSC Scholarship Holder Ms Aung Miri Yin-Toe (second from right) and 2018 PSC Scholarship (Teaching Service) Holder Mr Tan Ru Chuan Zane (far right) Hosting the Secretary General of INTERPOL, Mr Valdecy Urquiza, during his New York Visit to Brief the United Nations Security Council on Maritime Security



2019 President's-cum-PSC Scholarship Holder Mr Muhammad Dhafer During His Gap Year With UNESCO, France, Where He Served as a Trainee at Indigenous and Local Knowledge (SC/EES/ILK), Division of Ecological and Earth Sciences, Natural Sciences Sector



2025 PSC VISITS AND MEETINGS

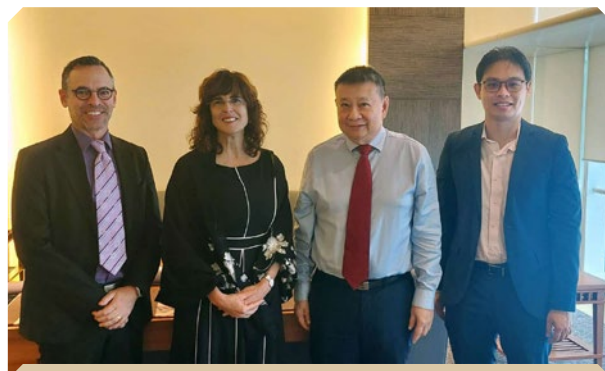


2025 PSC VISITS AND MEETINGS

The PSC values engagement with our partners and stakeholders. This allows the PSC to keep abreast of governance matters both locally and overseas.

In January 2025, a delegation led by Ms Marie-Chantal Girard, President of the Public Service Commission of Canada visited the PSC to learn more about the Singapore Public Service. The meeting exchanged views on the recruitment of talent, appointments and promotion of public servants and management of disciplinary matters in the Public Service.

In November 2025, a delegation led by PSC Chairman visited China and Japan to strengthen partnerships and expand opportunities for PSC Scholarship holders. The delegation visited Fudan University, Peking University, Shanghai Jiao Tong University, Tsinghua University, Institute of Science Tokyo, and Waseda University. Apart from universities, the delegation also visited the PRC Ministry of Education and Huawei in Beijing, as well as the Ministry of Education, Culture, Sports, Science and Technology (MEXT) in Tokyo.



PSC Chairman with Ms Marie-Chantal Girard, President of the Public Service Commission of Canada and Mr Benoit Girouard, Counsellor of the High Commission of Canada

The work trip sought to strengthen partnerships with leading universities in both countries to expand opportunities for government scholarship holders and promote public service scholarships and careers to Singaporean students at top universities in China and Japan.



Delegation with Tsinghua University Representatives



Delegation with Representatives of Shanghai Jiao Tong University

The PSC also visited Ministries and agencies across different sectors to better understand the work and challenges of the Public Service. Through these visits, the PSC had the opportunity to interact with various groups of officers on the ground. This enhances the

PSC's insights into the Public Service and enables the PSC to perform its roles and functions effectively. The PSC would like to express its sincere appreciation to all officers for their dedication and contributions in building a better Singapore.



PSC Chairman Exchanging Gifts with Executive Vice President for Global Affairs, Professor Jun-ichi Takada, Institute of Science, Tokyo



Meeting between PRC Ministry of Education with the PSC Delegation



PSC's Visit to Boon Lay Community Centre



PSC's Visit to the Housing Development Board



PSC's Visit to the National Institute of Education



PSC's Visit to Changi Naval Base

PUBLIC SERVICE COMMISSION

SINGAPORE