

REPORT

on

Advisory Assignment

at

School of Public Administration
College of Law
Seoul National University

by

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ICA/University of Minnesota Contract

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TABLE OF CONTENTS

	<u>Page</u>
Introduction	1
Activities	2
General	2
Specific	3
Thesis supervision	3
Translation and publication project	8
Curriculum development	8
Operational achievements	10
Evaluation	11
Contacts	11
Recommendations	12
Appendix I	14
Paper entitled "Factors Affecting Korean Public Administration"	

I. INTRODUCTION

A. Background of Qualifying Experience

B.A., M.A., Northwestern University (1932, 1933); Ph.D., University of Wisconsin (1935). Since 1938 served as Chairman, Department of Government and Director of Governmental Research Bureau, University of South Dakota. On leave, as visiting professor, University of Wisconsin (1947) and Northwestern University (1956-1957). Prior government service includes State Price Officer, OPA (1941-1942); Member, Regional Loyalty Board, USCSC (1948-1952); Director, South Dakota Legislative Research Council (1951-1955); Director, South Dakota Little Hoover Commission (1953-1955). In 1955 made brief study of underdeveloped economy in Yugoslavia and in 1956 with aid of Social Science Research Council grant made special study of relation of cultural factors to law enforcement among off-reservation Sioux Indians.

B. Arrival and Orientation to Living in Korea

Arrived in Korea, August 6, 1958. Previously had no travel in Far East, but had tour of duty with U.S. Army Forces on Guam. Had studied with Professors Colegrove and McGovern at Northwestern University, Far East experts. Orientation program by OEC was well done. Living conditions, both housing and eating as provided by OEC, were most satisfactory.

C. Orientation to Job

Reported for work at University of Minnesota on July 31. Two days were spent in orientation to job assignment. Professor George Warp, Director, Korean Project in Public Administration spent much time outlining objectives of program and methods of procedure. A conference was also held with Dr. Tracy Tyler, Campus Project Coordinator at Minnesota.

In the field continuous guidance and assistance have been provided by Dr. Stuart MacCorkle, Adviser in Public Administration, Seoul National University, College of Law. Dean Shin, Tai Whan of the College of Law, to which the new School of Public Administration is attached, proved to be an outstanding person; he was most helpful from a personal as well as professional standpoint. The project has been fortunate in having him as the responsible Korean.

II. ASSIGNMENT TO DUTY

A. Project Activities

Reporter's assignment has been to serve as a Public Administration Adviser, School of Public Administration, College of Law, Seoul National University. At the time of the writing of this report, the School has just been legalized. Provision for the School has been made in the budget, already approved by the National Assembly and the President.

The establishment of the School is in line with technical assistance program elsewhere. Schools have been established in Manila, Saigon, and Bangkok in this immediate area. The Korean School was modeled in part on the school established in Manila.

The basic framework for the new School was outlined in a detailed report prepared by Professor George Warp and submitted on June 25, 1957. This report was based on a three-and-one-half week survey in Korea and a study of the operation of the Schools of Public Administration found in the Philippines, Thailand, Viet Nam, Pakistan, and Iran.

The Warp report, while modified as conditions demanded, is still regarded as the "constitution" by both Korean and American participating in the new public administration program. The report outlines the

organization of the School, degrees to be given, the curriculum, research program, library, in-service training, participant program, training of staff, provision for American staff members, the physical facilities needed, and budgetary requirements. Since copies of this report are available, the principal provisions of this report have not been summarized here.

The immediate duties of this reporter have been:

- (1) to supervise the preparation of theses by the seven Seoul National University and the two National Officials Training Institute returned participants, who were required to write theses in order to secure M.A. degrees from the University of Minnesota. These nine students were to be key staff members at their respective institutions
- (2) to initiate a translation and publication project, designed to provide instructional materials for the use of the new School.
- (3) to perform such other activities as might assist in the establishment of the new School; for example, the assembling of research materials to be maintained in the library and advising on curricular problems.

Thesis Supervision

The thesis topics of the Korean participants had been selected during the year spent at the University of Minnesota. The following is a list of the participants and their thesis topics:

Returnees: Seoul National University

1. Ahn, Hae Kyun, Bibliography of Public Administration in Korea.
2. Kim, Hae Dong, The Higher Civil Service Examination System in Korea.
3. Kim, Woon Tai, Administrative Structure and Practices in the Government of Korea.
4. Lee, Joung Sik, Public Relations in Korea.

