

armynews

www.mindef.gov.sg/army

Issue No. 175

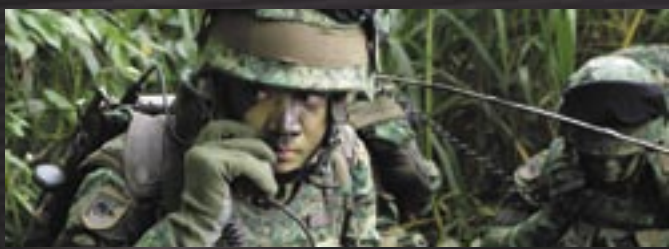
APRIL 2010

pulse of the army



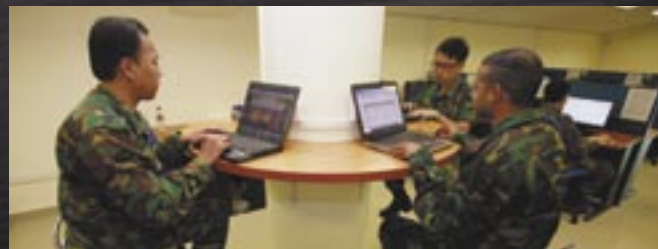
1st Batch of 3WOs join
the Warrant Officer Corps

4



COA Workplan 2010 Speech

6



Helping NSmen Stay
Connected During ICTs

10



LEADERSHIP RENEWAL FOR CONTINUITY

BG Chan Takes Over the Helm of Our Army

Story by Samuel Cheam and Marcus Ho / Photography by Mark Ng and Derrick Heng

On 26 March, MG Neo Kian Hong handed over his appointment as Chief of Army (COA) to BG Chan Chun Sing in a memorable Change-of-Command Parade held at Pasir Laba Camp. The event was officiated by then Chief of Defence Force (CDF), LG Desmond Kuek.



In his farewell speech, MG Neo said, “We are fortunate to witness the 3rd Generation Army taking shape. An Army able to fight as a system of systems with increased networked capabilities, more devastating firepower and greater mobility.” During his tenure as COA, our Army has upgraded its weapons systems with the introduction of platforms like the Leopard 2A4 Main Battle Tank and the High Mobility Artillery Rocket System (HIMARS). On the ground, our soldiers have benefited from numerous technological improvements, including the new pixelised uniforms and the state-of-the-art Advanced Combat Man System (ACMS). A reorganisation of our Army has also allowed us to function more effectively as an integral part of One SAF. Under MG Neo’s leadership, our Army has taken one step closer to its goal of transforming into a 3rd Generation fighting force.

Developing good relations with our neighbours is an integral part of Singapore’s foreign policy. Under MG Neo’s guidance our Army has done well to strengthen professional ties with its foreign counterparts. Last year, our Army hosted the ASEAN Chiefs of Armies Multilateral Meeting (ACAMM) where COAs from neighbouring armies gathered in Singapore to discuss regional security issues in a multilateral setting and fostered stronger ties. Our commanders and men also interacted professionally with their foreign counterparts through numerous bilateral exercises like Exercise SAFKAR Indopura conducted between the SAF and the Indonesian Army.

To face the ever evolving security challenges, our Army has been continually training and equipping to conduct a full spectrum of operations, including overseas missions. These include the Humanitarian and Disaster Relief operations in Indonesia after the Sumatran earthquake. There, SAF medical and engineering teams were deployed swiftly to assist the local populace by tending to medical needs and constructing shelters and clinics. Further away, SAF personnel were deployed to Afghanistan to contribute to the on-going international reconstruction efforts.

It has been said that our people are our greatest asset and MG Neo’s leadership style reflected the importance of actively engaging our men. During his tenure as COA, MG Neo’s numerous ground visits and dialogues with both commanders and men showed his concern for their professional development and welfare. CPL Glen Choo, an Administrative Supervisor in MG



Neo’s office, described him as a “gentleman who is filled with humility, care and concern for the people around him.” MG Neo paid further tribute to our people in his farewell address, “Although we are a largely conscript force, the Army and the SAF are constantly ranked amongst the most advanced armed



forces in the region. This is because we have a well-trained and professional force made up of dedicated, determined and competent Regulars, NSFs and NSmen. The leadership of our leaders and commitment of our people will ensure that we are a world class army that is ready, relevant and decisive.”

MG Neo, who assumed the post of Chief of Defence Force on 1 April, is confident that BG Chan is the right person at the helm of Our Army. He said, “As I hand over my appointment to BG Chan Chun Sing, I do so with full confidence that he will excel as your new Chief of Army. As Head Joint Plans and Chief of Staff-Joint Staff, he has been instrumental in driving the developments in the Army and the SAF, and as Commander 9th Division and Chief Infantry Officer, he has brought about fundamental changes in the Infantry. Chun Sing knows the Army and the SAF very well, and I am very convinced that his passion and dedication to excellence will make him an exceptional Chief of Army.”

Our Army wishes both MG Neo and BG Chan the very best in their new appointments

New CDF for the SAF

Story by Marcus Ho / Photography by Jonathan Ong



On 1 April, the SAF welcomed MG Neo Kian Hong, who had just relinquished the Chief of Army post, as its new Chief of Defence Force (CDF) in a Change of Command Parade held at the SAFTI Military Institute. The event was officiated by Deputy Prime Minister and Minister for Defence Teo Chee Hean. Other guests included Minister for Education and Second Minister for Defence, Dr Ng Eng Hen, Minister of State for Defence, Associate Professor Koo Tsai Kee and other senior government officials.

In his farewell speech, outgoing CDF, LG Desmond Kuek reflected on his time leading the SAF to achieve the first spiral of the 3rd Generation transformation. He said, “It gives me great pride and satisfaction to see how, together, we have put all these key building blocks in place. I have been inspired and encouraged by so many outstanding and dedicated leaders everywhere in the SAF – always daring to dream and raring to go, always striving For A Higher Purpose, and always committed to L.I.V.E.ing their best.”

The new CDF, MG Neo shared his vision for the SAF. He said, “Having achieved success in the first spiral, we need to maintain the momentum and focus on the execution and delivery of capabilities in this ongoing transformation journey. We will also need to continue enhancing our operations and investing in our people in order to maintain the SAF’s cutting edge.”

Military Experts Don New Ranks

Story by Jonathan Chan / Photography by Derrick Heng



MEs donned their ranks for the first time in a parade on 1 April. The discipline and professionalism exuded on this occasion reminded everyone present that MEs are still an integral part of Our Army. As ME7 Hung, the Chief Maintenance & Engineering Officer said, “Essentially, this inauguration parade is a significant reminder that MES is still integrated with our combat partners and also signifies that we are always ready and relevant throughout our Army’s spectrum of operations.”

