

Based upon the nature of the grade and not merely the amount of salary attached to it, this separation into Divisions aimed at greater flexibility and elasticity in the Service.

The following table, which shows the Government establishment as it was on 1st January, 1955, will indicate the relative strengths of staffs in the four Divisions and in the larger departments.

—	Division I	Division II	Division III	Division IV	Total	%
Police	87 (89)	308 (297)	558 (565)	4136 (4115)	5089 (5102)	23 %
Education ..	129 (63)	1778 (1439)	2121 (2304)	796 (645)	4824 (4451)	22 %
Medical and Health ..	248 (164)	288 (242)	1707 (1301)	2551 (2170)	4794 (3877)	22 %
Postal	9 (8)	10 (9)	421 (401)	408 (366)	848 (784)	4 %
Customs and Excise	21 (21)	24 (12)	152 (158)	443 (452)	640 (643)	3 %
Public Works ..	58 (46)	16 (16)	337 (323)	217 (186)	628 (571)	3 %
Telecommunications	9 (9)	8 (6)	423 (408)	95 (95)	535 (518)	2½ %
Others	391 (352)	374 (357)	1892 (2135)	1815 (2295)	4472 (5235)	20½ %
Total	952 (752)	2806 (2378)	7611 (7395)	10461 (10656)	21830 (21181)	100 %
%	4.4 %	12.8 %	34.8 %	48 %	100 %	..

Figures in brackets are the figures as at 1st January 1954 to show changes in one year of development.

The tendency in highly developed Public Services is to recruit persons to the Public Service as a whole and not to each department separately. This is a safeguard for the principle of appointment and promotion by merit. It is important that the officer should regard himself as an officer of the Public Service, and not just a particular department. His career lies in the Public Service. Another advantage of this system in that departments, which among themselves are equally parts of the administrative arm of the Government, avoid competing with each other for the ablest candidates. A conception is fostered of direct public service to the State and community, and not exclusively to any one department.

Singapore is moving steadily along the road towards a Public Service which can fully implement these principles. You should make sure that you know what they are and how vital they are to your work as a servant of the people of Singapore.

To sum up, a career service is dependent on certain principles: independent non-political control; open competitive recruitment; public and judicial rules governing transfer, promotion and dismissal; a regular system of position classification; fixed salary grades with regular increments; security of tenure, subject to good behaviour, involving a career of permanent service; and a distinctive retirement system. In the succeeding chapters, these fundamental principles will be considered in detail.