5. Lee, Sang Jyo, Environment of Korean Public Administration.
6. Lee, Woong Keun, Budgeting and Financial Control in the Government of Korea.
7. Rho, Yung Hee, Local Government in Korea.

Returnees: National Officials Training Institute

8. Liu, Yung Sang, Training and Conditions of Work in the Korean Public Service.
9. Moon Ki Youl, Classification and Selection of Public Employees in Korea.

Second Year, University of Minnesota Students:

10. Bark, Dong Suh, History and Organization of the Public Service in Korea.
11. Kim, Tae Choon, Statistical Services in Korea.
12. Suh, Won Woo, Political and Legal Controls over Korean Public Administration.
13. Yu, Hoon, The Tax and Revenue System in Korea.

My work was, of course, confined to the nine returnees. They arrived in Korea early in August. The following month was spent by most of them in visiting relatives and friends, so that work on the theses could not begin until early in September.

During September, October, and early November a regular schedule of individual appointments was maintained so that weekly conferences, usually one half to one hour in length were held. These conferences dealt with research methods, note-taking, scope of thesis, interviewing technique, and problems arising in connection with the acquisition of materials. In a number of cases, interviews were arranged with Korean government or OEC personnel. The consequent visits were valuable to both the participants and myself.

By early December it became clear that six of the nine participants would not make any substantial start on the actual composition of their theses. On the other hand, three increased their efforts so that two completed their draft manuscripts in English and one completed his thesis in Korean. For the most part, it would seem that the completed theses have been well done and are a credit to the program.

The reasons why the six participants failed to write their theses are varied. Since the problem is a continuing one, inasmuch as they will be returnees in 1959, an analysis is worthy of presentation. The principal reasons appear to be these:

1. Inaccessibility of materials and information.

Any evaluation of the progress made on the thesis must consider the serious obstacles which face the Korean research worker. On several occasions Korean participants were accompanied on material gathering visits. Korean government officials often seem reluctant to provide information. In many cases, however, reliable data apparently are not available. Unfortunately, then it appears to be true that the social status of the student and the nature of existing data on governmental operations will make research studies difficult for a long time to come.

2. Personal.

Lee, Joung Sik did not return to the Seoul National University campus until January 12, 1959. Death and illness in the family made an earlier return impossible. Rho, Yung Hee seemed to be making excellent progress until he became engaged to marry. His marriage occurred on November 26; since then he has not reported for a conference. Ahn, Hae Kyun also has had personal problems, including a death in the family and he himself has occasionally been ill.

3. Lack of time.

The Warp report states: "The theses will be part of a research plan in public Administration in Korea and will be prepared after the students return to Korea. No degrees will be granted until after the theses have been submitted." No reference is made to the employment of the returnees during the period September 1958

to the time of the beginning of the new School (April 1959), when presumably the participants would be employed full time as instructors in the new School.

The gap between September 1958 and April 1959 proved critical in terms of thesis writing. Obviously the returnees needed some financial support. Seoul National University was able to provide employment for two in connection with the new School: Ahn, Hae Kyun (library) and Kim, Hae Dong (research). All others (except Lee, Joung Sik who was not available) were given employment in the College of Law or in other Seoul National University colleges. These positions afforded a minimum of free time. The two National Officials Training Institute participants have been shifted from National Officials Training Institute to the Office of General Affairs. The assignments in October were as follows:

Ahn, Hae Kyun: Lecturer (course: Readings in English Materials), College of Law, Seoul National University, and counterpart of Professor Hunt.

Kim, Hae Dong: Lecturer (course: Social Research), College of Law, Seoul National University, and counterpart of Dr. Farber.

Kim, Woon Tai: Part-time Instructor (course: Public Administration), Political Science, Liberal Arts College, Seoul National University; Full-time Associate Professor (courses: Public Administration, Political Theory, Political Organization), Law and Politics College, Dong Guk University.

Lee, Joung Sik (no report, illness in family).

Lee, Sang Jyo: Assistant Professor, College of Law, Seoul National University, and counterpart of Dr. MacCorkle.

Lee, Woong Keun: Part-time Instructor in Governmental Accounting, College of Commerce, Seoul National University, and Full-time Instructor in Governmental Accounting, Kuckmin University.

Liu, Yung Sang: National Officials Training Institute and Korean Personnel Office, Office of General Affairs.

Moon, Ki Youl: Administrative Assistant to Dean, National Officials Training Institute.

Rho, Yung Hee: Part-time lecturer (course: Anglo-American Legal Systems), College of Law, Seoul National University, and Full-time Instructor, Chosun Christian University.