On 18 March, the first batch of Army Military Domain Experts Scheme (MDES) personnel from the Maintenance and Engineering Support Formation (MES) received their new ranks in a presentation ceremony signifying the beginning of an exciting and fulfilling career ahead. MDES will offer numerous benefits, including an extended career up to age 60, a new rank structure, a through-train career model and more opportunities for professional and holistic development.

While a new rank structure is one of MDES’ major features, then Chief of Defence Force, LG Desmond Kuek emphasised in his 2009 Workplan presentation that the scheme is “not old wine in a new bottle”. MDES certainly is fundamentally different in design and application. But more importantly, the enthusiasm displayed by members of the MES Formation on this occasion is a clear sign that MDES promises changes beyond the superficial. It will refresh the Army with deeper expertise and specialised talent. As ME7 Hung Ching Pien, Chief Maintenance & Engineering Officer said, “Today marks a new beginning. It is very exciting. We have a new generation to groom and train.”

MG Neo Kian Hong, then COA, was present at this momentous occasion to lend his full support. He spoke of the essential necessity of MDES, “As we continue the journey toward a 3rd Generation Army, we will leverage even more on technology to achieve mission success. To achieve that, the Army has recognised the need to empower the MES Formation, so that its personnel can be even better at their jobs than today. MDES is designed to fulfil just that.”



Military Experts (MEs), regardless of seniority, are certainly looking forward to better supporting our 3rd Generation Army. ME2 Muhammed Nasri, a Base Engineer from 9 Army Maintenance Base, is confident of his growing ability to contribute even more to Our Army’s future capability. He shared, “I am currently doing a course in electrical engineering at Ngee Ann Polytechnic but I won’t stop there. If given the opportunity, I will continue to keep taking up more courses and try to earn myself a degree. We need to keep pace with the latest developments. MDES provides us with ample opportunities for continuous upgrading.”

ME2 Muthukumaran, an Assistant Engineer from 6 Army Maintenance Base (6 AMB), echoed ME2 Nasri’s sentiments, “I’m actually very excited. Having already been given a CLASS award, I look forward to continuing my degree studies under MDES. Under this scheme our career has been extended to age 60, allowing me more time to gain a better understanding of my work and deep specialisation in my own chosen field.” I will adapt to my new rank and focus on meeting the organisation’s needs.”

The MEs also see their new rank as a recognition of their expertise and experience. ME3 Stella Goh, an instructor at Ordnance Engineering Training Institute (OETI), proudly declared, “For ten years I used to tell people that I’m a technician, now I can tell them that I’m an engineer and a ‘Military Expert’.” But ME2 Muhammed Nasri also recognised that the new rank brings an added responsibility. He said, “I am excited to take on this new responsibility. People can now differentiate us from the rest and are looking to us with greater expectations.” In addition, ME4 Luke Goh, a Staff Officer from HQMES, shared another positive outcome, “This is an

opportunity to re-brand the Army Engineering Corps by re-profiling and restructuring jobs for the new generation of Army Engineers.”

The extended retirement age will bring benefit to both the Army and the MEs. The Army will retain its experienced personnel who in turn will enjoy a longer and more fulfilling career. ME5 Benny Yong, Commanding Officer of the 1st Army Maintenance Base (1 AMB) said, “My colleagues and I look forward to the extended retirement. The nature of our jobs is such that we can continue to perform over the years. In fact, our experience level just grows and grows.” The positive outlook of the new MEs frames an optimistic start to a new phase in the development of the SAF.



Our Military Experts currently deployed overseas also did not miss out the momentous occasion marking the beginning of their new career scheme. In simple ceremonies held far away from home, they received their new ranks from their commanders and team leaders. Here in Afghanistan, ME3 KHOR CHIN SIONG (left) from CSSCOM receives a congratulatory handshake from LTC Andrew Chan, the Winter Deployment Team Leader.

1st Batch of 3WOs Joins the Warrant Officer Corps

Story by Samuel Cheam / Photography by Jonathan Ong



18 March was a very special day for about 150 specialists as they proudly joined the Warrant Officer Corps. They also made history that Thursday by being the very first batch of to be promoted to the new 3WO rank at a ceremony officiated by then Chief of Army MG Neo Kian Hong.

The introduction of the new 3WO rank is part of the new Enhanced Warrant Officers Scheme (EWOS) announced in October last year. Other improvements include the shift from the 2-stage to a through-train system and structural enhancement of remuneration and benefits. The EWOS addresses the serviceman's basic concerns over their career advancement, and frees him to remain focused and committed to serving the organisation.

A promotion serves to recognise the good performance of servicemen and their potential for future challenges. The new 3WO rank is no different. Army News interviewed some of the newly promoted 3WOs on their thoughts. 3WO Won Choon Hun, a specialist instructor at HQ Army Combat Engineers explained, "There are some senior specialists out there who are already taking up roles and responsibilities typically undertaken by warrant officers. This new rank is a good gesture from the Army to recognise and reward those specialists who have demonstrated good performance." 3WO Sahrin bin Abdul Rahman, a Transport Leader with Transport Hub East, also agreed as he shared, "This promotion is a good way of affirming the effort that we have put in our work."

Besides rewarding those who have performed well, the new rank also acts as an incentive for younger specialists as it enables the capable ones to join the Warrant Officer Corps even earlier. 3WO Dorairaj, HQ Battery Sergeant Major at 21st Battalion Singapore Artillery, elaborated, "The future generation will really benefit from this. While not everybody will be promoted early and quickly to 3WO, the new rank will reward the most promising specialists and act as an incen-



tive for them to work harder. After all, the ultimate goal of any specialist is to become a warrant officer, so making this goal attainable earlier can drive younger specialists to push themselves."

While cherishing their new 3WO rank as a well-deserved reward for good performance, many of them are already looking forward to the new challenges and responsibilities that come with promotion. Unlike specialists, warrant officers are empowered to serve in a variety of roles as 3WO Sahrin, "With the new rank comes new duties and responsibilities. For example, warrant officers can be conducting officers for training and investigation officers." This expansion of job duties and responsibilities is a key cornerstone of the EWOS. To lend sharper focus on organisational leadership, in planning and integrating effects, officers will accord the WOSpec Corps the professional space to manage training. In line with their core value proposition, the WOSpec Corps will be empowered to anchor training, especially in basic warfighting competencies and vocational skills, tactical warfighting and as well as WOSpec Leadership and Education.

