

No. 17309

**UNITED STATES OF AMERICA
and
SINGAPORE**

**Exchange of letters constituting an agreement relating to a
management training assistance team (with appendix).
Singapore, 23 and 24 February 1977**

Authentic text: English.

Registered by the United States of America on 24 November 1978.

**ÉTATS-UNIS D'AMÉRIQUE
et
SINGAPOUR**

**Échange de lettres constituant un accord relatif à un groupe
chargé d'aider à la formation de personnel de gestion
(avec appendice). Singapour, 23 et 24 février 1977**

Texte authentique : anglais.

Enregistré par les États-Unis d'Amérique le 24 novembre 1978.

EXCHANGE OF LETTERS CONSTITUTING AN AGREEMENT¹ BETWEEN THE UNITED STATES OF AMERICA AND SINGAPORE RELATING TO A MANAGEMENT TRAINING ASSISTANCE TEAM

I

Singapore, February 23, 1977

Dear Mr. Minister:

In May 1975 your Prime Minister presented an Aide Memoire to our Secretary of Defense noting the increased acquisition of American aircraft for the Republic of Singapore Air Force (RSAF) and requesting United States assistance in improving the command, staff and training functions of the RSAF. In response to this request you will recall that a USAF team visited Singapore in October 1975 and studied the organization, training and management of the RSAF.

As a result of information obtained from your officials, as well as from its own observations, the survey team identified the potential problem areas which could restrict the development of an effective and self-sufficient air force. These problems span the functional areas of operations, engineering, manpower and command and control. The team concluded that American training in each of these functional areas would contribute significantly to the achievement of a managerially self-sufficient RSAF.

To implement the survey team's recommendations I wish to propose (a) the temporary assignment to Singapore of a Management Training Assistance Team (MTAT) composed of five USAF officers for a maximum period of two years and (b) extensive professional and technical schooling in the United States for RSAF personnel, both elements to be funded under the FMS cash sales program.

The task of the MTAT would be to provide training and assistance in management techniques to key staff elements of the RSAF for a period of up to two years. This arrangement would have the advantage of providing management training to the RSAF while it develops staff expertise. The concurrent schooling program in the United States would provide a long-term base to ensure a continuing flow of properly trained officers to the RSAF.

I propose that the MTAT function in accordance with the concept of operations set forth in Appendix A and be funded in accordance with the provisions of the Letter of Offer and Acceptance set forth in Appendix B.² Subsequent letters of offer and acceptance to be negotiated separately would cover the funding arrangements for various groups of RSAF personnel receiving professional training in the United States.

In implementing this agreement I propose that personnel of the Military Training Assistance Team have the same rights, privileges and immunities as members of the administrative and technical (home based) staff of the United States Embassy, except

¹ Came into force on 24 February 1977 by the exchange of the said letters.

² The appendix is not an integral part of the Agreement. (Information provided by the Government of the United States of America.)

as otherwise set forth in the enclosed Letter of Offer and Acceptance. In addition, these personnel shall be accorded the same prerogatives as members of the armed forces of Singapore and seconded Commonwealth personnel of equivalent rank.

This letter and your reply concurring in its provisions as well as the provisions of the appendices attached hereto shall constitute an agreement between our two governments.

Sincerely,

[Signed]

JOHN H. HOLDRIDGE
American Ambassador

His Excellency Dr. Goh Keng Swee
Minister of Defence
Tanglin, Singapore

APPENDIX A

MANAGEMENT TRAINING ASSISTANCE TEAM (SINGAPORE) CONCEPT OF OPERATIONS

General

The five-man MTAT provided under the Letter of Offer and Acceptance (Case No. SN-YAC) will train the Government of Singapore in the development of a managerially self-sufficient Republic of Singapore Air Force (RSAF). In light of this goal, the MTAT will provide management assistance to the RSAF to identify areas where improved efficiencies and management practices can be implemented. These areas will cover the fields of Command and Control, Logistics (Aircraft Maintenance), Personnel, Training and Operations. The MTAT will make recommendations to GOS officials that are appropriate to RSAF needs and capabilities.

