

## Appreciating The Standby Units Over The New Year



COA commending the men for their dedication towards national security

Singaporeans thronged Orchard Road, Singapore Expo and Sentosa on 31 December to countdown to the New Year. Everywhere, scenes of celebration and jubilation filled the air as people partied through the night.

Meanwhile, several Army units were on the alert to protect and defend the country.

To show appreciation to one such units that committed itself to protecting our country, Chief of Army (COA), MG Desmond Kuek visited the 3rd Battalion Singapore Guards, one such Army unit that was on standby, at Bedok Camp 2 on New Year's Eve.

COA told the men of 3 Guards: "There are real threats of terrorism, installations that require protection. If there is an attack, the standby force will be activated."

COA added: "We can always rely on the soldiers in the Army to look after the defence of Singapore. Your duty sends a strong signal to anyone watching Singapore, and to Singaporeans too, that we are always ready to defend, ready to strike. I appreciate the sacrifice made."

## BG Tan Huck Gim Takes Over The Helm At SAFTI MI

Contributed by SAFTI MI



BG Tan Huck Gim takes over the appointment of Commandant SAFTI MI from RADM Simon Ong

On 3 November, BG Tan Huck Gim took over the appointment as Commandant SAFTI Military Institute (MI) from RADM Simon Ong. RADM Simon Ong has since retired from the SAF after 31 years of service.

BG Tan has had a distinguished career with the SAF. He previously held various senior appointments including Commander 3 Division Artillery, Deputy Assistant Chief of the General Staff (ACGS) (Operations Planning), ACGS (Intelligence), Chief of Artillery and Commander 9 Division. More recently, BG Tan completed a successful tour of duty in Timor-Leste as Force Commander of the United Nations Mission of Support In East Timor.

Under RADM Simon Ong, SAFTI MI began the journey to become a premier institute, a national icon and the home of the Officer Corps. Now, BG Tan will take over the helm to bring SAFTI MI to greater heights.

## Groomed To Take Up Command Posts



MAJ (NS) Lim Yew Seng (right) received the Top Graduate of the 4th NSCSC while (from left) MAJ (NS) Gooi Boon Chong, MAJ (NS) Pua Yeow Khoo and CPT (NS) Shaw Swee Tat received the Distinguished Graduates awards

The 4th National Service Command and Staff Course (NSCSC) Graduation Ceremony was held on 3 November at the Istana. Minister for Defence, Rear-Admiral (RADM) (NS) Teo Chee Hean presented awards and certificates to 29 officers who graduated from this course.

NSmen form the bulk of Singapore's defence force and it is important that they are well-trained for the defence of Singapore's sovereignty. The NSCSC is conducted annually to groom NS officers who demonstrate potential for higher command and staff appointments.

The NSCSC is conducted in two phases and includes a correspondence course which takes place over eight months, followed by a five-week residential programme. Upon graduation the NS officers are appointed Battalion commanders or principal staff officers at the brigade level.

This year, MAJ (NS) Lim Yew Seng clinched the Top Graduate award, while MAJ (NS) Gooi Boon Chong, CPT (NS) Shaw Swee Tat and MAJ (NS) Pua Yeow Khoo received the Distinguished Graduates awards.

MAJ (NS) Lim Yew Seng said: "I think national defence is a serious matter. All NSmen should take it seriously and put in their best whenever they are called back for In-Camp Training. Every time I am called for National Service, I concentrate fully on the training."

Besides preparing the NSmen for senior appointments in the SAF, the NSCSC also benefits the NSmen in other ways. CPT (NS) Shaw Swee Tat said: "The course has been very beneficial. Besides the military knowledge and tactics that we picked up which will prepare us to be effective commanders, many of the things we learnt can be applied to civilian life as well. For example, we learnt how to analyse issues critically and to solve problems. These are skills that can be applied anywhere we go."