To this end, a network of Trainers will be created in the Army's Training Institutes to own the outcomes of

these areas of training and also to provide a different route of advancement for them. The Army will reinforce its Training and Operations Hub with more senior warrant officers to better cope with the growing training and operational demands.

Apart from more challenging duties and work, the new 3WO rank bestows upon its recipients an even greater onus to conduct themselves professionally than before. 3WO On Shaw Ming from HQ Commando felt that the new rank meant that he had to hold himself to a higher standard, "Now I am a representative of the Warrant Officer Corps and I have to be more conscious of my discipline as well as my performance as a result. My superiors will expect more from me and I expect more from myself."

As subject matter experts, our warrant officers need to be equipped with the skills and knowledge needed to fulfil their roles. 3WO Won described how the new rank would give him more opportunities, "As a 3WO I now have access to numerous military related courses that allow me to increase my knowledge and understanding." One such new course that has been introduced for 3WOs is the Professional Leadership Course which will nurture 3WOs in leadership, instructional ability, organisational awareness, warrant officer ethos and National Education.



Besides military-related courses, the EWOS also provides the warrant officers and specialists with various opportunities for Continuing Education (CE). The terms of existing CE programmes have been revised to encourage more servicemen to upgrade themselves academically. For example, the Continuous Learning Academic Study Scheme (CLASS) Degree (Recruitment) allows good performing regular Specialists to embark on sponsored Degree studies as early as his full-time National Service peers. Revisions to the existing CLASS Degree also include a Transitional CLASS Degree sponsorship that is full-salaried for high performing warrant officers as well as the extension of all CLASS Degree sponsorships to the maximum age of 40.



1WO (NS) Charles Ong NS : A Transforming Experience

Story by Jonathan Chan / Photography by Mark Ng

1WO (NS) Charles Ong Chee Ming's commitment and dedication to his National Service duties is an inspiration to many NSmen. Despite his heavy work load as the director of a consultancy firm, he has chosen to extend his service under the ROVERS (Reservist On Voluntary Extended Reserve Service) scheme. He also sits on the NS Working Committee (NSWC) where he plays a formative role in developing new initiatives and acts as a channel through which feedback reaches the authorities. As the current RSM of 282nd Battalion, Singapore Artillery (282 SA), he plays an important leadership role during In-Camp Trainings (ICTs), showing genuine care for his men. He is an exemplary role model that all NS commanders can emulate.

When asked what constitutes good leadership, he answered with an insightful analogy, "Good leadership is like carrying a golf bag filled with different golf clubs. You must know when to apply which. Different situations call for different leadership styles. However, two of my favourite 'clubs' are asking myself how I can help and constantly taking every opportunity to develop good working relationships."

1WO (NS) Charles Ong makes the extra effort to connect with his men despite facing widespread perception of the RSM as a stern disciplinary figure. He admits that it was not easy developing rapport with his men in 282 SA as he had previously served his NS in 275th Battalion, Singapore Artillery (275 SA), and joined the current unit only at their fourth ICT. He commented, "The position of RSM tends to carry a certain stigma about it. It takes time to break that perception and show them that you are a RSM who genuinely cares. I make a deliberate attempt to have short gatherings in between training activities. Slowly they start to share some of their work experiences and family matters."

Once, 1WO (NS) Charles Ong had to apply for deferment due to a shin surgery which affected his overall mobility. Despite that, he still made the effort to pay a visit to his men during their ICT. He explained, "We feel very close to each other. I went back to make sure that their concerns were addressed." While ensuring the men's welfare is taken care of, 1WO (NS) Charles Ong also demands full commitment from his men to achieve a high standard of operational readiness. This means cultivating a sense of personal responsibility. He explained, "Being helpful doesn't always mean doing something active, it can mean consciously withholding your comments and interference so as to allow your men to develop a sense of ownership and independence."

Despite his many years of experience, 1WO (NS) Charles Ong remains humble and receptive. He continues to learn at each ICT. He said, "It is an opportunity for me to get to know the younger generation. Interacting with them helps me to keep up to date with advancing technology and new trends." On the whole he considers NS a good learning platform, "In the commercial workplace, you can't afford to make mistakes as much. Your boss will tell you not to come to work the next day! In our NS training, we can learn from our mistakes during the debrief sessions and repeat the drills until we are highly proficient."

1WO (NS) Charles Ong is grateful that his NS commitments have a positive impact on his professional work and development. He revealed, "In my context, I see three elements coming together. One is my work in the consulting business and the other is my PhD in business and management that I'm pursuing with an Australian University. These two elements and my tour of NS service complement one another. My interest in leadership and management is expressed in all

three elements. So many people from different walks of life come together to serve during ICT. This makes the unit a dynamic group which is challenging but fulfilling to lead."

1WO (NS) Charles Ong summed up his sentiments towards NS, "For me the meaning behind NS is fluid. At the start of my NSF days, it was just another obligation. Later I began to see it as a transformation process. The slogan 'From boys to men' is so much more compelling on hindsight. It helps us to understand who we were and who we really wanted to become. Now I see it as a means through which I can contribute to society and pass on some of my experience and knowledge to the young bloods."



Convenience at SAFRA's LifeStyleMart!

Story by Marcus Ho / Photography by Derrick Heng

Dread the hassle of travelling all the way to your camp's eMart to replace your Personal Equipment (PE)? The new LifeStylemart at SAFRA Mount Faber Clubhouse may just be your solution!

Located on the second level of the clubhouse, the LifeStylemart comprises two sectors – an SAF eMart and a commer-

cial retail shop with a cafe. While the SAF's eMart sector sells a range of PE items for servicemen from all three Services, patrons can also purchase a wide variety of lifestyle products such as fashion apparel, fashion bags, accessories, military figurines and souvenirs. Speaking on how the LifeStylemart will bring value and convenience to SAF personnel, COL Lam Sheau Kai, Chief Supply Officer, who was also part of



the core group responsible for setting up the LifeStylemart, said, "As the LifeStylemart is located outside camp and operates everyday including weekends, it allows greater flexibility and accessibility for servicemen to purchase and replace their PE items. This enables them to remain well equipped, hence maintaining a high level of operational readiness. With this emphasis and the convenience of being equipped, it will also enhance the servicemen's commitment to defence."