Lack of time was continually used by the National Officials Training Institute participants as the reason for their lack of progress. Since the participants worked on Saturday as well as rather long

hours on week days, it was impossible for them to interview governmental officials when they could not get released from duty. Lee, Sang Jyo stated in the first conference with him that his teaching and journalistic activities precluded any work on the thesis. All participants were handicapped to some extent by lack of time, and since home conditions prevented evening study, this was an important factor in the failure to complete theses.

4. Failure to legalize the school promptly.

Upon arrival in August, it was stated that in all probability the new School would be legalized by early September. This action was not taken until January. In the meantime, the Public Administration Committee of the Law College was not able to publicize the new School, announce the approval of a curriculum, or select the teaching staff. As a consequence, all phases of the program lagged: preparation of theses, collection of course materials, and the translation project. Legalization has been a "shot in the arm" the program badly needed. When a participant did not know whether he would be employed by the new School and, if so, what courses he would teach, he can scarcely be blamed for not tackling work that might be completely unrewarded.

5. Lack of incentive.

The two students who did complete their theses in English were participants who did not have M. A. degrees. Four of the other five from Seoul National University did have M.A. degrees from that institution. Possibly this is coincidence, but it may be that the possession of an M.A. degree dampens the enthusiasm to complete work for an additional degree at the same level. This is something which should be explored further if a similar program is again initiated.

On the positive side, the three theses on which substantial progress was made indicate that the original plan might have been carried out under more favorable conditions. The difficulties in securing information from government sources should not be minimized. Government reporting is inadequate and inaccurate. The psychology of the new security law is not such as to make public officials willing to divulge information. In the conferences I had in governmental agencies while assisting the research students, I was impressed with the difficulties with which the public administration researcher of the future will be faced. The theses which were completed do not contain as much original material as desired, and the authors have had impressed upon them the need to try to overcome this deficiency as they carry on research in the future. I believe that the completed theses of both Kim, Hae Dong and Kim, Woon Tai are worthy of publication. The thesis of Lee, Woong Keun is now being reviewed by the Director of Budgeting, and promises to be a needed contribution to the literature on public finance.

Translation and Publication Project

The desire of Koreans to publish and their respect for research carried on in larger countries make it easy to "sell" translation proposals. Indeed, the Korean seems desirous of devoting time to this sort of scholarly work in preference to original research. In the long run, it appears that the production of translations in the field of public administration is a certainty.

During the fall, Rho's translation of Cardozo's, Growth of the Law, made its appearance. Kim, Hae Dong has completed the translation of one-third of Goode and Hatt's, Methods in Social Research, most of which has already been set in type. I prepared a foreword for this translation.

Some time was spent in preparing a translation project, to be submitted through OEC channels, as a request for counterpart funds. It provided for the payment of 300 hwan per page of translation and contemplated the production of eight to twelve books during the course of the next two years. There is also the possibility of securing assistance from American Embassy funds. At present the project awaits comments from Professor Warp before further action is taken. The participants were enthusiastic about the project since it both provides additional employment and needed course materials. It might also be used in the fall to provide financial help to recent returnees.

The language barrier is great, and there seems to be a tendency to avoid careful checking of translations for accuracy. During the past five months I assisted in the preparation of a glossary of public administration terms being sponsored by Korean Association for Public Ad-

ministration (KAPA). The project is in the hands of a Korean Association for Public Administration committee. My assistance was through Moon, Ki Youl who was asked to work on the selected terms.

Dean Shin has given assurances that publication money will be available as manuscripts in the field of public Administration are prepared. Publication does not seem to be a problem in Korea.

A. Miscellaneous

Because the determination of the curriculum was so important to the translation project and the collection of course materials, it was felt, soon after arrival, that it would be desirable to aid in the preparation of a study of curricular problems. Kim, Hae Dong (my counterpart) and myself consequently prepared such a study, submitting in to Dean Shin and to Dr. MacCorkle. The final curriculum as approved by the Committee on Public Administration made use of this draft.

It soon became evident that certain gaps existed in the library collection presently available. Consequently, since specific studies, especially on the Far East, were needed for reference and thesis work, lists were prepared on two occasions, which were submitted through Professor Hunt. Books on the first list have begun to arrive and some of them have been used by the thesis writers.

Since duplicate copies of some library books will be needed for required reading by students, a list of such volumes was prepared and submitted to the Minneapolis office for purchase.