## Gaining A Better Understanding Of NS Life



An instructor showing the visitors the accommodation of the recruits at BMTC

To promote National Education, SAFRA organised a family visit to Basic Military Training Centre (BMTC) at Pulau Tekong. On 20 December, about 300 visitors, both young and old, arrived in Pulau Tekong to gain a better understanding of the training and facilities at BMTC.

The visit included a tour of the bunks, E-Mart, Heritage Centre and other facilities. The visitors also had a go at the Individual Marksmanship Training (IMT) Simulator and the orienteering games organised specially for them. To complete the National Service (NS) experience, the visitors sampled combat rations and tucked into the regular cookhouse meal.

The family visit was an enjoyable experience for the visitors, especially the young ones. Mdm Tan Seok Kiang, a mother of two, exclaimed: "My kids are very happy! They enjoyed

themselves very much, especially at the IMT Simulator."

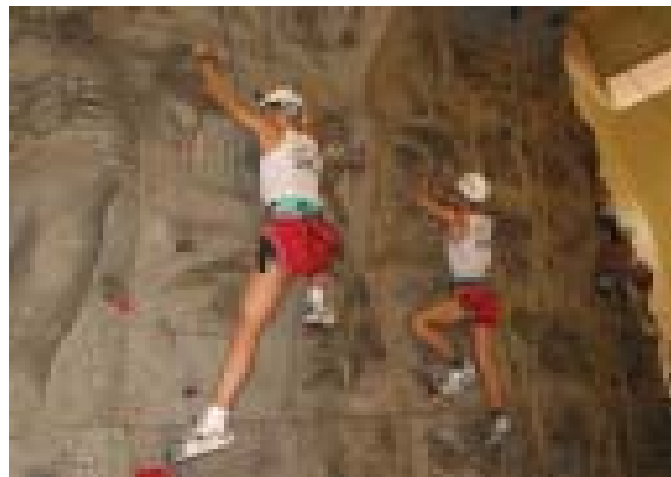
Besides being a fun-filled time for the family, the visit also promoted a better understanding of what servicemen do in NS. Mr Yat Chien-Yi, 18, said: "The visit gives me a better idea of the environment at Pulau Tekong. It is much better than what I have imagined. Now I know what to expect next year when I enlist, like the kind of food and bunks here. I think now I am more mentally prepared to come here."

For those visitors who had served their NS previously, they witnessed the improvements and changes made over the years at Pulau Tekong. Mr Woo Fook Onn who served his full-time NS about 30 years ago said: "The facilities available now are very different from the time when I was in the army. There is so much improvement, especially food-wise. And the bunks are so much better! In the past, the rooms were very gloomy and dull. You wouldn't feel like going to the bunks to sleep. Now the bunks are so bright and comfortable!"

Certainly, our soldiers are trained rigorously to defend the country and adequate facilities are provided for them to rest and recover after that.

## Fostering Teamwork and Camaraderie at OCS

Contributed by ME Team, OCS



The competitors' physical and mental fitness was put to the test at the Rock Climbing station, one of the many stations of the OCS Leadership Challenge 2003.

The Officer Cadet School (OCS) Leadership Challenge 2003 kicked off to an exuberant start on 15 November at the Singapore Armed Forces Training Institute (SAFTI) Sports Stadium. This annual major school event is aimed at promoting esprit de corps as well as friendly competition amongst cadets from the Army, Midshipmen (MIDS) and Air Wings.

This year, the Challenge was designed to stretch the cadets' physical and mental endurance, test their

proficiency in skill-based items and confidence in executing them, and promote teamwork. The event also created awareness of the five competencies from the SAF Leadership Competency Model: Mission Competency, Social Competency, Developmental Competency, Conceptual Thinking Competency and Self-Awareness & Management Competency.

Each team comprised five members and each Wing fielded 10 teams. The teams had to strategise their game plan to get as many points as they could within the given time limit, by planning their running routes and executing the skill-based items at the different stations located on the SAFTI Military Institute grounds. Some of these included Rock-Climbing, Confidence Jump, Weapon Handling, Individual Physical Proficiency Test stations, Standard Obstacle Course and SAFTI Enhanced Obstacle Course.

