

SPEECH BY PRIME MINISTER LEE KUAN YEW
AT THE ARMED FORCES DAY DINNER
ON TUESDAY, 1 SEP 81, AT ISTANA

For 16 years from 1965, the SAF went through a rapid build-up. The early years were hectic. It was one stupendous unending effort learning the skills of modern weaponry without enough properly trained teachers and instructors and without settled structures. It was improvisation upon improvisation. We borrowed doctrines and training formats from the Israelis, the British, the Americans, the Australians, and the New Zealanders. We have modified and re-modified them to suit our men, weapons, terrain, and climate. We have succeeded in building up the SAF from two infantry battalions in 1965 to the present three services of the Army, the Air Force, and the Navy. This is a significant achievement, given the limited resources we had. But neither our training courses, nor our doctrines, have reached the standards we can achieve, compared to the standards of our civilian sector.

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The task of defending Singapore daunts all but the most resolute and resourceful. What is the quality of the leadership of the SAF? Who are the regulars who will have to lead the able men who are Reservist officers? These Reservists are public service officers in the Administrative Service and the Statutory Boards, and top managers, engineers, and professionals in the private

sector. In 1966, three SAF officers (2%) were graduates, 10% with 'A' levels, the rest 'O' levels (see Table 1A). Compare this to the quality of manpower for the same year, 1966, in the Administrative Service: 90.0% graduates; EDB, 98.8% graduates; and PUB, 90.5% graduates.

In 1981, the position has improved: 80 (19.6%) out of 408 of the senior SAF officers (ie, Majors and above) have degrees, including 25 (6.1%) with First Class Honors. For the same year 1981, the corresponding percentages for the Administrative Service are : 97.9% graduates, including 31.9% with First Class Honors; PUB, 100% graduates, including 3.4% with First Class Honors; EDB, 87.5% graduates, including 17.5% with First Class Honors; SIA, 77% graduates, 5.4% First Class Honors (Tables 4 and 5). Singapore's development has been spectacular because our best minds had been put in charge of our most crucial problems. The SAF is in charge of the most crucial of all our problems. It is totally unacceptable that the quality of senior SAF officers should be inferior to that of the Administrative Service, EDB, JTC, DBS, TAS or PUB. Quite the contrary, the senior officers of the SAF must be distinctly superior.

The Reservists in the Administrative Service, EDB, etc, are able men who can judge the quality of their senior offices in the SAF. If the regulars in Command and Staff are not of the same calibre, in an emergency, the effect on

the morale of the Reservists will be disastrous. There will be a crisis of confidence. Furthermore, because the SAF trains over 75% of each year's cohort of 18-year olds, the SAF, in fact, is our post-school educational system. A properly structured SAF course can shape and strengthen the character of Singaporeans during their most critical years.

Under pressure to get large numbers into the SAF, we did not demand high standards in the early years. Of 522 officers recruited in the first six batches from 1966-70, only 18 (3.5%) were graduates (only 1 a First Class*), 121 (23.2%) 'A' levels, the rest 'O' levels (see Table 2A). Four of them have since acquired degrees, through opportunities provided by the SAF.

* An Administrative Officer who attended the SAFTI course as part of his NSF. On completing NSF, he returned to the Administrative Service and was seconded to Mindef.

DEFCO recognized that without high calibre officers, the future of the SAF will be threatened. We lost six years, from 1965 to 1971, before we deliberately inducted top talent into the SAF by introducing various Scholar-Officer Schemes: SAF UK Scholarships, OTA (graduating), OTA (non-graduating), LTA and Local Scholarships, a total of 149 for the seven years, 1971-77 inclusive. 109 (73.1%) of these special recruits were graduates,

including 40 (26.8%) who have First Class Honors. During these same seven years, of 965 other regular officers enlisted, only 90 (9.3%) were graduates.

