

# armynews

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pulse of the army



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# SWI

TRANSFORMING INTO A  
PREMIER TRAINING INSTITUTE



# AISD 2010

Story by Samuel Cheam / Photography by Mark Ng & Samuel Cheam

It may not have the glitter of the Shanghai World Expo but this year's Army Innovation and Safety Day (AISD) was more than enough to satisfy the inquisitive crowd of visitors with a wide range of exciting gadgets and creative ideas on display. Held at Pasir Laba Camp on 27 and 28 April, the 2-day exhibition encouraged servicemen to be innovative and stay safe. Its theme of "Hey that is easy!" reinforces the message that innovation need not be a major and complex endeavour. It also recognised the servicemen and units that have contributed significantly to the Army through their creative ideas. On 27 April, the event was graced by Chief of Army (COA) BG Chan Chun Sing. Head General Staff Inspectorate LTC Tan Kan Whye was also present to lend emphasis to the safety exhibition.

At this year's AISD, almost half of the exhibition hall was dedicated to showcasing award winning innovations in six categories. They are Operations/Training, Administration, Technical, Safety, Green Practices and the COA innovation Award category.

## Solving Problems Innovatively

### Programmable Pressure-Activated Flotation Device

Among the COA Innovation Award winners was a team from the Special Operations and Tactics Centre. Explaining the background which led to their design of an programmable pressure-activated flotation device, the team leader 1WO Francis Toh said, "When servicemen are undergoing water-borne training or operations, their life jackets have to be manually activated by pulling a strap. If that fails, they have to inflate their life jackets by blowing air into them. However this is very difficult or not even possible if the soldier is injured and unconscious, or has to struggle with a heavy combat load during the activation of the life jacket."



1WO Toh and his team are proud that their programmable pressure-activated flotation device has helped to enhance training safety in the water

As such, the team put their heads together and drew ideas from within the Commando formation. The spark came from their sky diving expertise. In a free-fall from 10,000 feet, parachutes have a device that automatically deploys at a certain height. Drawing from this concept, the team worked in partnership with Nanyang Polytechnic to create an innovative solution to enhance training safety in the water. They came up with a special device for the life jacket that will automatically inflate it at a pre-set depth ranging from 0.5 to 9.5 metres.

1WO Toh explained the benefits of this new device, "This allows soldiers to customise the device to their training needs. For example if you're doing a combat swim, you can set it to 0.5 metre so the life jacket won't automatically inflate once the soldier hits the water but will only inflate when the soldier is struggling and sinking." With inputs and advice from medical professionals, the device is set to inflate the life jacket within five to six seconds to prevent any extensive injury to the soldier.

While this innovative life-saving device is deceptively simple conceptually, it took quite a bit of effort to bring it to fruition. 1WO Toh revealed, "It took us almost two years to complete this innovation and I think we succeeded only because we persevered and also had strong team unity. We tested every idea and only gave constructive criticism to each other. We were driven by a strong desire to get the job done." Their innovation is certainly an example of how a simple training challenge can be solved with a creativity and a lot of dedication.

### Protecting Our Environment

Protecting the environment is everyone's responsibility, including Our Army's. The Star Award winner in the Green Practices category is a shining example of how an innovation can both benefit the Army while protecting the environment. ME3 Vipin Kumar Rai, an Auto Warrant from HQ 9<sup>th</sup> Singapore Division/Infantry (HQ 9 DIV/INF), explained to Army

News their award-winning innovation, "Our innovation provides an external power supply for the vehicle mounted Spike anti-tank guided missile. Previously, we used a custom-made battery that only gave the Spike power for two hours. It costs about 500 US Dollars a year and takes an extremely long time to be delivered. So we thought, why not we come up with a more cost-effective option?"

Fuelled by their creative juices, ME3 Vipin and his team came up with the idea of using a simple power adaptor to draw power from the engine of the vehicle. With this adaptor, no re-charging is needed and power is available as long as the engine is running. This has resulted in \$120 000 cost savings for the



Servicemen who chose to ride motor bikes must possess good defensive riding skills for their personal safety



SAF every year. In addition, the damaging effect to the environment from the disposal of old batteries has been minimised. ME3 Vipin credits his team's success to the strong culture of innovation in his unit. He enthused, "HQ 9 DIV/INF actively encourages innovation on the ground. At the end of the day, innovation is about improving work processes and helping yourself. So we all shouldn't be hesitant in giving it a shot!"