B. Functional Objectives

The functional objectives of the public administration program are set forth in the Warp report. The specific objectives of my work

have been set forth in the preceding section.

C. Operational Achievements

An important achievement during my tour of duty has been keeping the returnees (with the exception of Lee, Joung Sik who did not report until January) together as a group. A group meeting was held at least every month at the Chosun Hotel. These meetings were dinner meetings, and at each meeting a topic was discussed or a special guest was invited. Wayne Olson of TC-PA, who was a University of Minnesota student in the public administration program and who was also writing an M.A. thesis for the University of Minnesota, gave valuable assistance in connection with these meetings. These group sessions have served to keep the group professionally minded and have done much to give the returnees an esprit de corps. It is hoped that eventually this group may become active in KAPA. After the new School starts to function, the returnees will presumably be brought together in staff meetings. The monthly Chosun sessions have thus served as a bridge until more permanent arrangements materialize.

The bringing to substantial completion of two theses is an accomplishment under the conditions that have existed during the past six months.

Considerable time was spent with my counterpart, Kim, Hae Dong, who proved to be an extremely capable person. It is believed that the time spent in his guidance has been most worthwhile and that he will make an important contribution to the development of public administration in Korea. An atmosphere of mutual respect and confidence has existed throughout, and it is with regret that our working together must come to an end.

D. Evaluation

Progress in the establishing of the new School has been greatly handicapped by the failure to achieve early legalization. This has made planning difficult, and necessitated the postponement of important decisions. Most of all, it has hurt the morale of the returnees so that both the thesis writing and translation projects have suffered.

Despite these difficulties, the returnees have been held together as a group and are available to meet the staffing needs of the new School. A curriculum has been approved. Some course materials have been assembled. Now that the "go-ahead" signal has been given, pent-up energy can be used to advantage. I would expect that enthusiasm will grow as action becomes necessary with the opening of the new School.

Some of the comments made here were further developed by me in a talk given at the regular OEC staff meeting held on January 7, 1959. A copy of this talk has been appended to this report.

III. CONTACTS WITH OTHERS

A. Korean Agencies and Individuals

There were many contacts with Korean educators, especially those at Seoul National University. Contacts with Korean governmental agencies and official were not as frequent as desired; this situation could and should be improved by assigning a car to the Seoul National University public administration staff.

Reference has been made to the close relations with my counterpart and the returnees. Since the English of the returnees was considerably above the customary level, these contacts proved a very satisfactory way of becoming acquainted with Korean life.

B. UN and Voluntary Agencies

The coordination provided by TC-PA proved helpful. Public administration does not operate in a vacuum and the contacts made possible by the weekly PA and the bimonthly OEC staff meetings afforded an additional opportunity to acquire an acquaintance with current administrative problems.

C. Other Americans

Normal social contacts have been maintained with other Americans in the area. The OEC Club facilities and residence halls provide a means of bringing Americans together for professional and recreational purposes.

IV. RECOMMENDATIONS

A. For Continuation of Specific Work

As the opening of the new School approaches, the need for more work on the content of courses and teaching method will become greater. At the same time, it is anticipated that thesis supervision will become less important since no great amount of work on theses is presently being done. I would therefore recommend that my successor be selected with the thought that his work will be, in addition to serving as a research adviser, acting as a sort of academic dean. Much advice needs to be given on such matters as entrance examinations, conduct of seminars, field trips, and student guidance. The changing nature of the position should be recognized.

I would recommend that immediate attention be given to the status of the 1959 returnees. This should be done before their arrival. If financial arrangements must be made for them, plans should be made early. It is also desirable that teaching assignments be made as soon as possible.

Since my assignment was limited in nature, the disadvantages of its six-months character were minimized. I feel, however, that recruiting

needs to be vigorous, and that an overlap in tours is desirable. I would recommend that replacements should be secured promptly, or that information relative to replacements be made available at the time of departure of personnel. I believe that tours as short as three months (provided there is continuous leadership in the top positions) could be used to advantage in the new School (for lecture and consultation by both government and academic personnel), and that, in the long run, assuming that families were not permitted for short tours, this would be cheaper for the Mission. At the same time, I believe that high caliber personnel can be secured for short assignments.

B. For Closer Coordination of Mission and Division Activities

I do not have sufficient information to comment wisely on this point with respect to the overall situation. I believe that studies might profitably be made by TC-PA relative to the flow of materials and reports within OEC (especially to contract personnel).