In 1974, DEFCO approved the Wrangler Project. It was to talent spot and to plan the careers of some 250 SAF officers, or about 10% of the regular officer corps. All those with the potential for senior Command and Staff appointments were identified. All scholar officers are automatically included in this Scheme. The present 277 Wranglers include 50 SAF (UK) Scholars, 88 Commander's' Recommendations, and 54 of those who did well in OCT and Advanced Combat Courses. Of 199 confirmed Wranglers, 73 are graduates; and of 78 provisional Wranglers, 37 are graduates. (The attached Appendix is a note on the Project Wrangler.) The Minister of Defence, the Second Minister of Defence, the Minister of state, the Permanent Secretaries, with CGS, DCGS, and other senior officers, sit on a Special Committee. They review the performance and postings of those officers who have been identified as Wranglers. Whether or not he is a university graduate, an officer can qualify for selection. It depends on his performance. Furthermore, promotion of Wranglers is based on their performance, not their degrees. The Special Committee has discovered the obvious, that the best are those with three or more distinctions at 'A' levels, scholarship winners, who end up with good Honours degrees from top universities.

Do not misunderstand me. The older Regular officers have an important and necessary role in the SAF, working with the Wranglers. Their experience will help to implement the innovations and improvements of the Wranglers.

By the middle 1980s, the best of the Wranglers will reach senior Command and Staff positions. The DEFCO directive to the Minister of Defence is to implement this policy vigorously. He will give special consideration to those who have been recruited under different circumstances in the earlier years. Those who have strong qualities of character and dedication will find their continuing contributions appreciated and given recognition and promotion. Everyone in the SAF must do his best. Those who think this is meritocracy carried too far; must make the time to study closely the tables I am releasing with this speech and ponder on their implications.

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Singapore is an immigrant society. Our values are those which ensure survival, security, and success. Rewards, both tangible (cash) and intangible (status), decide where the best minds go. Hence, the quality of our doctors. 33.8% of our 2,064 doctors have internationally recognised higher degrees or specialist qualifications. This is of a high order, compared to 27.4% specialists for Australia and only 19.1% for New Zealand. The high quality of brainpower

that goes into the Faculty of Medicine explains this astonishing and excessive concentration of medical brainpower.

Singapore simply cannot afford to have its best minds in medicine and engineering, and the second best in the SAF. The values and preferences of Singaporean parents and their sons make it crucial that the rewards for SAF, both tangible (cash) and intangible (status), must be comparable to those of the top professionals. The government and the PSC are determined to ensure that top minds in the SAF will not lose out in salaries or status because they have foregone careers in medicine, or engineering, or law, or whatever. Starting from next year, there will be salary revisions, reviewed and revised at least every two years thereafter, to ensure that wages for scholar officers in the SAF, Police, the Administrative Service, EDB, DBS, PUB, TAS, etc, keep pace with the private sector. Systematic annual appraisals - first, of the performance, and second, of the potential of each officer - will ensure that every able officer is identified.

Those with the potential to reach the top will be promoted regardless of age or seniority. Furthermore, as a matter of overall government policy to get the best into the SAF, promotion for SAF scholar officers will be more rapid than their counterparts in the Administrative, Police, Engineering, and other professional services. I state this with the full support and concurrence of the Chairman of the PSC.

The first of the SAF scholars, the 1971 batch, have now reached senior staff positions. They are young, around 30. They will have to make up with sheer ability and dedication for what they have not got in long years of experience. Take heart from this: I was 35 years old when I assumed office as Prime Minister. I learned quickly. I made mistakes. I learned quickly from these mistakes. I became a young veteran.

The PSC recognizes that at 18+ when scholars are chosen it is not possible to be certain that the scholars have, besides brainpower, the other qualities needed to make good SAF officers. So the scholars cannot rest on their academic records. It is performance that matters. Many SAF scholars have taken professional degrees in engineering and management skills. This background enables them to perform in two areas - the SAF and the public service. Because we want the best in the SAF, we have offered SAF scholar officers the choice of joining the Administrative Service. Those who find themselves temperamentally unsuited for the SAF can cross over to the Administrative Service permanently. Twin careers give that versatility that will minimise wastage. SAF scholars can be posted for two-year terms in the Administrative Service and to other public sectors. Those who are good in the SAF and in administration will return to the SAF to find their experience enriched

and management skills broadened. Their experience will make them more valuable in the SAF. More important, a period working with their OMS Scholar contemporaries in the Administrative Service or Statutory Boards will establish the high calibre and pre-eminence of the senior officers of the SAF. It is when the SAF scholar officers work with and compare favorably against the best in the Administrative Service, Police, EDB, PUB, TAS, etc, that the status of the SAF officer is enhanced.

