



# Design and Application of Grading Systems in the Singapore Public Service

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# Overview of the Singapore Public Service

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# SINGAPORE'S PUBLIC SECTOR WORKFORCE

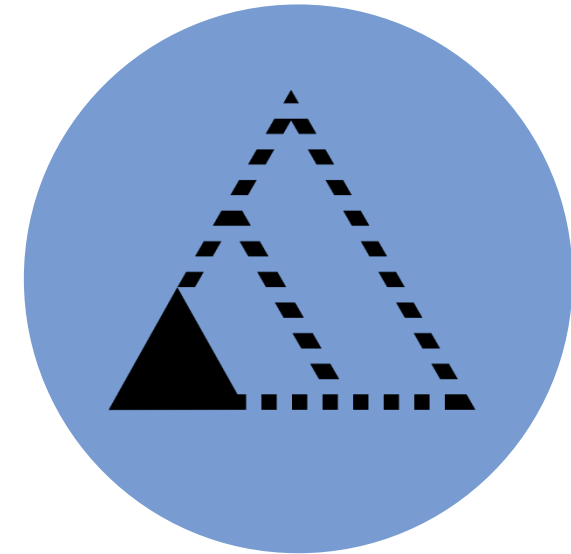


The Singapore Public Service  
employs  
**153,000** officers

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

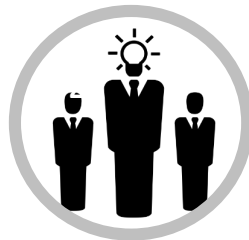
Central Human Resource agency for the Public Service

## 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**



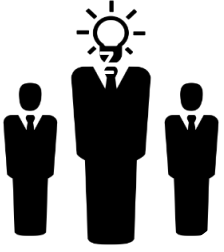
**Fairness and objectivity  
in appraisal**



**Clean wages**



**Performance-driven  
reward and recognition**



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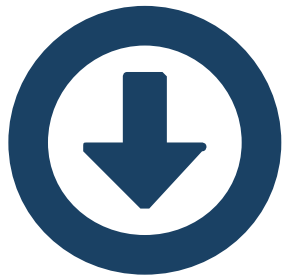
# Grading Systems

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# 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