The Guest-Of-Honour, Commandant SAFTI, BG Tan Huck Gim presented the awards to the winners. The overall champion was the MIDS Wing. The women's team from Sierra Wing proved their mettle by coming in third in the Individual Team category, and had the spectators roaring on their feet for their gallant fighting spirit.

With that, the OCS Leadership Challenge 2003 ended on a high note and the spirit of camaraderie and sportsmanship lives on.



## MOS Visits Premier Institution For Warrant Officers



MOS, Mr Cedric Foo discussing current issues with the Warrant Officers

Minister of State for Defence (MOS), Mr Cedric Foo visited the SAF Warrant Officer School (SAFWOS) on 4 December.

SAFWOS was established in 1992 with the aim of equipping students with the basic knowledge and skills required to perform a junior officer's job upon graduation. With the implementation of the New Partnership and the Warrant Officers, Specialists and Enlistees Education and Training Roadmap in April 2000, SAFWOS re-designed its curriculum and introduced additional courses. As the premier military institution for Warrant Officers, SAFWOS also undertook to create an environment that would facilitate participatory learning, innovation and creativity.

During the visit, Mr Cedric Foo was briefed by Commanding Officer, LTC Chong Kwek Kee on the history, courses conducted and learning approaches adopted by SAFWOS. This was followed by a tour of the school's facilities including the Learning Room, Information Resource Centre, Syndicate Room and Heritage Display Area. The visit ended with Mr Cedric Foo having a dialogue session with the students of the 7th Advanced Leadership Programme. 📷

## Singapore And Indonesian Armies Together In Bilateral Exercise



Chief of Army, MG Desmond Kuek hands over the torch to the Indonesian Army Chief of Staff, General Ryamizard Ryacudu signifying the successful completion of Exercise SAFKAR Indopura

Exercise SAFKAR Indopura was held from 27 November to 9 December. Involving the 5th battalion of the Singapore Infantry Regiment and the 305th Infantry Battalion from the 17th Infantry Brigade of the Indonesian Army, the bilateral exercise comprised battalion field tactical movement, brigade war games as well as a battalion live firing exercise.

The annual bilateral exercise between the Singapore Army and the Indonesian Army provided an good opportunity to build rapport and enhance the relations between the two armies. 📷

## Serving Together, Learning Together

Contributed by 21 SIB



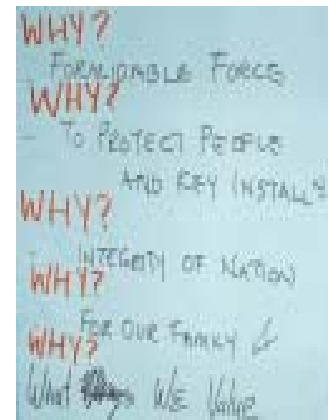
The NS officers of 21 SIB giving their Brigade Commander their fullest support

Officers in most National Service (NS) brigades see one another only once a year, during In-Camp Training that lasts a couple of weeks. On 6 and 7 November though, about 43 NS key appointment holders of the 21st Singapore Infantry Brigade (21 SIB) gathered for a different reason - to clarify the vision of the brigade and enhance teamwork in the unit. This took the form of a seminar that had them talking, laughing, sketching and in one exercise, even falling backwards into one another's arms.

The NS officers wore civilian attire when they reported at Pasir Laba Camp, as Brigade Commander, LTC Tan Chor Kiat explained that rank should not obstruct the flow of ideas. During the seminar, COL Andre Koh, Head of Centre of Army Learning, Training Doctrine (TRADOC) headed a team to facilitate dialogue sessions among the participants, who discussed ideas on leadership and organisational transformation. The lunch and tea breaks provided opportunities for them to catch up on one another's lives outside NS.

While the seminar helped the participants to identify a set of core values and a vision that are very similar to those held by our Army and 2 PDF, it was, as COL Koh said, "the process of arriving at the conclusions that is important." The process did not only help to align the values that the officers felt were important to the Army's, it also strengthened their sense of collective identity, especially for those who had just joined the brigade.