In 10 years, when we call up our reservists, we shall be calling up permanent secretaries and deputy secretaries, managing directors of banks, and leading professionals. Recently, I was in Zurich seeing several top Swiss bankers. In their curricular vitae, they listed out their reservist ranks in the Swiss Army. They proudly state their rank in the reserves reflecting their status and esteem in Swiss society. Dr Robert Holzach, one of the bankers I met, was born in 1922. Studied jurisprudence in Zurich and Geneva, receiving doctorate at University of Zurich in 1949; admitted to the Bar at Thurgau in 1951; 1951, joined Union Bank of Switzerland; 1980, elected a member of the Board of Directors, which named him the new chairman. In the Swiss Army, he holds the rank of Colonel and had command of the Infantry Regiment 31 (1966-69). The other members of the board are : one Brigadier, 5 Colonels, 2 Majors, One Private :-

UNION BANK OF SWITZERLAND

- | | | |
|------|---|--------------------------------|
| (1) | Dr N Senn President | - Colonel |
| (2) | Dr G Tobler Executive Vice President | - Colonel |
| (3) | Mr G Hamselmann Executive Vice President | - Colonel |
| (4) | Dr P Gross Executive Vice President | - Colonel |
| (5) | Mr R Studer Executive Vice President | - Major |
| (6) | Mr H Heckmann Executive Vice President | - Major |
| (7) | Dr R Sutz Executive Vice President | - Colonel |
| (8) | Dr H Ruegger Executive Vice President | - dispensed for health reasons |
| (9) | Mr R Favarger Executive Vice President | - Private |
| (10) | Mr Karl Janjori | - dispensed for health reasons |
| (11) | Mr E Muhlemann Senior Vice President | - Brigadier |

In Credit Suisse, another leading bank, their board members and senior executives include : one Brigadier, 3 Colonels, one Lt Colonel, one Major, one First Lieutenant, one Captain :-

CREDIT SUISSE

- | | | |
|-----|--|---|
| (1) | Dr R Gubler Senior Vice President | - Brigadier |
| (2) | Dr O Aepli Chairman of the Board | - Colonel |
| (3) | Mr R E Gut Spokesman and Member of the Executive Board | - First Lieutenant |
| (4) | Mr R A Jeker Member of the Executive Board | - Lt Colonel |
| (5) | Dr H R Frey Member of the Executive Board | - Colonel |
| (6) | Dr H von der Crone Member of the Executive Board | - Captain |
| (7) | Dr W Wirth Member of the Executive Board | - Colonel |
| (8) | Dr M Kopp Member of the Executive Board | - Major |
| (9) | Mr E Schneider Member of the Executive Board | - not active because he has been living abroad for more than 20 years |

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SWISS BANK CORPORATION : 1 Lt Gen and 4 Colonels

- (1) Dr E Iselin
First Vice Chairman - Lt General
(just retired)

I asked whether he was not a retired Lieutenant General. The bank official in Singapore confirmed that he is a Lieutenant General in the Reserves. He had just retired from his Vice-Chairmanship not the army command.

- (2) Dr F Schmitz
General Manager for Asia and Member of the Executive Board - Colonel

- (3) Mr R Blattmann
Central Manager and Member of the Executive Board - Colonel

- (4) Mr H Voegeli
Central Manager and Member of the Executive Board - Colonel

- (5) Dr H Kessler
Senior Vice President - Colonel

SWISS VOLKSBANK

Amongst the top members of management or general management are : 2 Colonels, 2 Lt Colonels and 18 Majors.

Our high calibre graduates in the private sector must be upgraded in their military skills during their annual recall exercises. With proper training, they can easily take over Command and Staff positions in the Reserve Divisions. To hold high rank in the SAF Reserves will be an economic asset, giving the holder high status and direct access to the top echelons of government.