### Accountability

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



**Input**



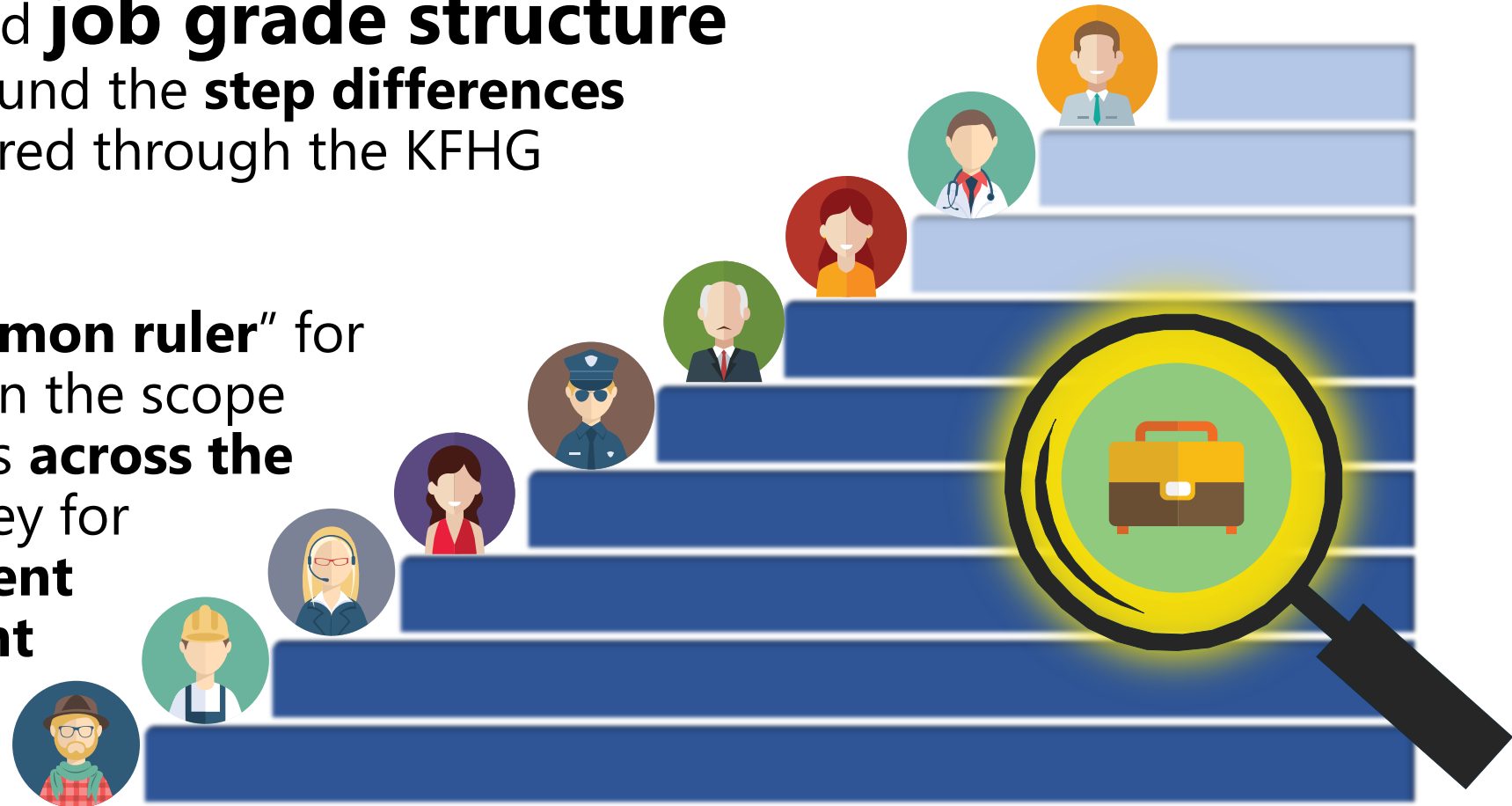
