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**SAF PROFESSIONAL READING LIST**

**INTRODUCTION**

1. Under the O.N.E. SAF framework, the three key thrusts of Operationalising, Nurturing and Engaging are being implemented to realise an integrated, networked and cohesive SAF ready and capable across a spectrum of operations to protect our national interests. Nurturing first class people in a world-class organisation (the second thrust), would require us to strengthen our professionalism, create knowledge and build the necessary leadership competencies. One of the measures undertaken by SAFTI MI to strengthen the professionalism of our officer corps is to inculcate a spirit of life-long, self directed learning and a good reading habit. The latter is to be achieved by promoting a revamped SAF Professional Reading Programme (PRP) and by promulgating a SAF Professional Reading List (PRL).

**SAF PROFESSIONAL READING LIST**

2. The SAF Professional Reading List (PRL) was devised to cultivate and stimulate the reading habit of SAF officers/learners attending the four Route of Advancement (ROA) courses in SAFTI MI, taking into consideration the very limited time they have in these courses. This Reading List was also formulated to provide SAF officers/learners some insights into the thinking and vision of our senior political and military leadership, past and present and to get them thinking and discussing military-related issues with the help of review questions. This would be a useful supplement to the curriculum of the four ROA courses.

3. The SAF PRL consists of 4 segments (OCC, TSWC, CSC and SCP), with each segment comprising 5 to 6 short articles (speech, journal article, or book extract). In the selection of these articles, the following considerations were borne in mind:

- a. the articles are relevant for their professional development and complement their ROA Course syllabus;
- b. the articles will complement the self-directed SAF Professional Reading Programme which is book-based;

c. the articles selected are progressive in terms of content and relevant to their professional needs at different stages of their career;

d. the selection will be manageable in view of the amount of reading that an average SAF officer is expected to do — work-related, course-related and personal development.

4. Given the above considerations, at each stage of an officer's career, the articles would revolve around one theme that is suitable for that particular stage of his/her career (see **ANNEX A** for list of articles under each theme):

a. Stage 1: OCT-CPT 1 (OCC): The theme of National Service & Defence is appropriate as at this stage, an officer/cadet starting his/her service with the SAF should be fully cognisant of the importance of NS in a small and vulnerable country with limited human resources and the nation-building role played by NS. Such awareness would go some way towards inculcating a sense of purpose and motivation in the young officers/cadets during their military service.

b. Stage 2: CPT 2-MAJ 1 (TSWC): The theme of Professionalism & Leadership is selected as it is important that an officer at an early stage of his/her career reflects upon and internalise what it means to be a professional soldier and a leader-warrior and to understand the organisational requirements for such attributes. He/She would then be in a better position to lead his/her men and to be an exemplary professional leader and soldier.

c. Stage 3: MAJ 2-LTC 1 (CSC): The theme of Warfare and Technology would be suitable for officers at this level as they would by then have some grounding in strategic and military studies as well as military technology which would be needed to appreciate the context in which technology can play an important role in war. A thoughtful study of the articles provided would enable an officer at this level to better understand the contributions and limitations of technology in waging wars.

d. Stage 4: LTC 2 & Above (SCP): The theme of Singapore's Future and Challenges is deemed to be relevant for the senior echelon of the SAF officers' corps. At this level, SAF officers are expected to discuss and analyse national issues which affect the defence of Singapore. They are also expected to examine future trends and challenges which could affect our national security.

5. For each theme, two review questions are crafted to guide the officers in their reading and to provide focus. These review questions would help the officers to understand better the issues for each theme. The SAFTI schools can either use these

review questions for syndicate/section level discussion and debate, or for e-journaling purpose so that each learner can pen down their thoughts and response to these questions. The review questions for each theme are listed in **ANNEX B**.

### **ACCESS TO SAF PRL**

6. The SAF PRL including the soft copy of all the PRL articles is accessible through the SAF Professional Reading List website found under SAFTI Library Homepage at [http://safti.mindef/saftilibrary/](http://safti.mindef.saftilibrary/) (intranet) or <http://www.mindef.gov.sg/safti/saftilibrary/>

### **FEEDBACK/CLARIFICATIONS**

7. For feedback or clarifications, please email Head Military Studies Branch, CLME through MINDEF intranet or [Wong\\_Chee\\_Wai@starnet.gov.sg](mailto:Wong_Chee_Wai@starnet.gov.sg).