Not every commander in the SAF has to be a scholar. Nevertheless, it is SAF policy to recruit more officers who are graduates. The minimum qualifications for new recruits are good 'A' levels. The SAF scholars/Wranglers need strong and deep support from competent and well-trained colleagues. Every regular officer, no matter when he was recruited, will be given every opportunity for further education up to university. The acid test, I repeat, is actual performance. An officer who has leadership qualities in combat command and/or professionalism in military skills is a valuable asset, and will be rewarded as such, whether or not he has a degree.

In an emergency, people of Singapore, who have achieved so much in the last 22 years, have to put their lives and the fate of their families in the hands of SAF officers. Hence, the unwavering determination of the government to get our best in the SAF. For only the best will command the respect and the confidence of their peers in the civilian sector.

The purpose of my address tonight is to :-

- (1) reassure the old guards who were in 1 and 2 SIR in 1965;
- (2) encourage the regulars, especially those from the early SAFTI batches;
- (3) convince the SAF, OMS, OTA, and local scholars that a life-time career in the SAF is rational and a wise decision; and
- (4) insist that all SAF officers strive for excellence.

Most of all, I want all to know that those giving of their best will not go unnoticed and unrewarded, for the SAF, together with the Administrative Service, is setting up new appraisal systems for potential and performance, with the help of professionals in personnel management and career development.

Every officer will be judged on merit.

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APPENDIXPROJECT WRANGLERBACKGROUND AND AIM

1 Project Wrangler was started in February 1974. The aim of Project Wrangler is to identify officers with potential so that they can be groomed eventually to hold key senior appointments in the SAF.

PROJECT COMMITTEE

2 The Project is directed by a Committee chaired by the Minister of Defence with the following as members :

- a Second Minister of Defence
- b Minister of State (Defence)
- c Permanent Secretaries (Defence)
- d Chief of the General Staff
- e Deputy Secretaries (Defence)
- f Dy Chief of the General Staff
- g Director Manpower.

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The Committee sets policies and reviews periodically the performance and postings of Wranglers.

IDENTIFICATION AND SELECTION

3 Officers under the following categories are considered for inclusion as

Wranglers in the Project :

- a SAF (UK) Scholars
- b SAF (Local) Scholars
- c Combat Graduate Officers
- d Top 15% of officers in advanced combat training courses
- e Officers recommended by their senior commanders
- f Officers who receive their officer cadet training overseas
(graduating and non-graduating).

SALIENT POINTS

4 Wranglership is not directly related to accelerated promotion or educational qualifications. Promotion is based on performance and the ability to undertake appointments in the next higher rank. Every combat officer in the Army and Navy has the opportunity to prove himself and be considered for Wranglership. Non-scholars and non-graduates have an equally good chance to be admitted as Wranglers if they have the potential.

5 Senior commanders can recommend to the Wrangler Committee officers to be considered for Wranglership. They can also recommend termination of Wranglership for officers whose performance do not come up to expectation.

6 The more able an officer is, the more is expect of him. In the process of testing and grooming, the outstanding officers will emerge. Special career paths are planned to test and groom the Wranglers.

7 The Wrangler Project covers only officers who are Lieutenant Colonels and below. Colonels and above have been put through sufficient scrutiny before they are promoted to the rank.

8 Wranglers are streamed into three categories to facilitate planning and

grooming :

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a Commander Wrangler - He is one who is better at command and need not necessarily make a good staff officer. He is one who has good leadership qualities, killer instinct, and a forceful character.

b Staff Wrangler - He is one who makes a good staff officer but may not be as effective as a commander. He is able to plan, coordinate, administer and write well.

- c Combined Wrangler - He is one who is able to do well both as a commander and staff officer.

