

**SELECTION PROCESSES FOR OFFICERS AND SOLDIERS PARTICIPATING IN FOREIGN MISSIONS**

There are 2 categories of participation in foreign missions: individual and group. Individual participation is in the form of staff officers, MILOBs, arms monitors, DAs and LOs; while group participation is in the form of platoons, companies or battalions. The MoD/RSLAF has different modes of selecting officers and soldiers for participation in each of these 2 categories as outlined below:

- a. **Individual Participation.** In this category, the MOD/RSLAF has 4 main human resource management/selection boards which serve all purposes: overseas training, overseas deployment, promotions, appointments, etc. Each of these management boards has stipulated rank(s) it is mandated to deal with. The management/selection boards are as follows:

(1) **No 1 Board for Colonels and Above**

Confirming Authority	Commander-in-Chief (for Defence Council approval or he approves on behalf of Defence Council or delegates to the Minister of Defence)
Board President	Minister of Defence (MD)
Board Members	Chief of Defence Staff (CDS)
	Director General of Defence (DG)
	Representative of International Security Advisory & Training Team (ISAT)
Board Secretary	Director of Defence Personnel (D Def Pers)

(2) **No 2 Board for Lieutenant Colonels**

Confirming Authority	MD (for Defence Council approval)
Board President	CDS
Board Members	Deputy CDS (DCDS)
	Commander Joint Force (CJF)
	Assistant CDS incharge of Operations & Plans (ACDS Ops/Plans)

	Assistant CDS incharge of Personnel & Training (ACDS Pers/Trg)
	Assistant CDS incharge of Support & Logistics (ACDS Sp/Log)
	Assistant CDS incharge of Gender & Equal Opportunities (ACDS G/EO)
Board Secretary	D Def Pers

(3) **No 3 Board for Majors**

Confirming Authority	CDS (for Defence Council approval)
Board President	DCDS
Board Members	CJF
	ACDS Ops/Plans
	ACDS Pers/Trg
	ACDS Sp/Log
	ACDS G/EO
Board Secretary	D Def Pers

(4) **No 4 Board for Captains, Lieutenants and Other Ranks**

Confirming Authority	CDS (for Defence Council approval)
Board President	CJF
Board Members	ACDS Ops/Plans
	ACDS Pers/Trg
	ACDS Sp/Log
	ACDS G/EO
Board Secretary	D Def Pers

(5) Prior to the convening of any board, vacancies are first advertised to all units in the RSLAF force-wide by the Directorate of Defence Personnel, which provides the Secretariat for all management boards, for the nomination of suitably qualified candidates for the particular vacancy. The advert by signal message or otherwise normally states the actual rank of officers or soldiers required. Upon receipt of all nominations a calling notice is released for the appropriate board members to meet and select the best candidate(s).

(6) During the board sitting the personal/confidential file of each candidate is perused through by all board members in turns and an appropriate score is awarded based on the board member's candid opinion about a candidate's suitability to fill the vacancy. The scores are then collated by the Secretary who computes the average score for each candidate. The candidate(s) with the highest average score(s) is/are selected to fill the advertised post. The result of the board is then forwarded to the confirming authority for approval, as a form of check and balance.

(7) However, there are at times certain cases of extreme urgency which do not permit the full process to take place. An out of board decision procedure is rather followed. In this case, the Director of Defence Personnel flips through the personal/confidential files of officers of the appropriate rank in order to identify a reasonable number of suitably qualified candidates for the available vacancy. He then presents the list of candidates to each board member in person or by phone if not available so that they can indicate a candidate of their choice based on candidates' profiles. These individual choices are then presented to the board president who takes a final decision in consultation with board members whose choices fall out of the most favoured candidate by the majority.

b. **Group Participation**

(1) In this case, which borders on generating troops for a foreign mission, the operations cell of the Joint Force Command Headquarters at Cockerill Barracks is tasked to conduct a preliminary selection process based on the requirements of the mission. The operations cell in turn allocates quotas to minor units and battalions force-wide to select suitably qualified officers and soldiers for training. The minor units and battalions are ofcourse expected to conduct their selection by merit and in a transparent manner. The selected personnel, usually ten percent above the required number, are then inserted for training at the Peace Mission Training Centre at Hastings.

(2) During this pre-deployment training, troops undergo medical, physical and educational assessments. If time permits and resources are sufficient, two medical assessments are often conducted: one before the training and the other before deployment. Personnel who fail medical (diagnosed of major illnesses like hepatitis, HIV/AIDS, etc) at any of the 2 stages are dropped automatically.

(3) For the physical and educational assessment, field tactical exercises (FTX) and command post exercise (CPX) are conducted from time to time to exercise and assess in their various roles in their sub-units. After several exercises, those who exhibit an appreciable level of understanding of their roles are selected for deployment. However, no matter how talented and physically fit an officer or soldier may be, he must pass the medical assessment to remain in the team. Furthermore, if as a result of the assessments the required number of personnel is not achieved, fresh personnel are quickly selected across the RSLAF and taken through all the processes as fast as possible until the required number is finally achieved.