## Safety First Protecting Our Most Valuable Resources

In his opening address, COA spoke on the importance of safety, "Our Army is a national institution and we have a contract with our society. An implicit contract that we are entrusted with the most valuable assets that anyone can give to the

country in service of the nation – and that is our loved ones. For the public and government to entrust all these people, their fathers, sons, brothers to us, we must ensure that the Army is a safe place." The numerous informative booths and exhibits during the 2-day event certainly underlined this strong emphasis placed by our Army on personnel and training safety.

### Road Safety

One major focus at AISD was on road safety. The booth showcased some key lessons for safe riding. There was also a computer game to test visitors on their knowledge of road traffic rules and a short video clip highlighting some common mistakes made by vehicle commanders and drivers. MWO Ong Kim Leng from HQ Transport hoped that the booth would educate servicemen on the hazards on the road, "Through the information at our booth, we aim to educate both commanders and men on what they can do to ensure a high level of road safety. We will do our best to train our drivers to drive safely but the men and commanders also have a role to play in ensuring everyone is safe." Numerous external agencies were also present at AISD to promote riding safety. For example, the Singapore Safety Driving Centre organised a special course for motorcyclists who require a quick refresher even though they had already completed their Defensive Riding Course.

### Know Your Body to Protect It

Do you know that listening to loud music on MP3 players with headphones can be damaging to your hearing? That is

one of the many personal health issues that the booths from HQ Army Medical Services had sought to educate visitors on. To demonstrate the danger of listening to excessively loud music, a special dummy was provided to allow visitors to plug in their headphones and measure their decibel level. Their other exhibits included a section on occupational safety hazards such as lifting heavy objects in an incorrect manner. Another exhibit featured a special game where visitors had to balance on one foot on a special device to test and train their ankle stability. PTE Derrick Koh from the 6<sup>th</sup> Army Maintenance Base found this game enjoyable, "I found the game quite challenging and fun! I've also learnt a bit more about what I can do to strengthen my ankle."



Another popular attraction was the special exhibits and games that allowed participants to better understand safety and health concerns related to the five different senses. For example, at the hearing booth, visitors played a game where they had to listen and remember the sounds made by various weapons.



The creative exhibits and exciting booths at this year's AISD attracted about 3,000 visitors, a significant increase from last year's figure of 2,000. Among the visitors were NSmen from the 92<sup>nd</sup> Combat Service Support Battalion who came down during their In-Camp Training to view the exhibits. Their Commanding Officer, LTC (NS) Lim Fang Chek, was impressed with what AISD had to offer. He said, "I think the exhibits here are quite interesting. I particularly like the simple innovations that are effective in solving problems. We are very fortunate that our ICT this year coincided with AISD and we could bring the battalion down. This will really give the men a feel of innovation and safety measures in the Army, and will help them greatly as NSmen."

In its two days of games, fun activities and exhibits, AISD had showcased the best innovative ideas of our servicemen and provided numerous tips and information for staying healthy and safe. If you miss this year's event, be sure to watch out for it next year. In the meantime, light the creative spark within and contribute!



# Remembering Dr Goh Keng Swee

Story by Marcus Ho / Photography by Mark Ng



The state funeral at the Singapore Conference Hall was a solemn and dignified event

Our Army will always remember 14 May 2010. This day marked the passing of one of our nation's founding fathers, the late Dr Goh Keng Swee, at age 91. The modern 3<sup>rd</sup> Generation SAF, including Our Army, is what it is today, mainly because of the astute vision and tireless efforts of Dr Goh. Serving as Singapore's first Minister for Interior and Defence from August 1965 to August 1967, Dr Goh quickly laid a strong foundation for a credible and strong SAF to meet the critical defence needs of Singapore after its independence in 1965. He subsequently served a second tenure from August 1970 to February 1979.

As the founder of the SAF and Our Army, Dr Goh was a true visionary. He possessed a wide background knowledge in military strategies and science of weaponry, which aided him extensively in the many critical decisions he had to make for

the SAF. His training as an economist and frugal nature had enabled him to build an effective defence force prudently.

In 1967, he introduced compulsory National Service, which has become a key institution and cornerstone of our defence policy today. He served as an Honorary Colonel in the Singapore Artillery to lend emphasis to the importance of military service. When the British withdrew their military force from Singapore in 1971, Dr Goh was quick to turn adversity into opportunity, tripling the Army strength within three years. When he left the Defence Ministry in 1979, the SAF's strength had increased to 300,000 personnel.

In 1972, the School of Logistics Administration (SOLA) was set up by Dr Goh and Dr Bob A. McLiwin, a retired US Army Colonel. SOLA provided professional logistics training

for servicemen of various ranks, laying a solid foundation for today's Combat Service Support Command.