9 The numbers of confirmed and provisional Wranglers according to categories are listed below :

| <u>S/No</u> | <u>CATEGORY</u> | <u>CONFIRMED*</u> | <u>PROVISIONAL**</u> |
|-------------|---|-------------------|----------------------|
| 1 | SAF (UK) Scholars | 39 | 11 |
| 2 | Senior Wranglers (LTC or local COL) | 19 | 3 |
| 3 | Overseas-Trained Officers (graduating and non-graduating courses) | 34 | 30 |
| 4 | SAF Local Scholars | 5 | 9 |
| 5 | Combat Graduate Officers | 4 | 3 |
| 6 | Top 15% of Advanced Combat Courses | 21 | 6 |
| 7 | Commanders' Recommendations | 53 | 13 |
| 8 | Top 10% OCT course and with HSC 4/SC I qualifications | 24 | 3 |
| Total : | | 199 | 78 |

* Confirmed - They have been Wranglers for a number of years and have performed well up to now.

** Provisional - Either they are junior and therefore it is too early to confirm them. Or though Wranglers for some years their performance have not met expectations.

EDUCATION QUALIFICATION OF OFFICER WHEN SAF STARTED

Table 1A - Educational Qualification (As at 31 May 66) of Officers when SAF was Started in May 1966

| Rank | Hons C1 1/ C1 2 Upper | Hons C1 2 Lower & Below | General Degree | Technical Diploma | HSC 4/ GCE 'A' Level | HSC 5/Partial GCE 'A' Level | GCE 5 'O' Levels & Above | GCE 4 'O' Levels & Below | Total |
|------------|--------------------------|-------------------------------|-------------------|----------------------|----------------------------|--------------------------------|--------------------------------|--------------------------------|-------|
| LTC | - | 1 | - | - | - | - | - | - | 1 |
| MAJ | - | - | - | - | - | - | 1 | - | 1 |
| CPT | - | - | 1 | - | - | - | 2 | 5 | 8 |
| LTA | - | 1 | - | - | - | 2 | 2 | 14 | 19 |
| 2LT | - | - | - | - | 1 | 3 | 19 | 28 | 51 |
| OCT | - | - | - | - | 6 | 3 | 25 | 40 | 74 |
| Total | - | 2 | 1 | - | 7 | 8 | 49 | 87 | 154 |
| Percentage | - | 1.3 | 0.7 | - | 4.5 | 5.2 | 31.8 | 56.5 | 100.0 |

Table 1B - Educational Qualifications (As at 1 Jul 81) Of Remaining Officers Who Are Still Regulars And Were In Table 1A

| | | | | | | | | | |
|------------|---|-----|-----|-----|-----|------|------|------|-------|
| MG | - | - | - | - | 1 | - | - | - | 1 |
| COL | - | 1 | - | - | 2 | 2 | - | 1 | 6 |
| LTC | - | 1 | 1 | 1 | 2 | 2 | 6 | 9 | 22 |
| MAJ | - | - | - | 1 | 1 | 6 | 8 | 12 | 28 |
| CPT | - | - | - | - | - | 1 | 4 | 15 | 20 |
| LTA | - | - | - | - | - | - | - | 1 | 1 |
| Total | - | 2 | 1 | 2 | 6 | 11 | 18 | 38 | 78 |
| Percentage | - | 2.6 | 1.3 | 2.6 | 7.7 | 14.1 | 23.1 | 48.7 | 100.0 |