Indeed, NSmen like CPL (NS) Henry Wong, Signaller from 650th Battalion, Singapore Infantry Regiment had nothing but praise when they visited the LifeStylemart. He commented, "It is very convenient for me since the LifeStylemart is still open after office hours and even on weekends. I do not have to rush to my camp during the lunch hours just to get my PE items any more. In addition, it is like a one-stop place for everything. For example, as an NSman, I can get my powder and torch batteries without having to visit other shops since the eMarts in camps do not sell them. I can also bring my family members and friends along with me since the LifeStylemart also sells ladies apparels, Oakley sunglasses and Lumi Nox Swiss watches!"

Operating Hours
Mondays to Fridays – 1100hrs to 2100hrs
Saturdays, Sundays and public holidays – 0900 hrs to 2100 hrs
Contact No. – 6272 1269

COA Workplan 2010 Speech

Story by Mr Tan Wee Meng / Photography by Mark Ng, Derrick Heng, Jonathan Ong, Norman Ng & Wan Zhong Wei



“ We are Commanders. It is our *job* to manage risks. It is our *responsibility* to speak up when things are not right. It is our *duty* to take charge and put things right when things go wrong. We are ultimately responsible for everything that happens and does not happen under our watch. ”

BG Chan Chun Sing
Chief of Army

In his 2010 workplan speech delivered at the Army Workplan Seminar, Chief of Army (COA) BG Chan Chun Sing paid tribute to our commanders and men who have “answered the call of duty to make things happen, and happen well.” As Our Army moves into the new work year, he asked two important questions, “Are we ready for tomorrow’s operations?” and “Are we nurturing our connection well with the nation that we serve to defend?” He also identified the “main players” who will anchor and spearhead Our Army’s 2010 key thrusts. In his address, COA also underlined the need to continue managing and developing our people to harness their maximum potential and bring Our Army to even greater heights.

Army News brings you the key messages in COA’s address.

Tribute to People Excellence

The Weapon Locating Radar (WLR) team in Afghanistan was commended by COA for its professionalism and success in helping to keep the coalition forces safe from insurgent rocket attacks. Other examples of our people’s professionalism cited include 2WO Azmi who immediately put aside



Our Weapon Locating Radar Team, posing here with DPM Teo and other senior Army commanders, keeps the Singapore flag flying high in Afghanistan with their excellent operational readiness

his family issues to lead his men in a relief mission to earthquake-struck Indonesia.

Are We Ready for Tomorrow?

New platforms and new organisational structures do not by themselves mean new capabilities. To vividly illustrate his

point, COA used the analogy of a “kung-fu” (martial arts) master who has mastered a set of highly respected strokes but is now given a new and better sword. He explained, “We can use the same old strokes. But that will not bring out the true power of the new sword. Some may even find it difficult to wield the new sword and prefer the old. To harness the power of the new sword, we must be prepared to develop new strokes and hone them.”

To do this, we either learn from others or “force evolution” if there is no one to learn from. We must be prepared to pit our units against each other to systematically challenge our own assumptions, doctrines and plans. Only then will we stay ahead of the competition. COA warned, “If we are stuck to the same unchanging doctrines, we will be destined for the dustbins of history.”

Evolving new strokes to wield the new sword is just Part One. Part Two requires honing and systematic training. For this reason, our Army will enhance its training system, especially the various training institutes, so as to strengthen the skill sets of our soldiers.

Nurturing the Civil-Military Nexus

The SAF currently enjoys strong support from our leaders and people. While our Army has a robust defence budget and a fair share of the talents, we must never assume that this will always be so. COA then asked if Singapore will end up like some past civilisations that had left their country’s defence to military people who lived physically and emotionally detached from the social consciousness of the mainstream society.

To avoid that slippery path, COA postulated two important proficiencies. First, we must avoid misplacing the trust of our government and people, by practising prudent resource management, be it time, money or people. The second requires that our Army connects well with society to help all understand, empathise and ultimately support the mission of defending Singapore. Our Army will focus on engaging the young in schools, especially the male students so that they



The Army continues to actively engage the various population groups, especially the youths and students who will be the future defenders of Singapore

are physically, mentally and emotionally prepared for National Service. COA is confident that “the levels of engagement and commitment of our NSF’s and NS commanders will easily beat the best in the market.”

Our Army will also need to focus on NSF’s and NSmen who are not commanders by organising them into proper units, and selecting the best to be commanders. Explaining the importance of good commanders, COA said, “Commanders influence, lead and engage their men. A good commander will overcome the structural difficulties. A poorly motivated and trained commander will compound our challenges many folds.”

Focus for 2010

COA stressed that Our Army must continue operating as one united team, in which every player is clear on the expectations and execution in his respective area of deployment or responsibilities. He said, “This year, we will have NDP, YOG and other significant events that will put to test our organisational abilities and security measures.” On the people front, leadership development and people engagement will be a major emphasis. In the training realm, the manoeuvre training institutes and basic training schools will be revamped. At the individual level, the soldiering fundamentals of fitness, small unit tactics and shooting will be strengthened. All units can expect more 2-sided and combined arms training.

COA also raised the need to further improve our administrative and personnel system to deliver consistent services to our servicemen. To keep our forces and advanced equipment operationally ready, our supply and sustenance capabilities must also be top notch. COA said, “The best equipment that cannot work will still be a piece of junk. We need to grow the Army engineering capabilities systematically.” To safeguard ourselves against security threats, he reiterated the three challenges in the areas of camp, weapon and information security.

People and Values

Most people can plan but many will trip up at the execution stage. One key factor for successful implementation is having the people with the right attitude. COA said, “We need people who do what is right, who don’t seek self glorification, and who always go that extra mile to put the mission before self.”

COA concluded his address by sharing three important lessons learnt from a major catastrophic event in recent history. First, we must guard against “normalised deviations”. On their own, each deviation usually has no significant impact and may progressively permeate into corporate memory

as an acceptable practice. But when two or more “normalised deviations” coincide, the outcome could be disastrous.

The second lesson emphasises the importance of having quality people who have the moral courage to speak up when things do not seem right. COA explained, “Yes Men’ don’t grow by themselves and are groomed by leaders who want to only ‘hear the good things in life.’ It is incumbent upon all of us as leaders to be mindful of this so as not to breed ‘Yes Men.’”

The third lesson in that major disaster is that no single level of decision-making seemed ultimately responsible for it. COA said, “Simply put, everyone passes the buck to someone else. Here in the Army, we cannot be that way. As commanders, each of us must take charge of his area of responsibility.”



