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## PRESS RELEASE

### **Civil Service careers made more attractive**

- **More career opportunities with job rotation**
- **Average 8.6% annual salary increase for graduates**
- **Better performers rewarded with more**

Some 13,700 civil servants can look forward to more attractive careers with greater development opportunities and a more competitive remuneration package come January 2008. Rewards will show a sharper link between pay and performance to recognise and reward staff according to contribution.

#### **Graduate and diploma schemes**

The changes will involve officers in the Management Executive Scheme, and the Management Support and Technical Support Schemes. Other schemes of services are being reviewed concurrently. Changes include the introduction of a specialist career track, adjustment to monthly salaries, higher performance bonuses and annual increments that are responsive to market wage movement.

There will also be greater emphasis on developing leadership across the Civil Service and giving officers challenging assignments and projects. Officers will also have opportunities for Civil Service-wide job postings and attachment opportunities.

A Management Executive will, on average, see an increase of up to 8.6% in his annual wage package. The better performers could receive up to 17% increase. The entry-level salary of a diploma holder will be revised from \$1580 to \$1630 for a Management Support Officer and from \$1650 to \$1750 for a Technical Support Officer. Management and Technical Support Officers will enjoy an average increase of 5 to 5.9% in annual salaries, and better performers will see an increase of up to 8.4%.

## **Re-design jobs**

The Civil Service is also doing more to help the junior officers. The Public Service Division is looking into re-designing jobs for officers in the Corporate Support and Operations Support Schemes to meet future needs of the Service.

The re-designed jobs will give the officers more meaningful and challenging work, thereby enabling them to make a greater contribution to the organisation. They will give the officers a wider range of skills that will enhance their employability.

These officers can also make use of training incentives of between \$200 to \$300 per certification, and capped at \$400 per annum, to upgrade themselves for better lifetime employability.

## **Growth Bonus**

A new Growth Bonus, to be paid in times of exceptional economic performance, will also be introduced. In line with the philosophy to link rewards to performance, this bonus will be tied closely to individual performance, with the better performers receiving more.

## **Attract and retain staff**

Commenting on the review, Mr Peter Ho, Head of Civil Service, says: "The changes are necessary to prepare the Civil Service for the challenges ahead. Demands on the Service have increased, especially to deal with growing competition and higher demands for quality service from Singaporeans."

"For Singapore to stay relevant in the face of global talent competition and rapid change, the Civil Service must attract its fair share of capable people. That's why we have introduced mechanisms that are more responsive to market movements," he adds.

On the sharper link between pay and performance, Mr Ho explains: "To encourage staff to excel, we should recognise and reward exceptional performance well. This will motivate everyone to give off their best."

The revision to the schemes comes after the announcement in April by Mr Teo Chee Hean, Minister for Defence and Minister in Charge of the Civil Service, that civil service salaries must keep pace with the market to remain competitive. Resignation rates have increased in the past year, with some schemes witnessing double digit percentages.

The four-month review involved all the Ministries and included studies of the job market, job size and career structures. The different needs of the Ministries as well as the aspirations of the staff were also considered. These were done through focus groups with staff.

## Holistic package

Emphasising that the review is not only about pay adjustments, although they are important, Ms Lim Soo Hoon, Permanent Secretary, Public Service Division, says: “The Civil Service has to build itself up as an attractive employer. This means we need to look at how best to take care of our people in all aspects.”

“Over the years, we have introduced work-life initiatives and made other improvements to the work environment. With the current changes, we are also giving civil servants more opportunities for a meaningful career with challenging assignments and exposure. In short, they get the opportunity to help make Singapore a better place to live, work and play, even as they enjoy a fulfilling career,” she adds.

Attached are fact sheets on the changes to the schemes, and the Growth Bonus.

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## No. of officers<sup>1</sup> Key Changes

<b>Management Executives (Graduate level)</b>	3,800	<ul style="list-style-type: none"> <li>○ Closer alignment of salaries/increments to market</li> <li>○ Adjustment to monthly salary</li> <li>○ Sharper differentiation in bonuses based on performance</li> <li>○ New Specialist Career Track</li> <li>○ High Potential Programme</li> <li>○ Career Management Portal</li> </ul>
<b>Management &amp; Technical Support Officers (Diploma level)</b>	2,500	<ul style="list-style-type: none"> <li>○ Shift from fixed salary scales to ranges</li> <li>○ Adjustment to monthly salary</li> <li>○ Shift from fixed to merit increments</li> <li>○ Sharper differentiation in bonuses based on performance</li> </ul>
<b>Corporate &amp; Operations Support Officers</b>	7,400	<ul style="list-style-type: none"> <li>○ Training Incentives (\$200 - \$300); capped at \$400 per officer per annum</li> <li>○ Re-designed jobs</li> <li>○ Sharper differentiation in bonuses based on performance</li> </ul>