EDUCATION QUALIFICATIONS OF FIRST 6 BATCHES OF REGULAR OFFICERS

TABLE 2A - EDUCATION QUALIFICATIONS OF THE OFFICERS AT TIME OF JOINING SAF

| BATCH | HONOURS CLASS 1 | HONOURS CLASS 2 UPPER | HONOUR CLASS 2 LOWER & BELOW | GENERAL DEGREE | TECHNICAL DIPLOMA | HSC 4/ GCE 'A' LEVEL | HSC 5/ PARTIAL GCE 'A' LEVEL | GCE 5 'O' LEVELS & ABOVE | GCE 4 'O' LEVELS & BELOW | TOTAL |
|-----------------------|-----------------|-----------------------|------------------------------|----------------|-------------------|----------------------|------------------------------|--------------------------|--------------------------|------------|
| 1 st Batch | 0 | 0 | 1 | 1 | 0 | 12 | 9 | 31 | 31 | 85 |
| 2 nd Batch | 0 | 0 | 1 | 3 | 3 | 7 | 12 | 21 | 52 | 99 |
| 3 rd Batch | 1 | 1 | 0 | 3 | 2 | 9 | 11 | 29 | 78 | 134 |
| 4 th Batch | 0 | 0 | 1 | 0 | 1 | 9 | 4 | 14 | 20 | 49 |
| 5 th Batch | 0 | 0 | 0 | 4 | 0 | 5 | 14 | 7 | 39 | 69 |
| 6 th Batch | 0 | 0 | 0 | 2 | 0 | 18 | 11 | 22 | 33 | 86 |
| TOTAL (%) | 1 (0.2%) | 1 (0.2%) | 3 (0.6%) | 13 (2.5%) | 6 (1.1%) | 60 (11.5%) | 61 (11.7%) | 124 (23.8%) | 253 (48.4%) | 522 (100%) |

TABLE 2B - EDUCATIONAL QUALIFICATIONS OF THE SAME FIRST SIX BATCHES OF REGULAR OFFICERS AT PRESENT (AS AT 31 JUL 81)

| RANK | HONOURS CLASS 1 | HONOURS CLASS 2 UPPER | HONOUR CLASS 2 LOWER & BELOW | GENERAL DEGREE | TECHNICAL DIPLOMA | HSC 4/ GCE 'A' LEVEL | HSC 5/ PARTIAL GCE 'A' LEVEL | GCE 5 'O' LEVELS & ABOVE | GCE 4 'O' LEVELS & BELOW | TOTAL |
|-----------|-----------------|-----------------------|------------------------------|----------------|-------------------|----------------------|------------------------------|--------------------------|--------------------------|------------|
| COL | 1 | 1 | 1 | 2 | 0 | 0 | 0 | 1 | 0 | 6 |
| LTC | 0 | 0 | 0 | 6 | 1 | 3 | 2 | 6 | 2 | 20 |
| MAJ | 0 | 1 | 1 | 3 | 8 | 25 | 19 | 42 | 72 | 171 |
| CPT | 0 | 1 | 0 | 2 | 5 | 37 | 49 | 45 | 143 | 282 |
| LTA | 0 | 0 | 1 | 2 | 0 | 11 | 10 | 6 | 13 | 43 |
| TOTAL (%) | 1 (0.2%) | 3 (0.6%) | 3 (0.6%) | 15 (2.9%) | 14 (2.7%) | 76 (14.5%) | 80 (15.3%) | 100 (19.1%) | 230 (44.1%) | 522 (100%) |

TABLE 3 - COMPARISON OF PRESENT EDUCATIONAL QUALIFICATIONS OF SAF UK SCHOLARS/OTA/LOCAL SCHOLARS/NORMAL REGULARS (1971 - 1977)

| TYPE OF OFFICERS | HONOURS CLASS 1 | HONOURS CLASS 2 UPPER | HONOUR CLASS 2 LOWER & BELOW | GENERAL DEGREE | TECHNICAL DIPLOMA | HSC 4/ GCE 'A' LEVEL | HSC 5/ PARTIAL GCE 'A' LEVEL | GCE 5 'O' LEVELS & ABOVE | GCE 4 'O' LEVELS & BELOW | TOTAL |
|---------------------|-----------------|-----------------------|------------------------------|-------------------|----------------------------|----------------------|------------------------------|--------------------------|--------------------------|-------------|
| SAF UK SCHOLARS | 33 | 11 ^(a) | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 50 |
| OTA (GRADUATING) | 6 | 2 | 2 | 16 ^(b) | 0 | 7 ^(c) | 0 | 0 | 0 | 33 |
| OTA (NON-GRADUATE) | 0 | 2 | 1 | 3 | 0 | 30 | 2 | 1 | 0 | 39 |
| LOCAL SCHOLARS | 1 | 8 | 6 | 12 | 0 | 0 | 0 | 0 | 0 | 27 |
| SUB TOTAL (%) | 40 (26.8%) | 23 (15.4%) | 15 (10.1%) | 31 (20.8%) | 0 (0%) | 37 (24.8%) | 2 (1.3%) | 1 (0.8%) | 0 (0%) | 149 (100%) |
| NORMAL REGULARS (%) | 0 (0%) | 4 (0.4%) | 5 (0.5%) | 81 (8.4%) | 140 ^(d) (14.5%) | 355 (36.8%) | 95 (9.9%) | 151 (15.6%) | 134 (13.9%) | 965 (100%) |
| GRAND TOTAL (%) | 40 (3.6%) | 27 (2.4%) | 20 (1.8%) | 112 (10.1%) | 140 (12.6%) | 392 (35.2%) | 97 (8.7%) | 152 (13.6%) | 134 (12.0%) | 1114 (100%) |

