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04 Oct 2007

The Editor The Straits Times Forum Page 100 High Street #07-01 The Treasury Singapore 179434 www.psd.gov.sg

Dear Editor

We thank Ms Maria Loh Mun Foong for her feedback in "Cash perks to keep staff may become entrenched" (ST, Oct 1).

We agree with Ms Loh that wage increases should keep pace with productivity. The Civil Service intends to keep pace with private sector salaries, and not lead the private sector. Over the years, an increasing proportion of the civil service salary package is linked to performance. This way, only those who perform well will receive more. We will continue to strengthen the link between pay and performance.

Salary is but one factor to attract and retain talent in the Civil Service. Job seekers look for a challenging job, career progression, development opportunities, work-life harmony and effective leadership. We review our Human Resource practices in these areas regularly to keep pace with the aspirations of potential and current employees.

Specific to the area of work-life harmony, we do have flexible work practices available. In the coming year, every public sector agency will have a Work-Life Advocate and a Work-Life Ambassador to oversee, champion and promote work-life initiatives and pro-family practices.

In addition to these HR practices, we hope those who join the Civil Service will be drawn by the opportunity to contribute to policy formulation and implementation, and in making a difference to the lives of Singaporeans.

Ms Ong Toon Hui Director, Leadership Development Public Service Division Prime Minister's Office

> THE SINGAPORE PUBLIC SERVICE: INTEGRITY SERVICE EXCELLENCE