I have been impressed with the friendliness of the University of Minnesota offices both in Minneapolis and in Seoul, and my associations with my colleagues, Dr. MacCorkle and Professor Hunt of the Seoul National University public administration staff have been all that could be desired from both professional and personal points of view.

APPENDIX I

FACTORS AFFECTING KOREAN PUBLIC ADMINISTRATION

Those who participate in the administrative process are acquainted with the general nature of problems of organization, management, planning, personnel, budgeting, and the like. And I think, most administrators are convinced that there are some recognizable principles that can be taught. At least, for over thirty years American universities have felt that principles of public administration were sufficiently formulated to justify the teaching of courses and the establishing of special training schools. Of late, this type of training has borne fruit in various types of management survey, Hoover Commission reports, revised personnel and budgeting systems, and so on.

Now the new School of Public Administration at Seoul National University is designed to provide in Korea for the training of senior public servants in the science and art of administration so that this job of getting the work of government done might be achieved more efficiently and more effectively, to the end that democracy will be more acceptable since, as system of government, it will be getting better results in providing improved services to the people.

The University of Minnesota has been authorized by contract to assist in the establishing of the new School of Public Administration by training key Korean staff members at the University of Minnesota and by providing American advisers for the new School. The work of Dr. MacCorkle, Mr. Hunt, and myself has thus been directed to the further training of staff members, and advising on curriculum, course content,

and library materials. This, along with Dr. Draheim's and Mr. Berg's work in in-service training, supplements and complements the endeavors of the OEC public administration advisers in important Republic of Korea government operations.

This joint type of attack on administrative problems thus combines continually the academic and the practical and meets the immediate problems of the present, but with an eye to this training of good personnel, so that the future will be insured by the presence of educated, capable Korean leaders. The program here is in accord with similar undertakings in Manila, Saigon, Bangkok, and Iran.

Students of public administration have long appreciated the significance of environment in the determination of administrative structure and behavior. Recent scientific studies have tended to place even greater emphasis on environment in comparison with inherited factors as far as individual conduct is concerned. With government, the importance of external factors as compared to internal influences is apt to depend on strategic considerations. This is especially true of a country as disastrously affected by international turmoil as has been Korea.

This morning I wish to report to you, practitioners of the administrative arts, on the factors and influences affecting Korean public administration reported in the research studies made by the Koreans who spent a year studying public administration in the states. These Koreans will be the key staff members in the new School of Public Administration to open in April of this year.

These factors help to account not only for some of the problems faced in Korea but also provide clues for the more positive approach

to the improvement of the Korean administrative system.

If you have experienced frustration in connection with Korean government, these students, as they return from the United States, and internships with such American Government agencies as TVA and the Civil Service Commission, have had like if not keener feelings. As a consequence, they have been concerned with a rather careful examination of those factors which condition Korean public administration, especially those which might be harnessed for more effective administration.

The chief types of factors with which they have been concerned are:

1. Geographic and strategic factors. Korea's geographic location has placed her repeatedly in the path of invasion, actual or threatened, which has resulted in security and military considerations demanding constant attention. These needs in Korea have resulted in the formation and operation of a large and powerful bureaucracy, with respect to police and intelligence functions, and the overwhelming domination of local government by the central government.
2. Economic factors. These have resulted in a need for sizable welfare functions. As industry develops in Korea, the gap between the rural and urban citizen becomes more significant. As a Korean professor recently wrote:

"The present situation in Korea is that the Korean farmers who comprise roughly two-thirds of the population still live under feudalistic conditions while the city dweller and modern intelligentsia have acquired new education and new ideas. Therefore, there is a wide gap between the two. It is the professional politician who takes advantage of the gap, and it is the political party where those professional politicians gather together for their personal advancement".

3. Communication factors. The increasing rate of school attendance and the relatively wide spread use of newspapers and radio and the use of a standardized national language are all factors which contribute to the increasing degree of communication. However, a large part of the population which lives in the agricultural area does not take part in a national communication system. Their information is largely exchanged in each village by word of mouth. Local interests and customs, dialects, strong family and village bonds among other factors, tend to

confine the interests of the villagers to local affairs.

Lack of communication makes it difficult for officials to learn from day to day just what people want and do not want, and it is also very hard for them to let the people know what the government wants them to do. At the same time, by tradition, public reporting has not been as freely accepted as with us, and this lack of public reports greatly complicates the job of the research worker.