(a) 6 of the scholars have Hons C1 2 (not classified upper of lower) from Oxford University

(b) All of them graduated in Japan, India and Philippines and in accordance with the countries' military training system which they went through no honours degrees were awarded.

(c) The 7 officers are still studying for their degree.

(d) 120 are military technical officers.

TABLE 4 - PRESENT EDUCATIONAL QUALIFICATIONS OF MAJs AND ABOVE OF THE THREE SERVICES BY RANK (AS AT 31 JUL 81)

| RANK \ EDN QUALFN | HONOURS CLASS 1 | HONOURS CLASS 2 UPPER | HONOUR CLASS 2 LOWER & BELOW | GENERAL DEGREE | TECHNICAL DIPLOMA | HSC 4/ GCE 'A' LEVEL | HSC 5/ PARTIAL GCE 'A' LEVEL | GCE 5 'O' LEVELS & ABOVE | GCE 4 'O' LEVELS & BELOW | TOTAL |
|--------------------------|------------------------|------------------------------|---|-----------------------|--------------------------|-----------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---------------|
| MG | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 |
| COL | 1 | 1 | 3 | 3 | 0 | 2 | 2 | 1 | 1 | 14 |
| LTC | 0 | 1 | 1 | 10 | 4 | 8 | 6 | 17 | 10 | 57 |
| MAJ | 24 | 5 | 4 | 27 | 12 | 61 | 31 | 81 | 91 | 336 |
| TOTAL | 25 (6.1%) | 7 (1.7%) | 8 (2.0%) | 40 (9.8%) | 16 (3.9%) | 72 (17.6%) | 39 (9.6%) | 99 (24.3%) | 102 (25.0%) | 408 (100%) |

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**EDUCATIONAL QUALIFICATIONS OF STAFF EQUIVALENT TO MAJOR AND ABOVE
IN SELECTED GOVERNMENT BODIES AND COMPANIES AS AT 1 AUG 81**

Table 5

SIA

| | PhD | Honours 1 st Class | Honours 2 nd Class Upper | Honours 2 nd Class Lower & Below | Pass Degree | Professional Qualification | 'A' Level | 'O' Level | Total |
|----------------|-----|----------------------------------|--|---|----------------|-------------------------------|-----------|-----------|-------|
| Manager | - | 2 | 13 | 9 | 11 | 7 | - | 22 | 64 |
| Senior Manager | - | 1 | 1* | 1 | 2 | 4 | 1 | 2 | 12 |
| Executives | 1 | 2 | 4 | 1 | 2 | 1 | - | 5 | 16 |
| Total | 1 | 5 | 18 | 11 | 15 | 12 | 1 | 29 | 92 |
| Percentage | 1.1 | 5.4 | 19.6 | 12.0 | 16.3 | 13.0 | 1.1 | 31.5 | 100.0 |

* 2nd Class Hon**DBS**

| | | | | | | | | | |
|--|---|------|------------------|------|------|------|-----|---|-------|
| Treasurer | - | 5 | 7 ^{1/} | 3 | 6 | 2 | - | - | 23 |
| Assistant Vice President | - | 5 | 11 ^{2/} | 6 | 12 | 3 | 1 | - | 38 |
| Vice-President | - | 1 | 6 ^{3/} | 3 | 1 | 4 | - | - | 15 |
| Senior Vice-President/ Executive Vice-President | - | 1 | 4 ^{3/} | 1 | - | - | - | - | 6 |
| Total | - | 12 | 28 | 13 | 19 | 9 | 1 | - | 82 |
| Percentage | - | 14.6 | 34.1 | 15.9 | 23.2 | 11.0 | 1.2 | - | 100.0 |