Our Army will continue to improve our training institutes and processes to ensure that our soldiers are fully equipped with the right competencies to function effectively as an individual and in a team



Our Army strongly promotes physical fitness as a key soldiering fundamental

Paramedics Gear Up for Greater Challenges

Story by Marcus Ho / Photography by Derrick Heng & Mark Ng



Our medics are increasingly trained to handle more complex and challenging tasks to support a wide spectrum of operations

The SAF 3rd Generation Medical System, launched in June 2009, aims to equip medical personnel with the latest military medical technology and training to effectively support a full spectrum of operations. New strategies have been adopted to improve and enhance medical support for our soldiers during operations and peacetime training. They include the evolution of field medical doctrine, by pushing the Army's medical capability that provides crucial life-saving treatment in operations.

An important development supporting the medical capability transformation is the review and upgrading of the SAF Medic training framework for its regulars, NSF's and NSmen. The SAF has collaborated closely with two internationally-recognised external academies – the Justice Institute of British Columbia (JIBC) from Canada and Nanyang Polytechnic (NYP)'s School of Health Sciences to develop four new courses to replace its existing medic training programmes. These courses have been designed to provide a continuum of increasing complexity and broadening scope of paramedic practice, while still emphasising the essential lifesaving skills that all medics should be proficient in.

Leveraging On External Expertise

Forging a close partnership with JIBC and NYP will enable the SAF to leverage on their extensive experience in health-care professional education, thus strengthening the training of its paramedics. To further develop paramedicine in Singapore and formalise the existing relationships between the SAF Medical Corps and the two academies, a Memorandum

of Understanding was signed on 27 April at Nee Soon Camp. The signatories were Chief of Defence Force, MG Neo Kian Hong, President of JIBC, Mr Jack McGee and Principal and Chief Executive Officer of NYP, Mr Chan Lee Mun.



ME1 Yang attributes his contributions in the overseas mission to the new skills learnt at NYP

The value of tapping on external expertise has already been demonstrated through the performance of our medical personnel deployed in overseas missions. One such person is ME1 Yang QunChuan, a Medical Specialist from HQ Army Medical Services who was deployed to earthquake-hit Padang, Indonesia last year. He shared how the new skills acquired from an earlier NYP course, the Basic Scrub Medic Course proved useful in real operations. My role there was to be a scrub medic and assist the surgeon during the operations. I had to observe carefully what he was doing so that I can pass him the surgical instruments at the right time and in the correct manner. It was very hectic and it was my first time being the main assistant. Fortunately, I was trained well and my skills proved extremely useful."

All parties to the MoU are certainly looking forward to the exciting prospects for further collaboration. Mr McGee commented, "Our friendship with the SAF spans 15 years, so we have grown and worked together to enhance their ser-

vices for a long time. This is a huge milestone for all three organisations in developing the level of military paramedicine in Singapore."

Four New SAF Paramedic Courses

The old Basic Medic Course focused on imparting immediate lifesaving skills required to sustain a casualty till arrival at the next higher level of medical care. In contrast, the new entrance 12-week Emergency Medical Technician (EMT) Course conducted at the SAF Medical Training Institute (SMTI) goes beyond the contents of the former course to provide additional medical knowledge, scenario practice and emphasis on simulation training.

Elaborating on the benefits of the new course, ME1 Amanda Huang, a SMTI Course Senior Instructor said, "With the EMT Course, the competencies of the medics will be raised to a whole new level. This is because firstly they will learn 11 medical protocols in the EMT Course as compared to six in the now-defunct Basic Medic Course. They will be able to treat a wider range of medical emergency cases such as heat injuries and life-threatening allergic reactions more efficiently."

In the EMT Course, there is one trainer for 24 trainees instead of 72 trainees under the Basic Medic Course. This improved ratio has facilitated tutorial and experiential based learning. ME1 Huang explained, "A smaller ratio means that the class can be broken into small groups during protocol and simulation-based learning. Trainees will also have the chance to teach and practise on each other during their training, while the instructor guides them. Psychology studies have shown that when a student teaches what he learnt to his peers, his memory retention will be around 75% as compared to only 15% if he merely sits and listens to his instructor."



ME1 Huang is confident that the new skills and empowerment will enable our paramedics to make a critical difference in saving lives



Best trainee, PTE Farid is able to apply his new skills both at work and in his personal life

EMT Course graduands are appreciative of the greater versatility and wider skill sets provided by the new training. PTE Mohammed Farid, a Treatment Medic at Pasir Labar Camp Medical Centre, was the best trainee in his batch. He shared, "As a person, not only have I learnt how to manage injuries in the field, but I have also learnt to recognise symptoms of other sickness like diabetes. I would love to share such knowledge with my family and friends. In addition, being in the healthcare field has also taught me how to live healthily. I've been exercising more and looking over my diet."

The second new programme is the Emergency Medical Specialist (EMS) Course conducted for regular-force medics and NSF medics with a nursing diploma qualification. It enables trainees to handle more complex emergency practice scenarios and teaches them soft skills such as patient counselling and crisis management. Both the EMT and EMS courses will be reviewed regularly by JIBC to ensure professional standards. The other two new courses, the Primary Care Paramedic (PCP) and Advanced Care Paramedic (ACP) are diploma and advanced diploma level courses conducted by JIBC and NYP respectively. Available to SAF regular paramedics only, these advanced courses will develop and cultivate quality leaders in the field of military paramedicine and pre-hospital care. Both courses will commence later this year.

Medics Trained in Critical Care

Story by Samuel Cheam / Photography by Derrick Heng

Popular television shows like 'House' or 'Grey's Anatomy' show the glamour and excitement of doctors operating to save patient's lives. But few people realise that the nurses who work tirelessly to care for patients in intensive care are just as important in keeping them alive and in their recovery. In the Army Medical Services, it is our NS medics who fulfil this vital role in our Combat Support Hospitals (CSH), keeping wounded soldiers alive after medical officers have operated on them. To equip them with the necessary skills to perform this role, the SAF sends its NS medics to Nanyang Polytechnic (NYP) to be trained in critical care nursing.

Our medics are trained to deal with pre-hospital situations. On the battlefields, they carry out the urgent life-saving actions like bandaging wounds and stopping bleeding. These critically injured soldiers are then sent off the front lines to



Ms Yap instructing SAF medics on the finer points of post-operative care

the CSH for surgeons to operate and stabilise their condition. At this point, the injured soldiers still require close monitoring like civilian patients in a hospital's Intensive Care Unit. The Critical Care Nursing Course run by NYP gives our medics the skills needed to keep our soldiers alive at this point.

Ms Joelle Yap, one of the NYP course coordinators, explained the course objectives, "This course seeks to train SAF medics in post-operative care. Here we give them both the skills and the knowledge to carry out their roles effectively." The course included theory sessions where medics were taught to anticipate crises in the CSH and how to deal with them. Our NS medics were also trained to use equipment unique to the CSH environment like ventilators.