**GROWTH BONUS for all civil servants during times of exceptional economic growth; Better performers will receive more**

<sup>1</sup> Includes officers in related schemes of service

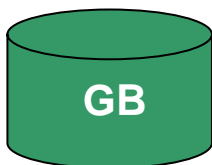
## FACTSHEET

### **GROWTH BONUS**

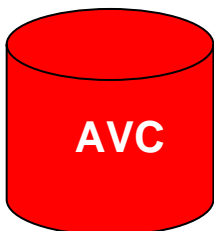
Currently, civil servants receive an annual payment in the form of an Annual Variable Component (AVC). This is paid to all officers in July and December. The AVC quantum is dependent on Singapore's economic performance and varies from year to year. In years of exceptional growth, a Special Bonus may also be paid to officers.

The Civil Service will introduce a Growth Bonus for all civil servants to replace the Special Bonus. Whilst the Special Bonus was paid at a flat rate to all civil servants, the Growth Bonus rate will be tiered according to individual officer's performance. Better performers will receive a higher Growth Bonus. This will create a stronger link between pay and performance.

The Growth Bonus will only be paid when the Singapore economy has done exceptionally well, and is a reflection of the Civil Service's contribution to the economic performance as well as the contribution of the individual officer.



- Exceptional growth: Growth Bonus
  - Tied to economic performance and individual officer performance; Better performers get higher payout
  - To be paid in March



- AVC
  - Quantum depends on economic growth
  - To be paid to all officers in July and December

## **FACTSHEET**

### **MANAGEMENT EXECUTIVE SCHEME**

The Management Executive Scheme comprises the core team of graduate officers in the Civil Service. Management Executives are deployed across all Ministries and hold important jobs in the areas of policy making, administration and line operations. The Scheme aims to be a scheme of choice, providing a meaningful career for individuals with different interests, talent and expertise.

#### **Career Development**

Under the revised scheme, an officer will have the opportunity to realise his potential and pursue a career that makes the best use of his interests, skills and knowledge. Capable officers can enjoy career progress via two routes - managerial or specialist.

##### **Managerial Route**

If an officer is identified to take on a future leadership role, he can progressively assume greater supervisory and leadership responsibilities in his functional area, first as Manager/Assistant Director, then as Deputy Director and eventually as a Director.

Under this route, an officer can also look forward to job rotation within his Ministry as well as to other agencies (Ministries/ Statutory Boards) to develop a wider experience across the Public Service.

Officers with the potential to take up senior directorship positions will have the opportunity to apply for scholarships for post-graduate training. These post-graduate programmes will better prepare the officers to assume leadership positions in future. The types of sponsored post-graduate courses will vary depending on the needs of the Ministries.

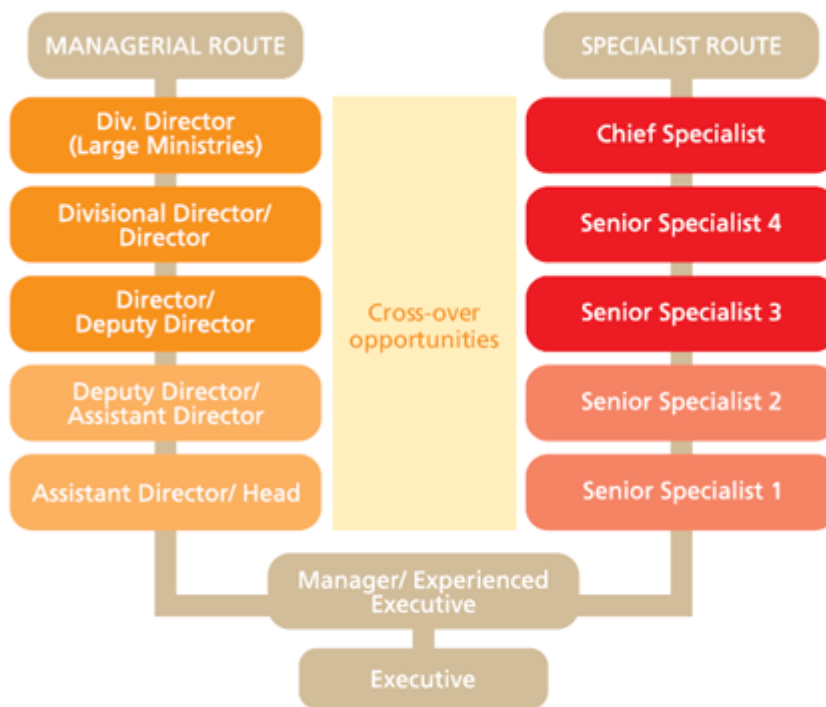
##### **Specialist Route**

An officer can also look forward to a specialist career route which will allow him to develop his interests, skills and knowledge in a chosen area of specialization. He can enjoy career advancement through acquiring technical experience and higher level competencies.

