



Design and Application of Grading Systems in the Singapore Public Service

NAUCS International Forum | 19th April 2021

Overview of the Singapore Public Service



SINGAPORE'S PUBLIC SECTOR WORKFORCE

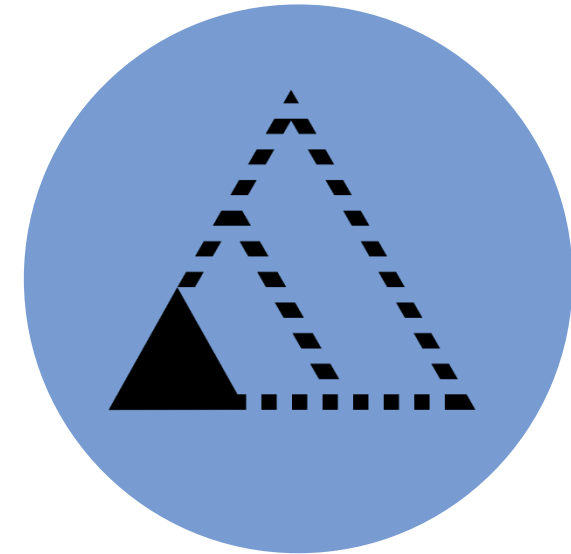


The Singapore Public Service
employs
153,000 officers

Excludes the military/armed forces, and corporatised
entities like hospitals and universities



In **16 Ministries, 10
Organs of State, and
>50 Statutory Boards**



Representing **6.5%** of
the Resident Labour
Force

PUBLIC SERVICE DIVISION

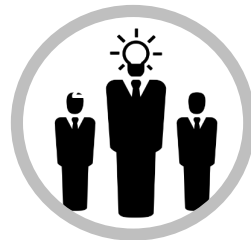
Central Human Resource agency for the Public Service

Vision:

A first class Public Service for a successful and vibrant Singapore.

Mission:

PSD stewards One Trusted Public Service by:



Developing Strong Leadership
and Engaged Officers



Building Future-
Ready Organisations



Promoting
Good Governance

To deliver excellent public services and enable effective government

Principles of HR Management



**Open competition, meritocracy
in appointment and selection**



**Transparency in
employment benefits**



**Impartiality and
incorruptibility**



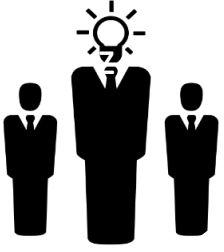
**Fairness and objectivity
in appraisal**



Clean wages



**Performance-driven
reward and recognition**



Grading Systems



Assessing Job Size in a Structured Manner

Korn Ferry Hay Group Job Evaluation Methodology



Know-How

- Practical/technical knowledge
- Planning, organizing, and integrating (managerial) knowledge
- Communicating and influencing skills



Problem Solving

- Thinking environment (freedom to think)
- Thinking challenge

Accountability

- Freedom to act
- Nature of impact
- Magnitude (area of impact)