NYP has one of the most reputable nursing courses in Singapore, and to enhance the training, the school customised the course to the SAF's needs. Ms Claire Khoo, another course coordinator, explained, "Working together with the SAF's medical officers, we identified some of the more likely scenarios that the ICU medics might face in the CSH and made sure they were prepared to deal with them. For example, gunshot wounds, burn wounds and traumatic amputation."

To increase the realism of training, a special high-fidelity patient simulator was used during their training. This simulator allowed the course instructors to evaluate our medics performance in a 'real' situation. The medics were presented with a patient simulator with a specific condition and had to use equipment to care for it, as if it were the real patient. The



3SG (NS) Hafeez (left) working with other medics from the Navy and the Air Force in the simulator

patient simulator is equipped with sophisticated systems that allows it to respond immediately to the medics' actions. For instance, if a medic made a mistake, the patient simulator would 'bleed' just like in real life. Such realistic training helps them understand the consequences of their action or inaction in the CSH.

3SG (NS) Md Abdul Hafeez, a medic at the 3 CSH was one of the course participants who found the training useful. "During my full-time National Service I was not trained how to deal with patients in these situations. The course has equipped me with those skills and I'm confident I can carry out my role well and assist the medical officers in saving our soldier's lives."

Benchmarking and Accrediting Our Training

Story by Samuel Cheam / Photography by Mark Ng

"We believe that if soldiers have no confidence in their training, it will be a daunting task to convince them to defend the nation because they will find no purpose in it. Therefore it is important that we provide our soldiers with effective training, training that enables Our Army to be the very best in the region." This emphasis on effective training was reiterated by BG Tan Chuan Jin, Commander Army Training and Doctrine Command at the Ordnance Engineering Training Institute (OETI) on 31 March. BG Tan was the Guest of Honour present as OETI received its certification from the Singapore Workforce Development Agency (WDA) as an Approved Training Organisation (ATO).

The WDA was formed with the mission of enhancing the employability and competitiveness of Singapore's workforce. It does so by ensuring that our workforce has the knowledge and skills that employers are looking for in today's world. One of the ways that WDA achieves this is by accrediting training organisations. OETI began its accreditation process as early as May 2009. Working closely with the WDA, OETI streamlined and customised its training processes to match WDA standards and benchmarked its training against national standards. One outstanding component of OETI's training is its Computer Based Training which uses interactive software to better engage the new generation of technologically-savvy soldiers.

This accreditation process was also applied to OETI's Basic Technician Training Automotive (Wheel Vehicle) Course. As a result, the graduands of the course are now awarded the Workforce Skills Qualification (WSQ) Certified Automotive Maintenance Technician (Wheel Vehicle) Certificate which is recognised by the private sector.



BG Tan (left) watching our technicians demonstrate their vehicle maintenance skills

"Attaining this accreditation demonstrates that the training we conduct is of a national standard and that our people are qualified enough to go out and work in the private sector should they subsequently decide to pursue a career in a similar industry," explained MAJ Bernard Sabai, Chief Instructor at OETI. Besides being pleased with the recognition bestowed by the accreditation, MAJ Sabai is also glad for the numerous benefits to be gained by the trainees. Although training at OETI prepares them adequately for technician jobs in the private sector, the WSQ Certification now gives them paper qualifications. This arrangement is mutually beneficial for all parties as MAJ Sabai explained, "For one the technicians are equipped with recognised certification. This is beneficial for the private sector because it increases the ready pool of trained personnel. NSF's might also be encouraged to work in the automotive industry after completing their national service. This in turn benefits

the SAF as our NSF's can hone their skills in the private sector and thus add greater value as NSmen technicians."

Even for those not considering a career in the automotive industry, the accreditation process will add value to their National Service experience as ME6 Chan Chee Wei, Commanding Officer OETI described, "This allows them to take away something good from their experience here. So even if they do not work in the automotive industry, knowing they've learnt a useful skill that has been benchmarked to national standards helps them to feel that they haven't wasted their time. This helps to generate commitment to defence." Echoing BG Tan's words, PTE Riberd who completed the course shared on how the accreditation has reinforced his confidence in his training, "The training we get at OETI is excellent and this additional accreditation has really reassured me that I am well trained and qualified to carry out my job in the Army."

The training accreditation achieved by OETI is a herald of things to come in the Maintenance and Engineering Support (MES) formation and the Army Logistics Training Institute (ALTI). ME7 Hung Ching Pien, Chief Maintenance and Engineering Officer elaborated, "OETI's accreditation grants our people opportunities for continuous learning by allowing them to pursue higher qualifications. In future we're looking at tie ups with the educational institutes like the Institute of Technical Education (ITE) and the Singapore Institute of Management (SIM) to provide accreditation and recognition for the daily work that our servicemen do. For example, in a regular serviceman's five years of service he would have completed a lot of technical work like managing projects and improving systems which is similar to a person studying mechanical engineering. So you might as well be recognised for the work you are doing!"



The MoU with JIBC and NYP enables the SAF to leverage on external expertise to bring its paramedic training to greater heights

Helping NSmen to Stay Connected During ICTs

Story by Marcus Ho / Photography by Jonathan Ong

Feeling the need to check on your important office projects during your In-Camp Training (ICT)? Fret not! To help NSmen better manage their work commitments when they are back for military training, business centres with wireless internet access have been set up at the Infantry Training Institute in Jurong Camp II, Armour Training Institute in Sungei Gedong Camp and Army Logistics Training Institute in Kranji Camp III. NSmen will be allowed to bring their laptops, Personal Digital Assistants and Blackberries into these business centres with prior registration before their ICT.

While these three business centres are part of the pilot implementation to be conducted till June, NSmen can look forward to more being set up at the rest of the training institutes over a 18-month period from mid-2010 onwards. CPL (NS) Ravinder Paul Singh, an Armour Technician from 2nd General Service Maintenance Company has found this initiative highly beneficial to NSmen like him. He shared, “As a Senior IT Engineer for Hewlett-Packard, it is extremely critical for me to access my e-mails all the time since I have a few teams to manage. Previously, without internet access in camp, I could only work over the phone in my free time which can be



The business centre allows CPL (NS) Ravinder to conveniently clear his workload in camp so that he can better focus on his ICT



NSmen can use their personal laptops in the business centre with prior clearance

quite tedious. With internet access now, I can clear my workload easily in camp and not worry about it. In a way, this also allows me to focus better on my trainings.”