The specialist route is designed to cater to officers in professions that have rigorous professional requirements (e.g. accreditation and stringent standards).

Officers on the specialist route are expected to attain recognized professional qualifications.

Officers with the potential to take on specialist leadership positions will have the opportunity to apply for scholarships and sponsorships for post-graduate training and accreditation so as to deepen their knowledge and skills in the chosen areas.



*\* The Specialist Route serves as a guide and some variations may be expected as it is subjected to the nomenclature of the respective Ministries*

## Competitive rewards

Under the revised scheme, officers will receive a remuneration package that is competitive and closely linked to market changes, individual performance, and Singapore's economic growth. The package will consist of the following components: Gross Monthly Salary, Performance Bonus, Merit Increment, and annual salary components.

### Clear progression

The new scheme allows officers to enjoy clear progression with each successive grade which comes with a larger job scope.

### Promotion

Promotion is recognition for those who have the capacity to do higher level jobs. How fast and far an officer progresses in his career will continue to be

determined by his potential, performance and the time required to gain the knowledge and experience required for the next higher job.

### Merit Increment

Under the revised scheme, an officer's merit increment will be more responsive to wage movements in the private sector. In addition, there will be greater differentiation in the quantum of merit increment amongst officers so that good officers will be better rewarded.

### Performance Bonus

The link between pay and performance will be enhanced to better recognise and reward good performers. There will be a sharper differentiation in the bonus payout, according to performance.

## **Opportunities for Growth**

The Civil Service offers officers a meaningful career, effective leadership, a good work environment, healthy work-life balance, competitive pay, career progression and ample training and development opportunities.

### Career Management Portal

The Public Service Division will be introducing a Career Management portal to provide a one-stop platform with information on career development opportunities and resources on HR policies and best practices to help officers plan and grow their careers.

Career opportunities are available across the entire Civil Service. Officers will be able to check the availability of a wide variety of jobs and training opportunities in the Ministries and departments, and plan for their career development.

On the career management portal, they will find useful information such as job vacancies for transfer and secondment, opportunities for attachments, best practices and guidelines on performance management, information on courses/seminars, and other helpful information such as resume writing and the appraisal process.

### High Potential Programme

The revised scheme will provide officers with the opportunity to be stretched through more challenging assignments and job rotation. This will be provided through the High Potential Programme, introduced as part of the effort to identify, develop and recognize top officers with good leadership potential.



Officers on this Programme can look forward to more and varied training and developmental opportunities, challenging assignments, involvement in cross-agency projects as well as postings to other agencies. Officers will be stretched with additional assignments. The Programme has stringent selection and retention criteria. Only the top officers will be selected to join. Ministries will identify, assess and select the officers to be placed in this Programme.

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## **FACTSHEET**

### **MANAGEMENT SUPPORT & TECHNICAL SUPPORT SCHEMES**

The Management Support and Technical Support Officers are part of the team responsible for the daily operations in the organisation. Their contributions ensure that the Civil Service is able to function efficiently and effectively in today's challenging and dynamic environment. These officers will enjoy greater recognition for good performance, and will be equipped with skills to better manage their own careers.

The Civil Service offers officers a meaningful career, effective leadership, a good work environment, healthy work-life balance, competitive pay, career progression and ample training and development opportunities. More than this, their journey in the Civil Service is also about building an enriching and fulfilling career.