4. Social Factors. A broad distinction has been made by sociologists between primary and secondary organizations. Primary organizational structures include family relationships, which are clearly strong and in which one's status is fixed. Even the language shows status. Secondary organizations are voluntary and their existence has always been a source of strength in the development of democratic government. Secondary organizations make it possible for association spokesmen to deal with government officials on behalf of great numbers of people, and for government to deal quickly and effectively with sizable groups united by similar interests. The absence of secondary groups complicates the administrative task.
5. Political Factors. The nature of the political problem in rural Korea has already been mentioned. Strong, centralized, national, unitary government tends to ignore political pressures of the type we have in the United States. The result is emphasis on hierarchy and authority. The successful official tends to be one who is loyal to an influential person. The exchange of gifts and family favoritism become important parts of the system.
6. Ideological Factors. Students in administration have long been aware that the way people think and what they think affects the way they act. Administration can only be understood and improved as there is an impact on ideas.

Korea has been subjected to the influence of China, Japan, and now the United States. In many areas, changes in ideas seem to be occurring. But custom and habit resist change.

Let me present one such thought pattern which has significance to public administration--namely, the value placed on education and the use of the competitive examination in recruiting for the public service. As you know, Koreans have high regard for education, especially the more philosophical and theoretical type. And, this is why the internship, to

be established in connection with the new School of Public Administration, providing practical experience in the actual work of government, is so important.

At any rate, Korea, in line with the Confucian regard for education, is famous for the length of time written and oral examinations have been used in selecting personnel for government service. The system, copied from the Chinese, apparently was begun around the year 800 A.D. and must have followed very soon the initiation of a similar system in China. Before this, the use of a sort of merit principle but not the written examinations system had been employed.

Since time is short, suffice it to say that the Korean system would delight the most ardent believer in liberal or general education with philosophical approach being the Chief emphasis in the examination. The following sample questions taken from examinations given within the last ten years are illustrative: (All essay questions) The meaning of the establishment of the Republic of Korea in world history, the duties of public officials, the nature of states, the causes of inflation and deflations and list solutions, the elements of sound taxation, the relation between religion and politics, the commencement of war, criticize the principle of majority rule, write an essay on the nature of police administration, independence of the judiciary, criticize psychoanalysis.

I would like to show you some data which portrays the present status of the examination system. (Tables I, II, III, IV, and V.)

These tables show the tremendous interest in the competitive examination and the great number of persons wishing government employment. This is the sort of thing that is the dream of every student of public

service in the states, as you know, and a number of studies have been made on how to increase the prestige of the public service--a situation already achieved in Korea.

Here is a characteristic of Korean society that can be used to advantage. Tradition will apparently insure that the best brains of the country will be attending the new school, where admission will be dependent upon competitive examination, and which will cut across social lines, and with the change in curricular content, insured by the new school, the improvement in leadership and in administration should be a certainty.

But in any event, the geographic, economic, communication, social, political, and ideological factors will continue to account for many of Korea's administrative problems and will remain as challenges to the new School of Public Administration as well as to the Korean and American practitioners of the administrative arts.

Table I - Government Employment

	<u>National</u>	<u>Local</u>	<u>Total</u>
1954	194,328	30,603	224,931
1955	198,029	38,119	236,148
1956	198,697	40,818	239,515

Table II - Distribution of Employees by Grades (1956)

	<u>Men</u>	<u>Women</u>
Grade 1	106	0
Grade 2	865	1
Grade 3	14,626	19
Grade 4	39,024	144
Grade 5	67,780	1,662

Table III - Preliminary Examination Data

	<u>No. Applying</u>	<u>No. Pass</u>	<u>%</u>
1949	396	20	5.1
1951	296	88	29.7
1952	221	52	23.5
1952	222	120	54.1
1953	181	78	43.0
1953	222	56	25.2
1954	<u>228</u>	<u>82</u>	<u>25.0</u>
	1,866	496	26.6

Table IV - Main Examination Data

ADMINISTRATIVE

	<u>No. Applicants</u>	<u>No. Passed</u>
1949	520	5
1951	327	38
1952	220	16
1952	534	24
1953	675	9
1953	963	13
1955	1,627	58
1956	2,351	11
1957	<u>2,207</u>	<u>7</u>
	9,414	181

Table V -- Main Examination Data

	JUDICIAL	
	<u>No. Applicants</u>	<u>No. Passed</u>
1949	19	16
1951	475	39
1952	258	21
1952	711	16
1953	842	12
1953	1,141	16
1954	1,999	32
1956	2,856	108
1957	<u>3,414</u>	<u>50</u>
	11,715	310