**SAF PROFESSIONAL READING LIST ARTICLES FOR THE FOUR STAGES OF AN OFFICER'S CAREER**

<b>S/N</b>	<b>OCT to CPT1(OCC): National Service &amp; Singapore's Vulnerabilities</b>	<b>CPT2 to MAJ 2(TSWC): Professionalism and Leadership</b>	<b>MAJ 2 to LTC 1(CSC): Warfare and Technology</b>	<b>LTC 2 &amp; Above(SCP): Singapore's Future and Challenges</b>
1.	Goh Chok Tong, "Security and Defence", <i>POINTER</i> December 1982.	Kuek, Desmond. "Rising to Army 21: Adding Values, Holding Values", <i>POINTER</i> V25N3 1999.	Huxley, Tim. "Singapore and the Revolution in Military Affairs: An Outsider's Perspective", <i>POINTER</i> V30N1 2004.	Ghesquiere, Henri C. <i>Singapore's Success: Engineering Economic Growth</i> . Singapore: Thomson Learning, 2007. Pp. 147-155.
2.	Huxley, Tim. <i>Defending the Lion City</i> . Pp. 31-33, 100-102.	Lee Hsien Loong, "Professionalism in the SAF", <i>POINTER</i> Supplement October 1984.	Lee Hsien Loong, "Science and Technology in National Defence", <i>POINTER</i> V11N2 1985.	"Singapore's Foreign Policy", Speech by Minister for Transport and 2 <sup>nd</sup> Minister for Foreign Affairs, Raymond Lim at the Temasek Seminar 2006.
3.	Lee Hsien Loong, "Defence: Our Sources of Strength", <i>POINTER</i> V10N2 1984.	Neo Kian Hong, "Values Based Leadership in the SAF", <i>POINTER</i> V33N4 2008.	Lui Pao Chuen, "The Revolution in Military Affairs: Technological Solutions for Budget Tight and Manpower Scarce Armed Forces", <i>POINTER</i> V25N3 1999.	Neo Boon Siong and Chen, Geraldine. <i>Dynamic Governance: Embedding Culture, Capabilities and Change in Singapore</i> . Singapore: World Scientific, 2007. Pp. 447-460.

S/N	OCT to CPT1: National Service & Singapore's Vulnerabilities	CPT2 to MAJ 1: Professionalism and Leadership	MAJ 2 to LTC 1: Warfare and Technology	LTC 2 & Above: Singapore's Future and Challenges
4.	Tan Tai Yong, "Singapore: Civil-Military Fusion", in Muthiah Alagappa ed. <i>Coercion and Governance: The Declining Political Role of the Military in Asia</i> . Pp. 276-277, 286-290.	Ng Chee Khern, "Effective Leadership: Contextual and Invariant Dimensions", <i>POINTER</i> V33N1 2007.	Schnaubelt, Christopher M. <i>Parameters</i> , "Whither the RMA?", Autumn 2007. Pp. 42-50.	Teo Chee Hean, "Security Cooperation in Asia: Managing Alliances & Partnerships", <i>POINTER</i> V33N2 2007.
5.	Statement by Minister for Defence Teo Chee Hean on National Service defaulters in Parliament 2006.	Tan Kim Seng, "Trends Towards Careerism in the SAF — Where Does our Profession Lie?", <i>POINTER</i> V21N4 1995.	"Trends in our Security Environment" Speech by Minister for Defence Teo Chee Hean at the Committee of Supply Debate on Defence Budget 2007.	"Setting National Security Priorities", Speech by Minister for Defence Teo Chee Hean at 5 <sup>th</sup> Shangri-la Dialogue 2006.
6.	-	Vuono, Carl E. "Professionalism and the Army of the 1990s", <i>Military Review</i> , LXX, 4 (Apr 1990). Pp. 2-9.	-	-

**REVIEW QUESTIONS FOR EACH THEME OF THE SAF PROFESSIONAL  
READING LIST**

**1. OCT to CPT1 (OCC): National Service & Singapore's Vulnerabilities**

- a) National Service was introduced in Singapore in 1967. Is it still necessary in the present day and age?
- b) What is the impact of the National Service system on Singapore?

**2. CPT2 to MAJ 1 (TSWC): Professionalism and Leadership**

- a) How can we enhance professionalism in the SAF?
- b) Why are values important in a professional organisation like the SAF?

**3. MAJ 2 to LTC 1 (CSC): Warfare and Technology**

- a) What is the role played by technology in enhancing Singapore's security?
- b) How effective is military technology for armed forces operating in today's complex and uncertain environment?

**4. LTC 2 & Above (SCP): Singapore's Future and Challenges**

- a) How applicable are the lessons of Singapore's success to Asia-Pacific countries keen to emulate our socio-economic achievements?
- b) Identify the challenges to Singapore's future and the possible approaches to tackle these challenges.