For LTA (NS) Adrian Ang, a Signal Officer from 1st Battalion, Army Maintenance Base, the business centre helps him to keep in touch with his family members and friends. He said, “As I have family members and friends, I mainly use instant messaging programs like Skype and MSN Messenger to keep in touch with them. The internet at business centres will be very useful for helping me to stay connected even while I am in ICT.”

While the business centres have brought convenience and value to the NSmen, they also realise that their training remains top priority. LTA (NS) Ang said, “After all, we are not here to surf the internet for two weeks. But nonetheless, as long as my men have fulfilled all their trainings and attained the expected standards, I feel that it will be a lot more fruitful for them to come to the business centre and follow up on their work.”

For more information on RECORD V and the other initiatives, log on to www.mindef.gov.sg/record

More Tertiary Education Options for NSF

Story by Jonathan Chan / Photography by Derrick Heng

With the launch of the Singapore Institute of Technology (SIT) this year, NSF's planning to pursue a tertiary education after their full-time service now have more choices. Born of the Polytechnic-Foreign Specialised Institute programme, SIT is now an autonomous entity set up to plan, manage and implement degree programmes offered by renowned overseas universities in partnership with the five polytechnics in Singapore.

SIT offers students from a technical background a chance to pursue professional advancement with a reputable overseas university at an affordable cost. SIT-planned programmes will be conducted on the campuses of the five polytechnics, with internships at the home campus of each partner university. PTE Ong Chee Wei, an Admin Support Assistant at HQ Singapore Ammunition Command, is among the first to apply to SIT. He cited the overseas attachment programme as one of the key factors that drew him to SIT, “The SIT programme allows me the best of both worlds. While being able to enjoy the comforts of studying at home for the most part, I will benefit from an overseas education experience without bearing the high costs.”

SIT's partners offer a variety of industry-focused degree programmes to suit a wide spectrum of interests. They are among the top in their areas of speciality. For example, Tech-



PTE Ong at the SIT Admissions Office

nische Universität München (Technical University of Munich) has a strong profile in science and engineering and has produced 15 Nobel prize winners. DigiPen Institute of Technology, ranked top five in the Princeton Review and Global Gaming League and was the first school to launch an undergraduate degree dedicated to computer or video gaming development through its collaboration with Nintendo.

NSFs who are Singapore citizens can enjoy highly subsidised tuition fees which range from S\$9,000 to S\$13,500 per year, depending on the course chosen. For deserving students, scholarships including the LKY-step Award and the Lee Hsien Loong Award for

Outstanding All-Round Achievement are available. In addition, SIT has also secured 50 scholarships from various industry partners for its first intake of 500 students.

SIT and other Autonomous Universities (AU), such as National University of Singapore, are fundamentally different. SIT offers a specialised education that is industry-focused while AUs provide a broad-based education with an academic focus. All SIT programmes are two years in duration compared to the AUs' three or four-year degree programmes.

For more information, visit the SIT's website at www.singaporetech.edu.sg

Shop, Play and Eat for Charity

Story by Jonathan Chan / Photography by Derrick Heng



Assistant Chief of the General Staff (Plans), COL Chia Choon Hoang watches in amusement as the ball heads straight for the dunking lever

On 12 March, servicemen from Gombak Base and Bukit Panjang Camp enjoyed an afternoon of fun in the name of charity. A main attraction at the Gombak Charity Carnival was the dunking booth where senior officers gamely volunteered themselves to be dunked. The then Chief of Defence, LG Desmond Kuek, graced the event and delivered the opening address to mark the beginning of this year's SAF's fund-raising efforts for the President's Challenge.

Passing On The Baton		
APPOINTMENT	INCOMING	OUTGOING
CO SWAS	LTC YEO HOCK SENG	-
CO SAFWOS	LTC JOHAN BIN MOHAMED	-
CO SCS II	LTC TAN KEONG ENG	-
CO SCS III	MAJ ADRIAN KOH CHONG PENG	-
CO 21 DS MED BN	MAJ (NS) (DR) KOH POH KOON	MAJ (NS) (DR) YUE WAI MUN
CO 286 SA	MAJ (NS) ABE JACOB	LTC VINCENT TAN KAY KIAN
3 SIR RSM	ZWO YEW YUEN KEONG	TWO FELIX SURESH
473 SAR RSM	ZWO (NS) TAN BOON BENG	-
612 SIR RSM	SSG (NS) PHILIP CHAN CHEE MENG	-

The SAF Uniform

Worthy of Respect and Care

Story by Jonathan Chan / Photography by Derrick Heng

A stack of the old but still usable SAF No. 4 uniform sets is conveniently disposed of near the rubbish chute at the HDB void deck. Unbeknown to the NSman who left them there, a foreign worker from the nearby construction site takes and wears them to work. Or maybe a Karung-Guni (rag-and-bone) man collects and sells them. They could also be worn by adventure enthusiasts, fashion buffs and theatrical performers. As the uniform is a highly visible icon of the SAF, its improper disposal and unauthorised usage could impair its image and reputation.

The concern over the improper disposal and usage of uniforms does not apply to just the old one but the new pixelised design as well. Active servicemen and NS men are not allowed to sell their uniforms. Under the SAF Act (Chapter 44), “Misapplication and waste of SAF property”, servicemen could be fined if found guilty of misusing their uniforms.

If servicemen no longer require their uniforms, they should properly dispose them through the SAF-established retrieval system. They may return their uniforms and personal equip-

ment at the Army Logistics Base (ALB), 601 Choa Chu Kang Road. Alternatively, they could do so at their nearest SAF eMarts located in one of the camps, such as Clementi Camp, Pulau Tekong Camp, Khatib Camp, Bedok Camp and Sembawang Camp.



The old SAF No. 4 has been replaced with a new pixelised edition. All unwanted uniforms must be disposed of appropriately.



Editorial Board

COL Ang Heng
COL Lawrence Teh
COL Bernard Lim
COL Chan Wei Gan
COL Ho Kok Loke
COL Ng Soon Watt
COL Tan Peng Kuan
LTC Tan Kan Whye
LTC Errol Stahlmann
LTC Elsie Tjoeng
LTC Ng Chong Meng
LTC Lim Kok Ann
LTC (NS) James Suresh
CPT (NS) Terence Tan
CPT (NS) Sebastian Sim
SWO Joseph Koa
Mr Goh Eck Kheng
Mr Ku Kay Mok

News Crew

Editor Tan Wee Meng
Assistant Editor Marc Seah
Staff Writers Marcus Ho
Samuel Cheam

Photographers Jonathan Chan
Jonathan Ong
Derrick Heng
Mark Ng

Graphic Designer Callison Neo
Webmaster Lim Wei Seng



Army News thanks Kelvin Kow for his contributions to Army News. We wish him all the best for his future endeavours!