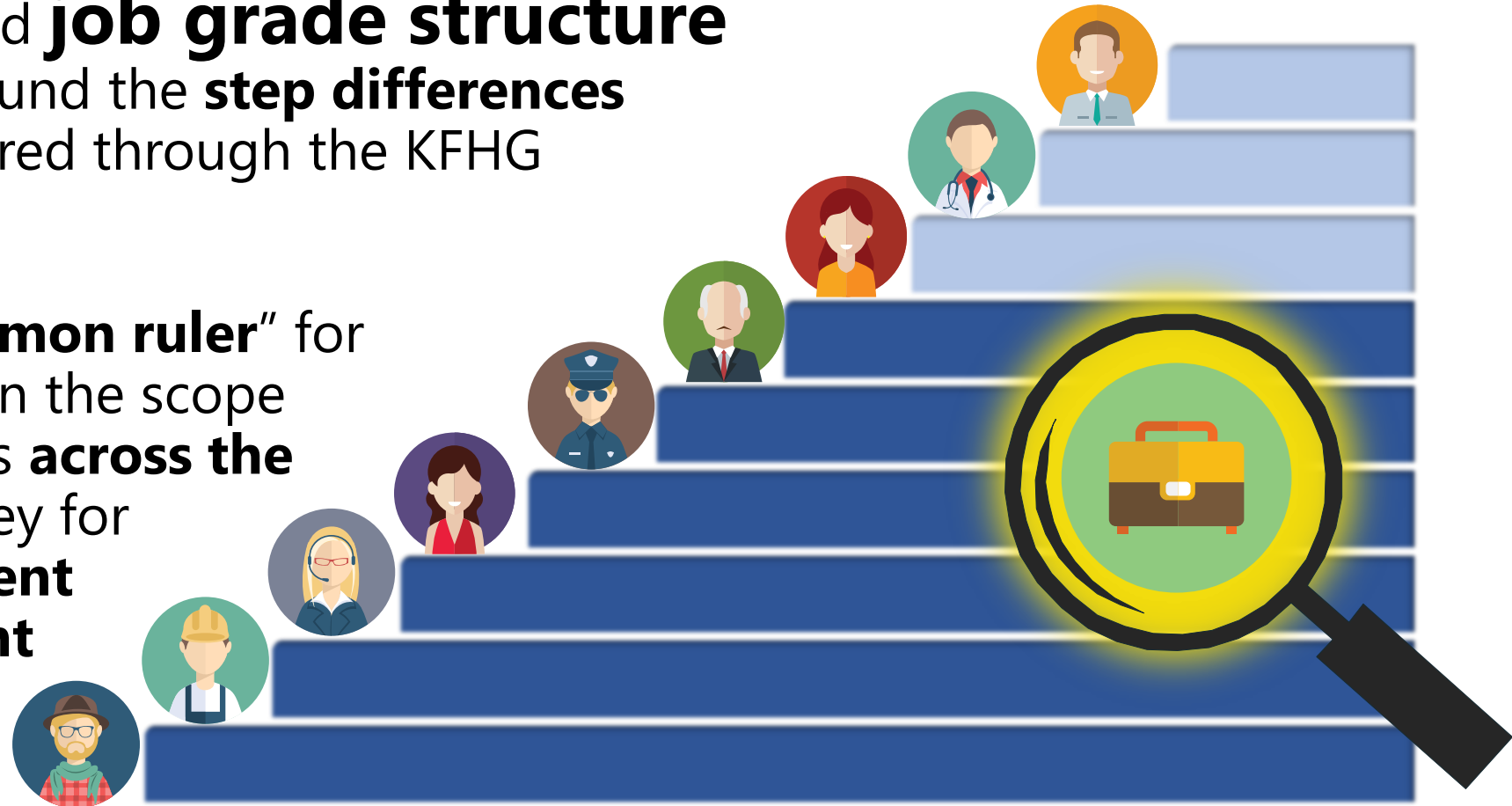
Input

Throughput

Output

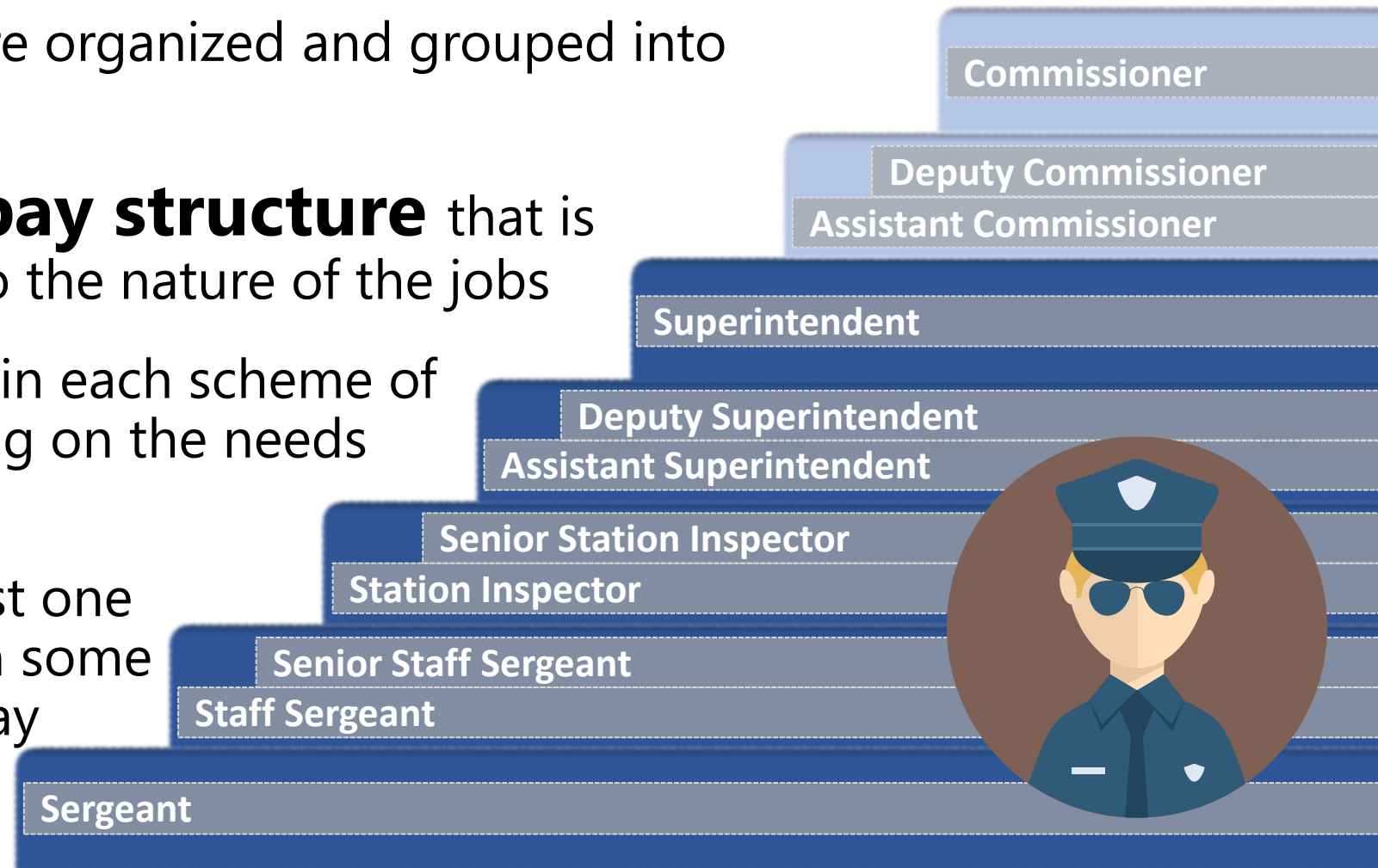
Translating Job Sizes into a Common Ruler

- We have an established **job grade structure** that was designed around the **step differences between jobs** (measured through the KFHG methodology)
- This is used as a “**common ruler**” for assessing differences in the scope and complexity of jobs **across the Civil Service**, and is key for facilitating **development** and **cross-deployment**