^{1/} Includes 2 2nd Class Honours^{2/} Includes 5 2nd Class Honours^{3/} Includes 1 2nd Class Honours

PUB

| | PhD | Honours 1 st Class | Honours 2 nd Class Upper | Honours 2 nd Class Lower & Below | Pass Degree | Professional Qualification | 'A' Level | 'O' Level | Total |
|------------|-----|----------------------------------|--|--|----------------|-------------------------------|-----------|-----------|-------|
| Grade 2 | - | - | 1 | 6 | 4 | - | - | - | 11 |
| 1 | - | - | 3 | 2 | 1 | - | - | - | 6 |
| H | - | - | 1* | 1 | 2 | - | - | - | 4 |
| G | - | - | - | - | - | - | - | - | - |
| F | - | - | - | - | - | 1 | - | - | 1 |
| E | - | 1 | - | - | 2 | - | - | - | 3 |
| E1 | - | - | - | 1 | - | - | - | - | 1 |
| D | - | - | 1* | - | 1 | - | - | - | 2 |
| D1 | - | - | - | - | - | 1 | - | - | 1 |
| C | - | - | - | - | - | - | - | - | - |
| Total | - | 1 | 6 | 10 | 10 | 2 | - | - | 29 |
| Percentage | - | 3.4 | 20.7 | 34.5 | 34.5 | 6.9 | - | - | 100.0 |

* 2nd Class Hon**EDB**

| | | | | | | | | | |
|------------|-----|------|------|------|------|-----|-----|-----|-------|
| AS | - | - | 3 | 3 | 1 | - | 2 | 2 | 11 |
| PAS | 1 | 3 | 4 | 2 | 3 | 1 | - | - | 14 |
| Grade H | 1 | - | - | 1 | 1 | 1 | - | - | 4 |
| G | - | 2 | 1 | 1 | - | 1 | - | - | 5 |
| F | - | - | - | 2 | - | - | - | - | 2 |
| D | - | 2 | - | - | - | - | - | - | 2 |
| C | - | - | - | 1 | - | - | 1 | - | 2 |
| Total | 2 | 7 | 8 | 10 | 5 | 3 | 3 | 2 | 40 |
| Percentage | 5.0 | 17.5 | 20.0 | 25.0 | 12.5 | 7.5 | 7.5 | 5.0 | 100.0 |

Administrative Service

| | PhD | Honours 1 st Class | Honours 2 nd Class Upper | Honours 2 nd Class Lower & Below | Pass Degree | Professional Qualification | 'A' Level | 'O' Level | Total |
|------------|-----|----------------------------------|--|--|----------------|-------------------------------|-----------|-----------|-------|
| AS | 1 | 9 | 17 | 3 | 1 | 1 | - | - | 32 |
| PAS | 1 | 18 | 15 | 4 | 1 | 1 | 1 | - | 41 |
| Grade H | - | 7 | 10 | 3 | - | - | - | 1 | 21 |
| G | 1 | 7 | 4 | 4 | - | - | - | - | 16 |
| F | 2 | - | 3 | 3 | - | - | - | - | 8 |
| E | - | - | 3 | - | - | - | - | 1 | 4 |
| D | 1 | 3 | 2 | 3 | 1 | - | - | - | 10 |
| D1 | - | 1 | - | - | 1 | - | - | - | 2 |
| C | - | - | 3 | 1 | 2 | - | - | - | 6 |
| A | - | - | - | 2 | 2 | - | - | - | 4 |
| Staff I | - | 2 | - | 1 | - | - | - | - | 3 |
| Total | 6 | 47 | 57 | 24 | 8 | 2 | 1 | 2 | 147 |
| Percentage | 4.1 | 31.9 | 38.8 | 16.3 | 5.4 | 1.4 | 0.7 | 1.4 | 100.0 |

AS AT 1.8.81