


The background of the slide features a close-up photograph of several green leaves on thin, dark brown branches. The leaves are vibrant green with visible veins, and the branches are slightly out of focus, creating a soft, natural aesthetic. The text is centered over this background.

**ASSESSMENT CENTRE
FOR SELECTING
PRESIDENT'S SCHOLARS**



PSC Scholarships

Green-harvest outstanding
young men & women with
passion to serve nation
through Singapore Public
Service career

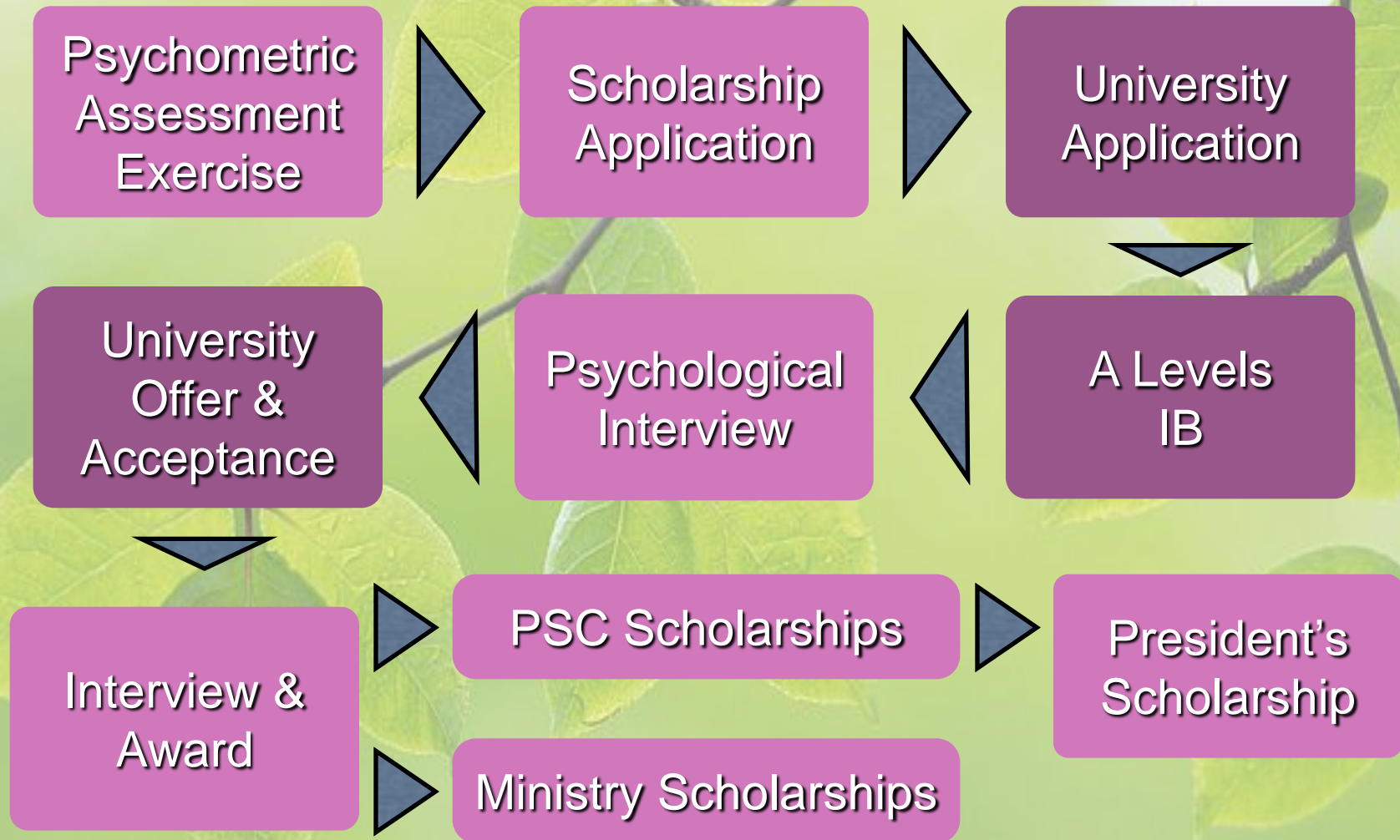
President's Scholarships

Apex of
Public Service Commission
(PSC) Scholarships

President's Scholars

- The “best” PSC scholar(s) from each year's pre-University cohort
 - Passion & commitment to public service
 - Outstanding leadership qualities
 - Strong academic ability

Selection Process



Sources of Information

- Academic achievements
- Co-curricular activities record
- Input from Principals and Teachers
- Psychometric tests
- Psychologist's report
- Peer appraisal
- PSC Interview

Why Assessment Center?

- Add rigour to selection process
- Assess competencies in
 - Standardised manner
 - Work-based setting
- Better all-rounded perspective of candidates

Developing the Assessment Center

- Identifying key competencies & expectations
 - Interviewed PSC Chairman & Members
- Develop exercises
 - Test & elicit key competences
 - Challenging, realistic & engaging
 - Limited life experience of candidates
- Pilot test with current scholars
- Assessors

Key Qualities

Deriving key qualities for assessment

- Input from interviews: Qualities of exceptional high potential civil servants
- What has been assessed before AC
- Difficulty of assessing qualities
 - Commitment
 - Integrity
- Alignment with selection process

Key Qualities

- **Leadership Qualities**
 - Directing & Motivating Others
 - Personal Impact
- **Intellectual Qualities**
 - Analysis
 - Judgment, Strategic Perspective, & Innovativeness
 - Cognitive Flexibility
- **Character and Values (Attitude)**
 - Civic Mindedness
 - Drive
 - Integrity
- **People Skills**
 - Interpersonal Skills
 - Sensitivity / Empathy
 - Teamwork
 - Behavioural Flexibility
- **Communication Skills**
 - Written
 - Verbal
- **Personal Effectiveness (Stress Tolerance & Coping)**
 - Composure
 - Resilience

Overview of Exercises

- Leaderless group exercise, competitive task
- Policy presentation exercise, individual
- Meeting with stakeholder
 - Internal stakeholder, supportive task
 - External stakeholder, adversarial task

Candidate Feedback

- Favourable responses
 - 100%: PSC concerned abt selecting the best
 - 90%: Given opportunity to demonstrate abilities
 - 75%: *Performance reflected true abilities*
 - 100% - Professionally run

Candidate Feedback

“The realism allowed me to understand what a public servant goes through”

“A stimulating and challenging exposure to life as a civil servant”

“The various activities we were put through were extremely engaging and enjoyable to take part in”

Candidate Performance

- Good variance of scores for each competency
 - Exercises were able to differentiate amongst candidates for across competencies
- A “top band” of candidates emerged
 - Performed well across exercises
 - Different profiles emerged
 - Dominant style
 - People-oriented style

Key Challenges

- Predicting performance many years into the future
- Predicting work performance in young age-group
- Differentiating among a group which has already been highly selected
- Range restriction

Findings

- Strong candidate feedback
 - Fair opportunity to demonstrate abilities
- Strong end-user feedback
 - PSC found it useful additional source of information for final interview
- Strong correlation between AC results & selection outcome
- AC favours a certain type of candidate?

Conclusion

- As a selection tool, AC was effective for differentiating among select group of candidates
- Predictive validity difficult to measure in near future
 - Small numbers each year
 - Performance criteria data will only be available several years later
- Importance of refreshing exercises regularly to prevent “leakage”