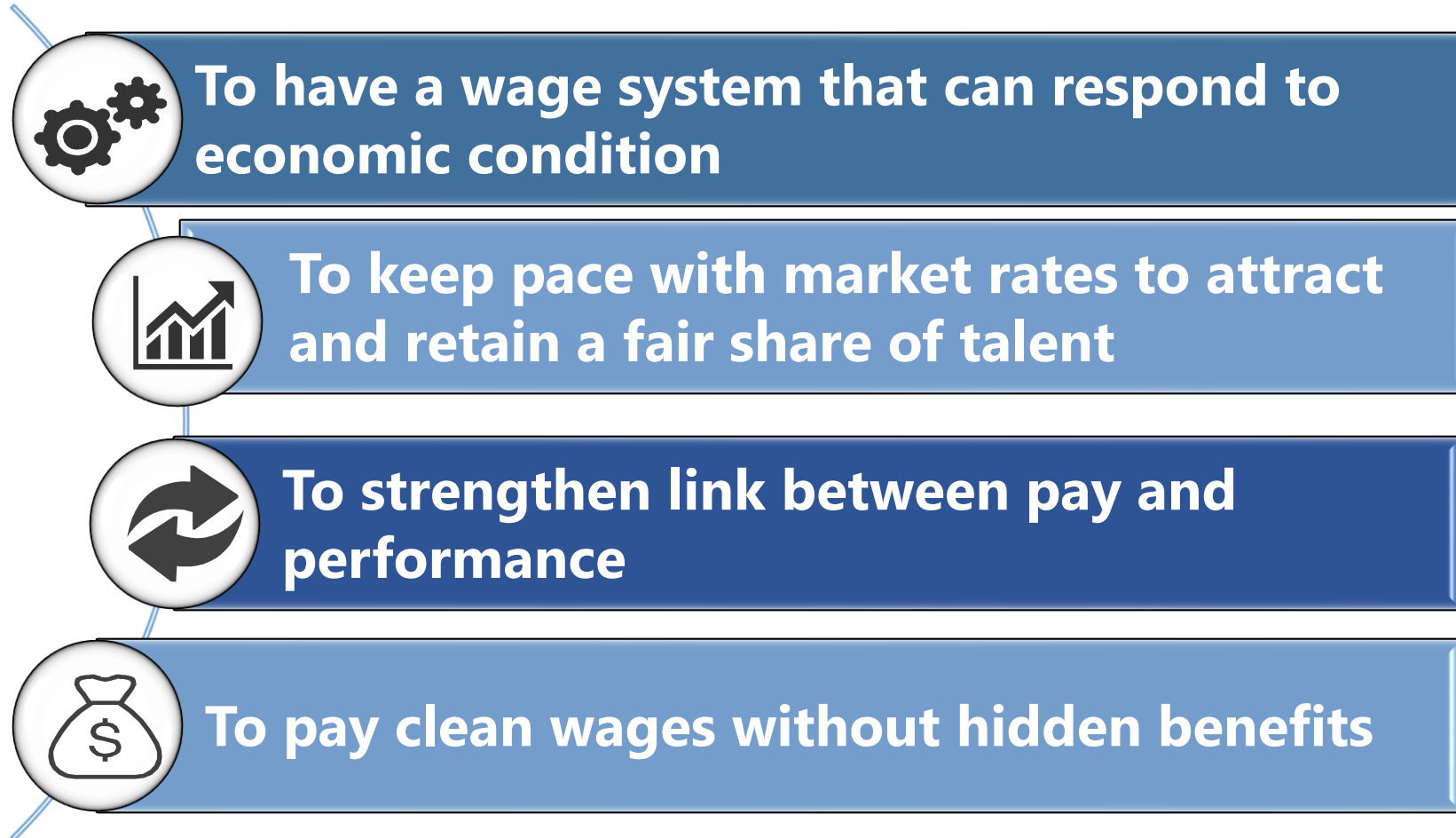


Creating Pay Structures

- Different families of jobs are organized and grouped into **Schemes of Service**
- This allows us to define a **pay structure** that is appropriate and relevant to the nature of the jobs
- The number of pay grades in each scheme of service can differ depending on the needs of the scheme
- There will usually be at least one pay grade per job grade; in some cases **more pay grades** may be created, to provide a **sense of progression**



Reward & Recognition Principles



Determining How Much to Pay

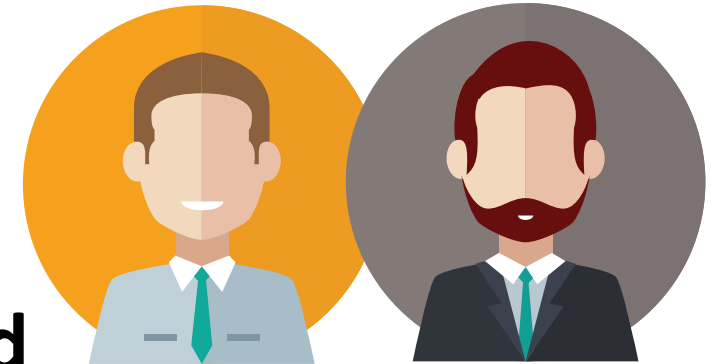
Profile-based



Comparison with what private sector would pay for similar **talent**

- *Can be based on attributes such as qualifications & skills, or demographics*
- *Usually used for jobs that do not have a private sector equivalent*

Job-based



Comparison with what private sector would pay for similar **jobs**

- *Can be based on job families or role profiles, and job sizes or career levels*
- *Usually used for more generic jobs that can take in mid-career entrants*

Changing Workforce, Evolving Strategies

Development
over Promotion



Competency-based
HR Management

Job re-design and
workforce restructuring

Supporting
lifelong learning

Multiple experiences vs
Lifetime employment

Retirement vs
Re-employment

Thank You