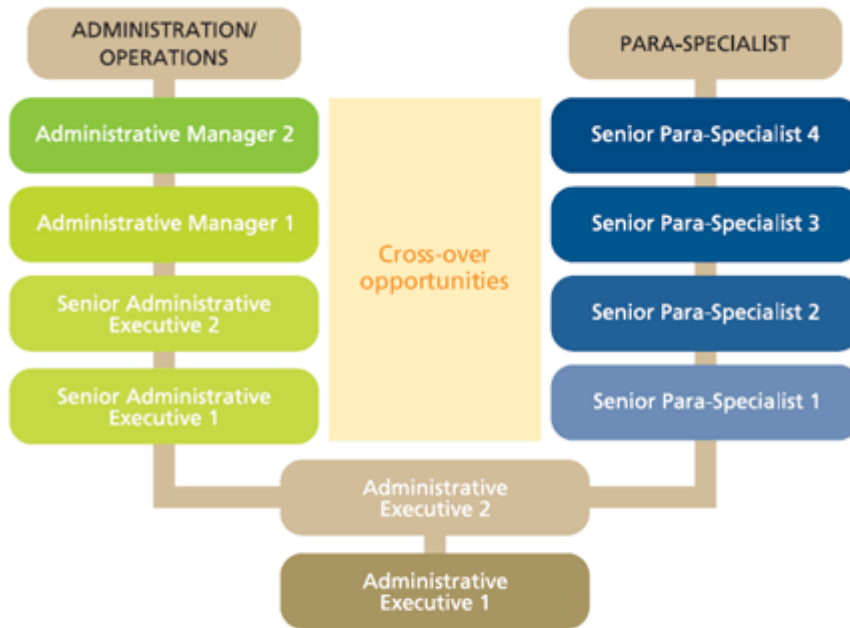
#### **Career Development**

##### **Managerial or Specialist Routes**

The new Management Support Scheme provides an officer with the opportunity to pursue a career that makes the best use of his interests, skills and knowledge. Capable officers can enjoy career progression via two routes - Managerial or Para-specialist.

Under the managerial route, an officer can progressively assume greater supervisory and leadership responsibilities for the core administrative and operational support functions in his Ministry.

Management Support officers can also look forward to an alternative career route – the para-specialist route. This route allows an officer to develop specialist skills and enjoy career enhancement through acquiring technical experience and higher competencies (via para-specialist training and accreditation).



*\* The Para- Specialist Route serves as a guide and some variations may be expected as it is subjected to the nomenclature of the respective Ministries*

## **Competitive Rewards**

Under the revised schemes, an officer will receive a remuneration package that is competitive and closely linked to market changes, individual performance, and Singapore’s economic growth, with the following components: Gross Monthly Salary, Performance Bonus, Merit Increment, and other annual salary components.

### **Starting Salaries**

The Civil Service will revise the entry level salaries of diploma holders in these schemes. With effect from 1 Jan 08, the starting monthly salaries will be revised from \$1580 to \$1630 for a Management Support Officer and from \$1650 to \$1750 for a Technical Support Officer.

### **Conversion from Salary Scale to Ranges**

Officers will move from a system of fixed salary scales to salary ranges. Under a salary range, instead of receiving a fixed annual increment, an officer will enjoy an annual merit increment. The quantum of merit increment will vary with how wages move in the private sector, the officer’s performance and potential. There will be greater differentiation in the quantum of increase among officers so that better officers receive a higher merit increment.

## Performance Bonus

The link between pay and performance will be enhanced to better recognize and reward our good performers. There will be a sharper differentiation in the bonus payouts, according to performance.

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### **CORPORATE SUPPORT & OPERATIONS SUPPORT SCHEMES**

Corporate Support and Operations Support Officers are part of the team responsible for the daily operations in the organisation. Their support ensures that the Civil Service is able to function efficiently and effectively in today's challenging and dynamic environment.

Officers in the Corporate Support Scheme and Operations Support Scheme will enjoy recognition for good performance, as well as training incentives to equip them with skills to remain employable.

#### **Competitive Rewards**

##### Performance Bonus

The Performance Bonus rates will be enhanced, with a greater increase in rates for those who perform better. The new performance bonus framework will be reviewed annually to ensure that officers continue to receive rewards that are competitive and in line with the market.

#### **Opportunities for Growth**

##### Job Re-design

The Public Service Division (PSD) is looking into re-designing jobs in these Services to meet the future needs of the Civil Service. The re-designed jobs will give the officers more meaningful and challenging work, thereby enabling them to make a greater contribution to the organisation. They will give the officers a wider range of skills that will enhance their employability, and result in greater job satisfaction.

PSD will work with a few Ministries first from January to June 2008. PSD will review the results of the pilot with the unions. Details on the results will be announced at a later date, towards the second half of 2008.

## Training Incentives

Training incentives will also be introduced to encourage officers to continuously upgrade themselves to enhance their employability. Training incentives of between \$200 and \$300 per certification, capped at \$400 per annum, will be given to the officer when he attains *nationally recognised* qualifications such as Institute of Technical Education (ITE) Certificates or certificates from the Workforce Development Agency's Workforce Skills Qualification (WSQ) System [e.g. Employability Skills System (ESS) or National Skills Recognition System (NSRS)].

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