Dr Goh approved the construction and establishment of the SAF Training Institute (SAFTI) which today continues to mould leaders and officers for the three Services. He was also closely involved in many initiatives aimed at achieving optimal operational effectiveness at minimal cost. He was a major driving force in the establishment of the local defence industry, always seeking ways for our weapons or their high-value parts to be produced locally so as to achieve cost-saving and technology transfer.



The late Dr Goh reviewing the first batch of officers to be commissioned on 16 July 1967 (Picture courtesy of Centre for Heritage Services)

Our Army salutes the late Dr Goh Keng Swee for his vision and the many deep imprints he had left behind for the SAF. Thank you, Sir.

# Inspiring Our Future Army Leaders

Story by Samuel Cheam / Photography by Mark Ng



The flaming aftermath of the live-firing demonstration by the Bionix IFVs impresses the visiting cadets

Fresh out of Basic Military Training and a few days into their course at the Officer Cadet School (OCS), officer cadets from four training wings headed down to Sungei Gedong Camp on 23 April to have a first-hand experience of some of the capabilities of the 3<sup>rd</sup> Generation SAF.

Organised jointly by HQ Armour and the Army Recruitment Centre, the visit to Sungei Gedong was meant to educate the next generation of leaders. MAJ Bryan Tan, Head of Training at HQ Armour elaborated, "This trip was meant to provide an overview of the warfighting concept of the 3<sup>rd</sup> Generation Army. We hope to showcase the cutting edge capabilities that enable our Army to conduct a full spectrum of operations to protect our citizens and national interests."

The visit began at the Armour Battlegroup Training Centre where Chief Armour Officer COL Benedict Lim and Deputy Chief Armour Officer COL Tan Kah Tiam gave opening addresses for the morning and afternoon sessions respectively. The cadets then proceeded to view various training simulators in the Armour Training Institute (ATI). There, cadets tried their hand at being a Leopard

2A4 Main Battle Tank commander at the Turret Crew Trainer. They experienced the rigours of driving a 55-tonne tank at the Driver Training Simulator and the thrill of firing its 120mm gun at the Gunnery and Combat Simulator. OCT Tek Yong Jian from Foxtrot Wing shared what he had learnt, "We've all heard of the new Leopard tanks but we don't know much about them. Seeing all the simulators has given me a better understanding of our Armour platforms and training systems".

Moving on from the ATI, the cadets viewed a display at Sungei Gedong which showcased 3<sup>rd</sup> Generation equipment from the various Army formations, such as the new Terrex Infantry Carrier Vehicle. The cadets also spoke to servicemen at the display to learn more about their formations' roles in the Army and how they operate together as one fighting force. OCT Mark Yeo from Foxtrot Wing found the display informative, "Getting this chance to see the various formations and the impressive equipment they use has helped me to see how the Army fights as one integrated force. I think this will help me as a future officer because I now have a better idea of the big picture."

The best was saved for last. The cadets as well as visitors from the Singapore Command & Staff College piled onto five tonners for a trip to the live-firing area. There, they were treated to a display of awesome firepower by the Bionix Infantry Fighting Vehicles which demonstrated their capabilities by destroying targets with the help of two Apache Attack Helicopters.

After this sensory treat, the cadets returned to OCS and over lunch or dinner, they were engaged by various senior commanders who spoke to them of their experiences in the Army. For the morning session, this was followed by a dialogue session with Commander Army Training and Doctrine Command BG Tan Chuan-Jin while the cadets in the afternoon session had their dialogue with Chief of Army BG Chan Chun Sing.

Overall, the day was an enriching and enlightening experience, one that not only better informed the young cadets but also reaffirmed their confidence in the SAF. OCT Narinderpal Singh from Sierra Wing attested, "Personally I was not always entirely certain about our Army's capabilities, but having seen some of the platforms we use and the live-firing demonstration, I am more confident of our Army and this has made me more committed to defending our country."



COA answering a cadet's question at the dialogue session

# Training Up a Motorised Infantry Force

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

Last September, the Terrex Infantry Carrier Vehicle (ICV) was officially unveiled to the public at the Army Open House. Since then, our Army has begun to train some infantry troops to be part of the new motorised infantry force. As part of the preparation, the Motorised Training Cadre (MTC) has produced doctrine manuals, training plans and validated drills for the new platform. All these were completed in January this year.