LTA (NS) Tan Kean Jek, the new Brigade Signal Operations Officer said: "Through this session, I got to know the people in the unit. These relationships will help me communicate better during our field exercises in the future."



From thought to print: Commanders sharing their opinions and aspirations

MAJ (NS) Abu Bakar, Commanding Officer of one of 21 SIB's battalions said: "Now, I can put a name to a face and more importantly, a character to that face too!"

The participants left with a clearer understanding of the vision and purpose of the brigade. Just as importantly, these NS officers of 21 SIB have formed a closer bond with one another. 📷

## Making Headway With New Partnership Approach At 9 SIB

Contributed by 9 SIB



NS Commanders of 9 SIB sharing their perspectives and ideas during a group session

9th Singapore Infantry Brigade (9 SIB) held its first ever Brigade Training Day on 28 November 2003 at Mandai Hill Camp. Attended by National Service (NS) commanders from

Platoon Sergeants and above, the training day served to engage them on the key challenges that the Army and the brigade were facing and to solicit ideas on how the brigade could effectively overcome these challenges.

Commander 9 SIB, COL Tan Jui Chai discussed with the NS commanders the regional security situation and the brigade's achievements over the past year, as well as the direction that the brigade would take in its partnership with them. LTC Tew See Mong from the National Service Affairs Department (NSAD) gave a brief on NSAD's mission, key thrusts and initiatives, and S3 9 SIB, MAJ Indra Ali shared some of the major initiatives that the brigade would be implementing over the following year.

In the subsequent group discussions and dialogue session, the NS commanders shared their perspectives and gave suggestions on how the brigade and the Army could better

meet the challenges faced. They also welcomed the changes that the Army had made over the past few years to facilitate their NS duties. The NS commanders were especially appreciative of the partnership approach that the brigade had adopted in engaging them, which made them feel more committed to their roles and prepared to go the extra mile to fulfil their duties. Everyone felt that this was indeed the more effective way for the brigade to move forward.

The NS commanders liked the workshop style in which the Brigade Training Day was conducted, which allowed them many opportunities to share their views and interact with one other. There was also a general sense of pride as this inaugural Brigade Training Day was held at Mandai Hill Camp, the first home that the Cobras could truly call their own! 📷









These are the men from the 3rd Battalion Singapore Guards who stayed vigilant over the New Year's holiday to protect and defend the country. In recognition of their contribution, Chief of Army, MG Desmond Kuek paid a special visit to the unit on New Year's Eve.



## Vocation Feature

### Neutralising Bombs, Saving Lives

In this issue of Army News, we put our focus on Explosive Ordnance Disposal (EOD) Specialists. They are the experts in bomb neutralisation and disposal of explosive traps.

EOD Specialists need to be precise and thorough when solving problems. They have to think and move at the speed of light when faced with a challenging situation. They must maintain a high level of equipment competence and are truly experts in conquering obstacles and moving troops.

Army News spoke to EOD Specialist, 2WO Chay Chan Yin, to find out more about this vocation.



#### Army News: What is the main responsibility of an EOD Specialist?

**2WO Chay :** Our responsibility is to render safe explosive ordnance as well as improvised explosive devices. All EOD specialists usually operate in three-man teams with the most senior as the team commanders. Everyone in the team is rotated for stand-by duties as well as to carry out training.

#### Army News: What makes a good EOD Specialist?

**2WO Chay :** There are three main factors. First, it is very important for an EOD Specialist to remain cool, calm and to maintain his composure when operating in any situation. Second, he must have very sound analytical ability, especially during incidents involving improvised explosive devices. Finally, he should have a good level of physical fitness.

#### Army News: What challenges does an EOD Specialist face?

**2WO Chay :** I think the toughest part is keeping pace with the rapid development in technology for conventional explosive ordnance as well as the trends of terrorist bombing activities. Today, you have a set procedure to settle a certain problem, but the next day, there may be something new whereby you must scratch your head again and come up with additional precautions and procedures. It's very important that both the individual and the unit are always aware of the latest developments.