The MTAT will function as a team and individual MTAT members will interface with appropriate RSAF activities at all levels. The GOS Ministry of Defense will assure that MTAT personnel are authorized access to RSAF activities so that the duties identified can be satisfactorily accomplished.

MTAT personnel who have active aeronautical ratings in the USAF may perform aircrew duties in RSAF aircraft in their speciality. MTAT personnel may only perform those aircrew duties to the extent that may be necessary for the successful performance of their duties. MTAT personnel performing aircrew duties in RSAF aircraft will adhere to all flying rules and regulations of the RSAF.

Team Composition and Responsibilities

1. *MTAT Commander, Colonel (06) AFSC 0036.* Duties: This officer will provide management training to the RSAF director and the RSAF Air Staff related to their duties of

managing and directing the RSAF and of coordinating with the Director General Staff and Ministry of Defense. He will provide written reports, at least quarterly, to the Ministry of Defense. These reports will identify areas of needed improvement in the RSAF and recommend solutions for GOS MOD consideration. His primary interface will be with the RSAF Air Staff and appropriate subordinate units.

2. *Tactical Operations Officer, Lt. Colonel (05) AFSC 0036.* Duties: This officer will provide management training to the RSAF to assist in defining operational mission concepts that will guide the ordered development of RSAF tactical capabilities. These concepts will include: Command and Control, Joint Service Coordination, Safety and Operational Aircrew Training and Evaluation Programs. His primary interface will be with RSAF Air Staff, Tactical Units and appropriate coordination levels of the RSN and RSA.

3. *Personnel Plans Staff Officer, Lt. Colonel (05) AFSC 7316.* Duties: This officer will provide management training to the RSAF to define personnel policies consistent with objectives. These objectives cover the areas of force structure, grades and skills that define levels of responsibilities and provide career progression, motivation and pay levels commensurate with seniority, responsibility and skill demands. His primary interface will be with the RSAF Air Staff as well as with Headquarters Staffs of the RSA, RSN and the Ministry of Defense.

4. *Flying Training Operations Officer, Major (04) AFSC* Duties: This officer will provide management training to the RSAF that will assist the ordered development of flying training objectives and concepts. These will include the training of flight instructors, development and/or modification of flight training syllabus, safety programs, flight training entry requirements and evaluation of students and instructors. His primary interface will be with the RSAF Flight Training organizations and appropriate RSAF Air Staff personnel.

5. *Director of Logistics, Major (04) AFSC 0046.* Duties: This officer will provide logistics management training to the RSAF that will assist in the development of quality maintenance and promote the effective scheduling of maintenance functions. These functions include logistics plans necessary for accomplishment of daily maintenance schedules, field level maintenance programs, personnel skills and requirements, quality control, and other logistics actions supportive to flying activities. His primary interface will be with the RSAF Air Staff and other appropriate activities.

Arrival and Duration of MTAT

The MTAT will be scheduled to arrive in Singapore so as to meet the needs of the GOS and to allow the USAF the necessary time to select qualified team members. Each team position will be manned for a two-year tour at which time the RSAF/USAF MTAT program will be terminated.

II

MAJULAH SINGAPURA*

DEPUTY PRIME MINISTER AND MINISTER OF DEFENCE
SINGAPORE

24 February 1977

Dear Mr. Ambassador,

I have received your letter of 23rd February 1977 setting forth your proposal to assign a five-man Military Training Assistance Team to Singapore for a two-year period and to provide professional training for RSAF personnel in the United States.

* Republic of Singapore.

On behalf of the Government of Singapore I accept the provisions of your letter of 23rd February 77 and the appendices attached thereto.

It is my understanding that your letter and this reply constitute an agreement between our two governments.

Yours sincerely,

[Signed]

GOH KENG SWEE
Deputy Prime Minister
and Minister of Defence

His Excellency Mr. John H. Holdridge
Ambassador
Embassy of the United States of America
Singapore