**Throughput**



**Output**

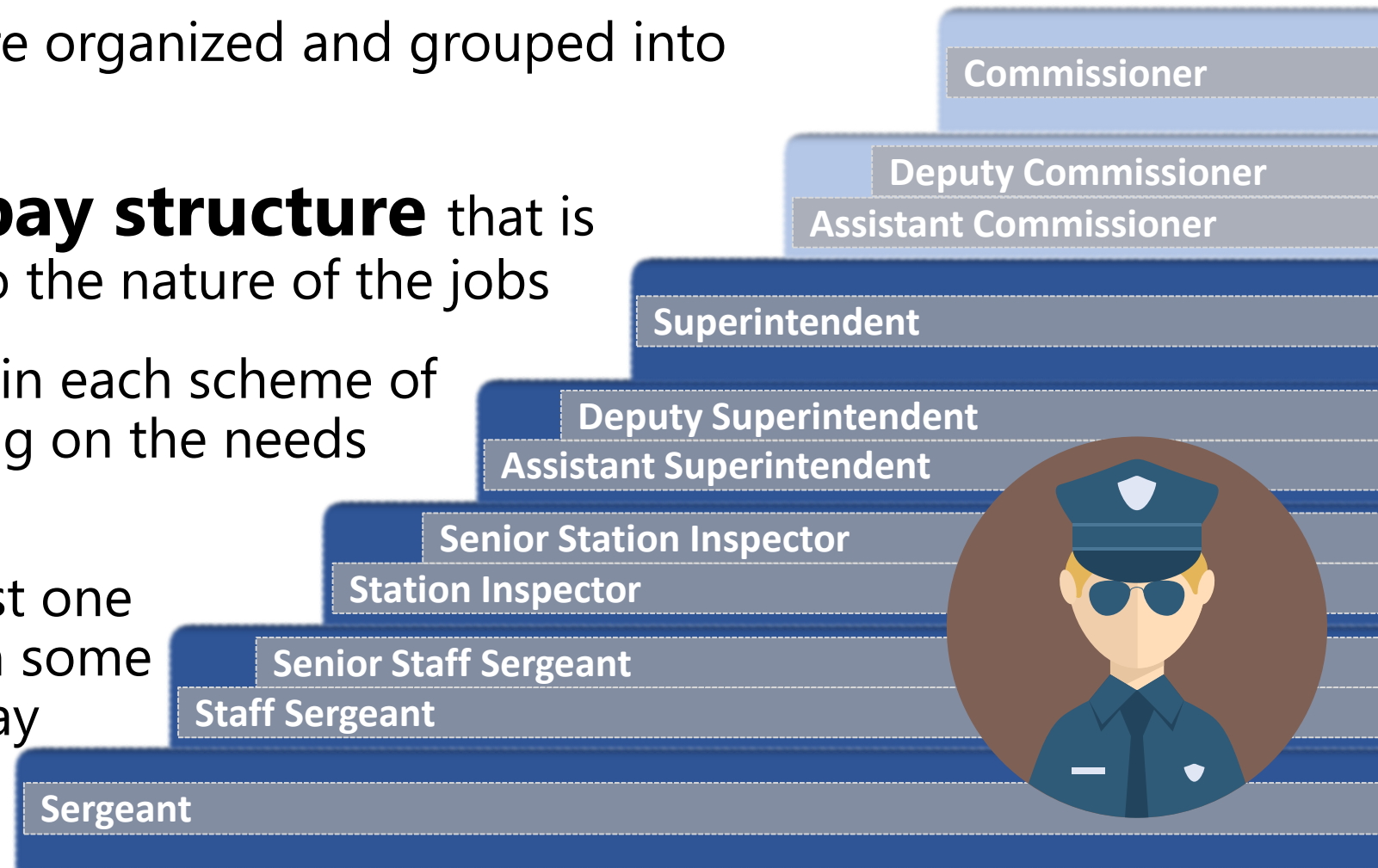
# Translating Job Sizes into a Common Ruler