#### Army News: How do you feel about the risks involved in your job?

**2WO Chay :** We just have to be very careful all the time. Within the EOD cohort, we have this saying, "A mistake you make can always be the very last mistake you can ever make!" The mistake could cost you your life in a real operation.

#### Army News: Is there any interesting incident that you can recall?

**2WO Chay :** I will remember one incident for life. A British fragmentation hand grenade that had been left behind from World War II was found at a camp at Changi. The safety features for the grenade were all gone. I had no choice but to dispose it on the spot. It was near the buildings within the compound as well as the main road. We had to coordinate with the police to evacuate all personnel in the building. I also had to coordinate with the airport authorities to ensure that no aircraft flew by during the operation. The airport authorities only gave me ten minutes to carry out my job, which meant that I had to work really fast. The experience was truly unforgettable. 📌

## Safety In The Army

### Risk Management In The Army (Part 1)

Contributed by General Staff Inspectorate

Risk Management is a versatile tool that can be useful to you, your family and your work. Applicable to any activity conducted in the home, office or field, the Risk Management process and methodology can help to prevent accidents and injuries. Army News takes a detailed look at Risk Management (RM) in the Army.

#### Overview

In the Army, every effort is made to ensure that training at the various levels is conducted to standards without compromising safety. This is achieved through applying Risk Management which is a continuous 5-step process:

#### RISK MANAGEMENT PROCESS

##### Step 1 - Identify Hazards

Current or potential hazards that can cause or lead to accidents are identified using the 5M factors - Mission, Man, Machine, Medium and Management - in relation to the events/activities supporting the task/mission.

##### Step 2 - Assess Hazards

Each hazard is assessed to determine the level of risk posed, in terms of its probability and severity of occurrence. The risk level can be categorised as Extremely High (EH), High (H), Moderate (M) or Low (L) by using the Risk Assessment Matrix (RAM). By assessing the level of risk present, the Commander will be able to make an informed decision on whether to proceed with the training.

##### Step 3 - Develop Control Measures

Appropriate control measures are developed to either eliminate the hazards or reduce the risks. Risk decision must be made by the appropriate level of command in accordance to the level of risk involved. High and extremely high risk activities must be referred up to the next level of command for decision.