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.

Visit us online!

You may log on to Army News on the internet at <http://www.mindef.gov.sg/army>

Have something you wish to share with us?

If you have any articles to contribute or suggestions about our newsletter, contact us at: armynews@starnet.gov.sg

ARMY NEWS (Suggestions and Feedback)

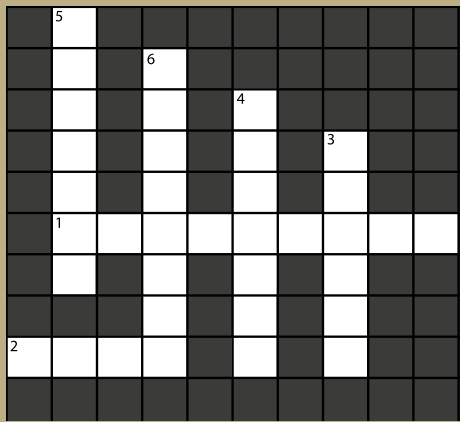
303 Gombak Drive, #03-01
MINDEF Building, Singapore 699645
Tel: 6427 0460 Fax: 6427 0640



Quiz Of The Month - APRIL / Issue 175

Send us the correct answer and win a pair of Golden Village movie vouchers. There will be 5 winners!

Q: Closing Date : 2 June 2010



Across

1. A promotion serves to recognise the _____ of servicemen for future challenges.

2. The lifestyle mart comprises of two sections — an SAF eMart and a commercial retail shop with a _____.

Down

3. COA stressed that Our Army must continue operating as one _____ team.

4. COA underlined the need to continue managing and developing our people to _____ their maximum potential.

5. NSmen will be allowed to bring their _____ into business centres with prior registration.

6. One key factor for successful implementation is having the people with the right _____.

Rank / Name:

Unit:

NRIC:

E-mail:

Contact No.:

1. This contest is open to all Army personnel except the executive staff of Army News Section.
2. Each person is allowed one entry.
3. Prizes are not exchangeable for cash. Winners can either collect their prizes from Army News or arrange for mail delivery.
4. The judges' decision is final. Please send us your entries via mail or email us at armynews@starnet.gov.sg.
5. Prizes not collected within a month of notification will be forfeited.

FEBRUARY / Issue 173 Quiz Answers

- Answers:
1. Special
2. Academic
3. Defensive
4. Mural
5. Seven
6. Ladder

Winners are to contact Army News at 6427 0642 for collection of prizes.

FEBRUARY / Issue 173 Winners

- 1) MSG (NS) YEO BENG KEAT NRIC: SXXXX290H
2) LCP KETH NG JIN XIONG NRIC: SXXXX57J
3) REC YE MIN THU NRIC: SXXXX65SE
4) CHONG TONG SHING NRIC: SXXXX774J
5) PTE CALVIN TONG BOON SENG NRIC: SXXXX595F

Info Nuggets

Feel the Splash!

Story by Marcus Ho / Photography by Jonathan Ong and Derrick Heng



Participants rushing into the waters at the start of the swim segment

With the cool sea breeze blowing gently and sun shining ever so brightly over East Coast Park, the early morning of 13 March provided an excellent setting for a swim and run. Indeed, over 2,000 biathletes tested their stamina and fitness in a challenging 1.5-kilometre swim in the sea and a 10-kilometre run in the 10th Singapore Biathlon. Organised jointly by SAFRA National Service Association and the Republic of Singapore Navy, the Singapore Biathlon is one of the largest sporting events of its kind in the region. Minister for Community Development, Youth and Sports, Dr Vivian Balakrishnan was present to grace the event. The participants included then Chief of Defence Force, LG Desmond Kuek, and then Chief of Army, MG Neo Kian Hong.

For many of our Army's participants, the biathlon was an excellent test of their physical fitness. LTC Kevin Chin, Head of Performance and Engagement from G1-Army commented, "Since the Individual Physical Proficiency Test is held in April, this biathlon serves as a good gauge of how much more training is required for me to score well." Similarly, CPT Muhammad Ash'ari, Training Officer for Basic Military Training Centre (BMTC) School 1, viewed the biathlon as an excellent warm-up for the other marathons that he planned to take part in later this year. He added, "After the biathlon, I know I have to work on my endurance a lot more since I'm intending to take part in the AVIVA Ironman and OSIM Singapore International Triathlon this year!"

In their reflection, many servicemen are thankful for Our Army's strong efforts in supporting a healthy lifestyle. Mr Victor Chan, a Lifeguard from HQ BMTC said, "There is

no other organisation that is so supportive of its staff in helping them to maintain a healthy lifestyle. For example, the life activities that we have three times a week have proven to be really helpful to train up for this biathlon." Furthermore, the 58-year-old is also a fine example that age is no barrier to physical fitness. "I'm no superman," Mr Chan added. "Our Army has taught me that fitness cannot be built overnight. We have to continuously train in order to be fit!"

Besides improving their physical fitness, the biathlon was also a great way for participants to bond. LTC Chin shared, "It's nice to train with my peers because we would constantly encourage and motivate each other as we swim and run. In a way, this has helped us to foster stronger cohesion amongst each other as well."



This year marked the fourth time Mr Chan has participated in biathlons

Thanks for Your Feedback!

Army News is grateful for the positive feedback provided by readers in the readership survey conducted in December last year. The findings have encouraged the team and motivated them to improve further.

Our high average overall satisfaction of 7.4 (with 1 representing least satisfied and 10 most satisfied) reflects Army News' ability to update and engage our readers on important events and developments within the Army. A significant 90% felt that Army News has succeeded in its objective to update readers while 85% agreed that Army News has enabled them to better understand Our Army's 3rd Generation transformation journey. The production team is also uplifted by the positive ratings ('Good' or 'Very Good') received for ease of reading, photography and overall content management.

While readers are generally satisfied with the current contents, the survey indicated that many would also welcome new categories such as trivia-related stories and soldiering tips. Army News will continue to look into how we can better serve your needs. You are welcomed to provide us with feedback by emailing us at armynews@starnet.gov.sg

In appreciation of your participation in our survey, we have picked 30 lucky winners who will each receive a pair of movie tickets. Another five readers have won for themselves a premium souvenir set from the Army Recruitment Centre. The list of winners are available in the Army Internet portal at www.mindef.gov.sg/army.

GOOD PHOTOGRAPHY

87%

EASY READING

88%

OVERALL CONTENT MANAGEMENT

86%

OVERALL SATISFACTION

7.4/10