- 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**

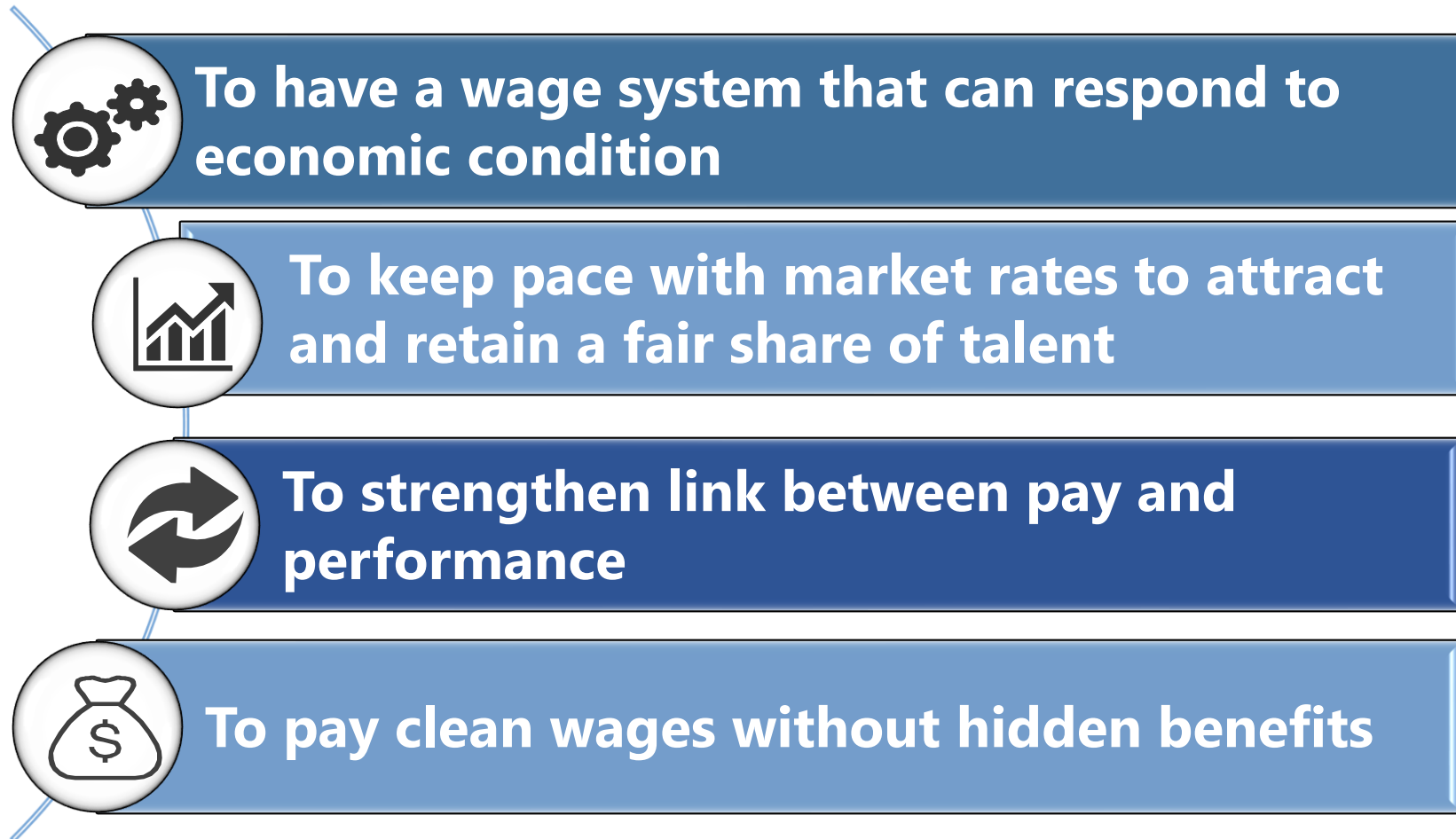


# Creating Pay Structures

- 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**

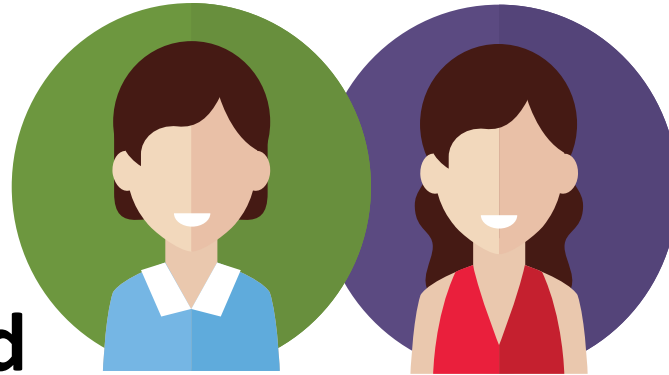


# Reward & Recognition Principles



# Determining How Much to Pay

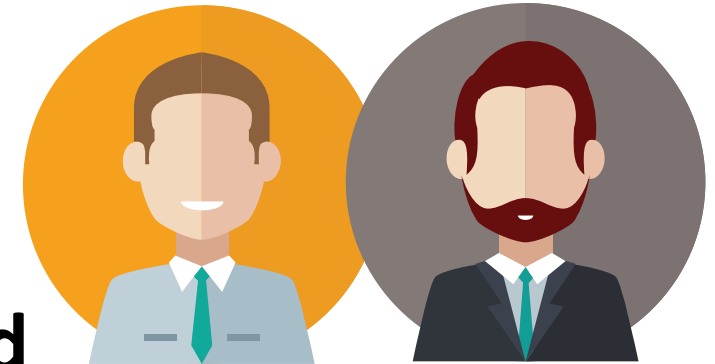
## Profile-based



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

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# Thank You

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