##### Step 4 - Implement Control Measures

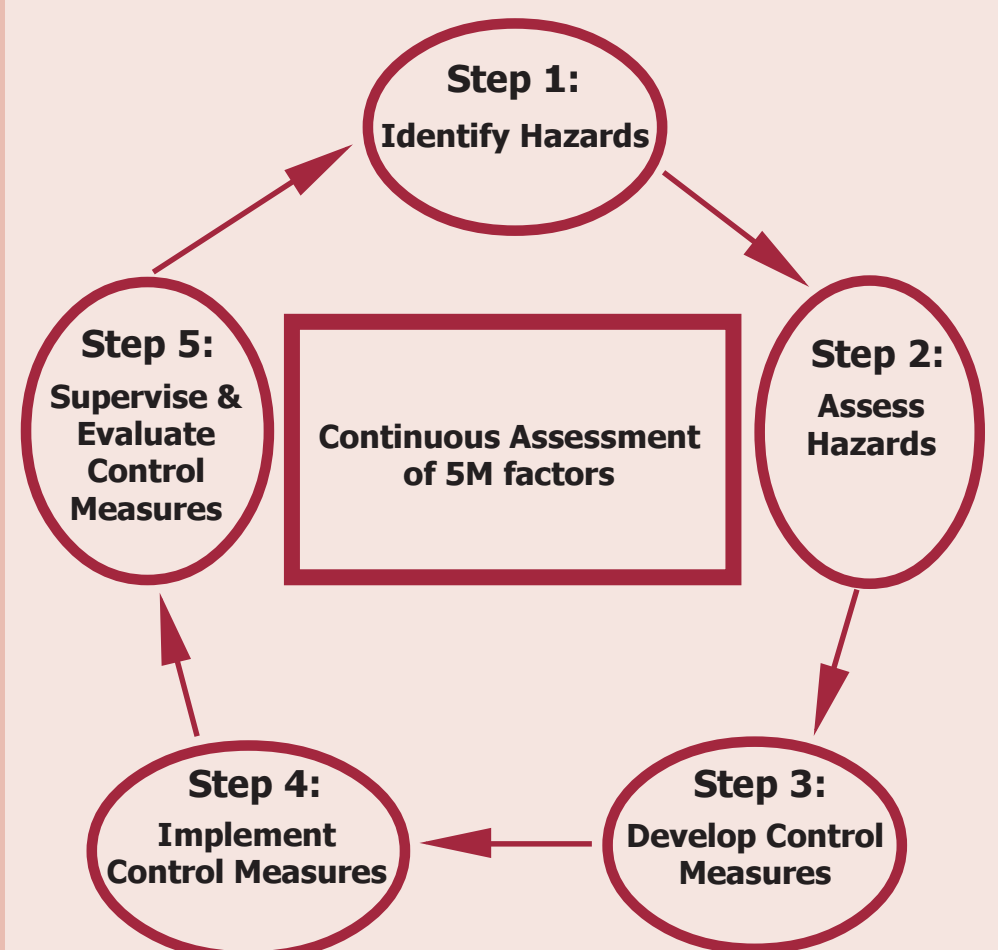
Control measures are integrated into the lesson plan, operational plan and administrative instructions. The control measures must be effectively communicated to all participants and conducting staff, especially to those responsible for implementing and supervising them.

##### Step 5 - Supervise & Evaluate Control Measures

Commanders must enforce implementation of the control measures which is to be supervised and ensure performance to standards. Evaluation of the relevance and effectiveness of the control measures is also carried out after the task/mission.

By applying Risk Management, training risks can be greatly reduced. The ability to identify hazards (Step 1) is critical to effective Risk Management. Next month, we bring you the details of the 5M factors that need to be considered for hazard identification in Risk Management. 📌

#### RISK MANAGEMENT PROCESS



## Passing On The Baton

### INCOMING

LTC Tan Cheng Peng	Comd 4 SAB
LTC Lim Sau Siong	Comd ALTC
LTC Chan Wei Gan	CO SAFPU
LTC Ong Kheng Hoe	CO 20 SA
LTC Ang Heng	CO 24 SA
LTC Lim Meng Kiaw	CO SIW
LTC Tan Hock Poh	CO OETI
LTC Teo Kian Hwee Dexter	CO 30 SCE
LTC Lim Tian Heng	CO Sch of Cdo
LTC Lam Pei Sien	CO 40 SAR
LTC Liow Meng Kwee Kenneth	CO 41 SAR
MAJ Lim Tong Peng	CO Sup/Tpt Trg Sch
MAJ Kong Kam Yean	CO 6 SIR
MAJ Pang Han Seng	CO 3 SAF Tpt Bn
MAJ Ong Yoke Lam	CO 35 SCE
MAJ Mohamad Fadzully	CO 5 SIR
MAJ Cheong Chung Soon	Comd Cdo Trg Cent
MAJ Chow Wai Yein	CO 6 DSMB

### OUTGOING

COL Lim Chern Tjunn Phillip
COL Wong Wai Mun
COL Cheang Kai Hien
LTC Siow Meng Meng Terry
LTC Sim Hong Meng
LTC Chan Weng Loong
LTC Kuam Swee Kim
LTC Tan Pek Tong
LTC Yeo Wee Lian
LTC Tan Kay Chuan
LTC Toh Boon Yi
LTC Tay Teng Choon
LTC Chan Wei Gan
LTC Bernard Yeo Kok Leong
LTC Koh Chuan Leong
LTC Lawrence Teh Yew Kiat
MAJ Teo Teck Seng
MAJ Lee Cher Heng

## Quiz Of The Month

Send us the correct answer and stand a chance to win a \$20 Takashimaya Gift Voucher. There will be 2 winners!

### SEND YOUR ANSWERS TO THE EDITOR, ARMY NEWS

303 Gombak Drive,  
#02-19g, MINDEF Building,  
Singapore 669645  
or Fax : 6 768 4460

### ANSWER TO LAST MONTH'S QUIZ

6 rounds / min

### OUR LUCKY WINNERS

- |                       |                    |
|-----------------------|--------------------|
| 1. Celeste Lai        | NRIC : S 7811790 G |
| 2. CPL Cheong Wai Yan | NRIC : S 1522250 F |

Contest rules: This contest is open to all Army personnel except the executive staff of Army News Section. Photocopies of the entry form are acceptable. Each person is allowed one entry. Prizes are not exchangeable for cash. The results will be published in the next issue and winners will be notified by post. The judges' decision is final.

All entries must reach us by **25 Feb 2004**.

Which unit did  
Chief of Army visit  
on New Year's Eve?

Closing Date : 25 Feb 2004

Answer :

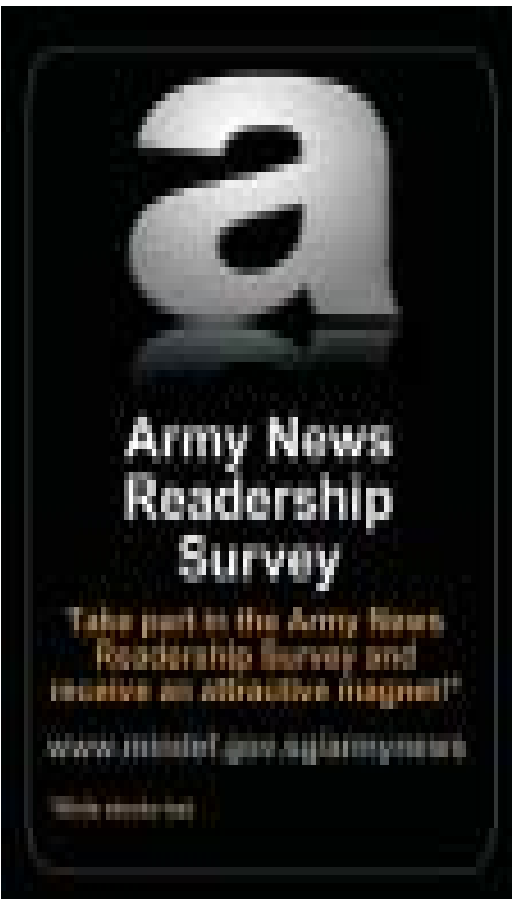
Rank / Name :

Unit :

Address :

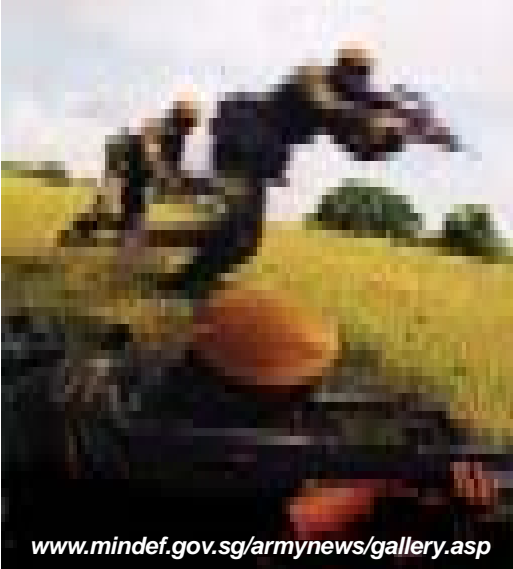
NRIC :

Contact No. :



## Want To See More Photos?

Check out the Army News  
Interactive Photo Gallery Now!



## Editorial Board

Chairman  
COL Lowrence Chua

Members  
COL Chiang Hock Tew  
COL Tan Yih San  
COL Lim Hock Yu  
LTC Bernard Lim  
LTC Ng Soh Eng  
LTC Adam B Haji Hamzah  
LTC (NS) Fong Choon Khin  
LTC (NS) Gerard Ong  
LTA (NS) Chan Kay Min  
LTA (NS) Chia Ming Chien  
LTA (NS) Terence Tan  
SWO Gungadaran T U

## News Crew

Editor  
Hoo Mei Lee

Staff Writer  
Poon Shou Yi

Photographer  
Nicky Loh

Graphic Designer  
Charles Lim

Circulation Clerk  
Justin Ee

Web Designer  
Ignatius Ong

Webmaster  
Jimmy Chan

**ARMY NEWS** is a monthly publication of the Singapore Army. The opinions and views in this newsletter are those expressed by the writers and do not reflect the official views of the Ministry of Defence. All rights reserved. Subjected to the provisions of the Copyright Act, 1986, no part of this publication may in any form or by any means (electronic, mechanical, microcopying, photocopying, recording or otherwise) be reproduced or transmitted without prior written permission from the publisher.

## Give Us Your Feedback

If you have any suggestions or feedback about our newsletter, we want to know!

Do not hesitate to write in to us at :

**ARMY NEWS  
Suggestions and Feedback**

**303 Gombak Drive,  
#02-19g, MINDEF Building,  
Singapore 669645**

**Fax : 6 768 4460**

You can also contact us at :

**armynews@starnet.gov.sg**

## Thinking Soldiers

# Professionalism: More Than Just Knowing Your Job

Story by Justin Ee

The following article is extracted from *Military Professionalism in Asia — Conceptual and Empirical Perspectives* by Muthiah Alagappa and deals with the concept of military professionalism.

### WHAT IS PROFESSIONALISM?

Ask anyone what professionalism means and he or she will probably say that it means knowing your job and doing it well.

In dictionaries such as Merriam-Webster and Longman, professionalism is defined as the conduct, skills, standards or qualities that characterise or mark a profession or a professional person.

A profession is more than a vocation, which refers to a person's regular work occupation in general. A profession is a career or occupation that requires specialised knowledge and skills, and often long and considerable training and academic preparation.

### WHAT ABOUT MILITARY PROFESSIONALISM?

The concept of military professionalism was first put forward in 1957 by Samuel Huntington, a professor at Harvard University, and is widely accepted today. While it is hard to specifically

define military professionalism, there are certain distinctive characteristics to it. According to Huntington, military professionalism is characterised by Expertise, Social Responsibility and Corporateness.

The first characteristic of a professional is expertise. As Huntington asserts, the peculiar skill of a military professional is in "the direction, operation and control of a human organisation whose primary function is the application of violence". This is a complex intellectual skill that requires comprehensive and continuous education, research and training. To develop the high level of expertise required, military personnel need to devote their working life almost exclusively to this purpose. The military skill to manage violence is universal. Military professionals all over the world are united by their common possession of this skill.

The second characteristic of a professional is social responsibility. The professional's client is the society, and he performs a role that is essential to the functioning of society. Material reward is not the main consideration when he conducts his duties. For the military professional, his primary responsibility is to protect the society and the state. This motivation, together with a code of ethics or

core values grounded in custom and tradition rather than financial reward, are the driving force of his conduct and set him apart from a mercenary.

The third characteristic is corporateness - unity and consciousness among members that they belong to a distinct body which has formal standards of professional competence and the authority and means to enforce them. Military professionals belong to such a distinct body that comprises not just the formal armed bureaucratic units but also a vast complex of associations, schools, journals, custom and tradition. With their own principles, structure and institutions, the armed forces establish and enforce professional standards and codes of behaviour. Failure to conform results in punishment and may even lead to discharge. The highly-valued attributes of honour, courage and service to country are rewarded through awards and recognition that do not usually carry a monetary value.

It is not the satisfaction of any one of the three criteria, but the combination of expertise, social responsibility, and corporateness that makes the military profession a professional calling. 📌