## Slick Training Approach

With the validation phase completed, 41 servicemen from 2<sup>nd</sup> Battalion, Singapore Infantry Regiment (2 SIR) were selected for the First Core Group and undergone the first Terrex ICV Motorisation Training from 1 February to 31 March. Half of these servicemen will form part of the mo-



Chief Armour Officer, COL Benedict Lim engaging the trainees from the First Core Group prior to their first Terrex live-firing

torised force in 2 SIR while the rest will become trainers to build up the future motorised force. MAJ Woo, Head MTC, explained, "As part of our Army's effort to grow motorisation capabilities, it is important that we quickly build the capacity for motorisation training. As the First Core Group to be trained, those graduands selected to become trainers for the Terrex ICV will play a crucial role in proliferating motorisation infantry training."

## Working Smart

To achieve the best results for the First Core Group, the Infantry Formation leveraged on the Armour Formation's expertise and experiences in training a motorised force. MTC will report to Armour Training Institute during this initial critical phase of the development. MAJ Woo shared, "To produce a fully operational motorised infantry force from nothing can be quite a tedious process. However, we realised that the entire learning curve can be shortened if we leverage on the Armour Formation's platform experiences. There are a lot of areas such as the safety culture on platform operations which the infantry troops can learn from Armour instead of going through the hard way. In addition, we also contribute to our armour counterpart in those aspects for which we are the subject matter expert, such as dismounted and urban operations. Both formations can complement each other in continuously validating our doctrines for the Terrex ICV."

However, despite such collaborations, the training is not always plain sailing. Challenges are bound to happen. IWO Kalai Selvan, Trainer from MTC and Chief Tester for the Terrex ICV shared, "One of the biggest challenges is acquiring new habits and behaviour. Every formation adopts



Trainees from the First Core Group firing on the Terrex ICV

a unique set of operations drills and practices. At MTC, we teach the infantry soldiers to be mindful that they are now operating with platforms. For example, they have to understand the importance of platform maintenance and safety because they are no longer just carrying the SAR 21 rifles. They also need to know how to handle situations like when the vehicle encounters problems."

1SG Mohammed Adip, a Platoon Sergeant from 2 SIR who is from the First Core Group shared how he overcame the challenges, "As an infantry soldier, it takes a while to get used to operating on platforms. However, I'm very thankful for the trainers from MTC. They are very open and they share a lot of their personal experiences on their platform operations. For example, I understood the importance of performing overturning drills before we move out because accidents can happen and we have to be prepared. We do not want to learn it the hard way."

# COA Engages the Ground

Story by Samuel Cheam / Photography by Mark Ng



At HQ Supply, COA views the personal equipment used by our servicemen deployed on overseas missions

As the new Chief of Army (COA), BG Chan Chun Sing continues to lead the senior Army leadership's endeavour to actively engage the ground to understand their concerns and foster a positive Army experience. On 4 May, COA visited the Supply and Transport Formations to better understand their operations and people.

COA kick started his visit by joining the men of HQ Transport in their early morning L.I.V.E run in Sembawang

Camp. After completing the run, COA spoke to the men about the importance of a positive mindset and during a lighthearted moment, even partook in a serviceman's birthday celebration. Later, COA was briefed on the latest systems used by HQ Transport to manage the transportation needs of the Army. He discussed with senior commanders about the way forward for the formation. Before lunch, COA spoke to the men in an open dialogue session and answered their various concerns and issues, including the re-imagining

of the Transport Formation within the Warrant Officer and Specialist Corp.

In the afternoon, COA visited the Supply formation's Nee Soon Dri Clad facility during which he was updated on their latest developments and areas of improvement. He also toured the Mobilisation and Equipping Centre where he had a close look at the equipment used by our servicemen deployed in overseas missions.

COA concluded his visit with a dialogue session with the servicemen at the mess. CPT Elizabeth Soh from HQ Supply who was present at the dialogue later shared, "Having COA come down here and have a heart-to-heart talk with us was a very touching experience. It really shows us how humble he is as a leader and how he tries to strike a balance between policy and the aspirations of the various individuals under his command. I do hope that we will get to see and speak to BG Chan again soon!"



COA (second from right) sharing a lighter moment during his dialogue with men from HQ Transport (Picture courtesy HQ Transport)



SWI

Transforming into a Premier Training Institute

Story by Jonathan Chan / Photography by Mark Ng & Derrick Heng



13 April was a memorable day for SWI as they welcomed their new commanders. From left to right: LTC Tan Keong Eng (CO, SCS 2), LTC Luis Phay (DY Comd, SWI), COL Lee Yong Heng (Comd, SWI), COL Ang Yau Choon (Outgoing Comd, SWI), LTC Johan Bin Haron (CO, SAFWOS), LTC Yeo Hock Seng (CO, SWAS), MAJ Adrian Koh Chong Peng (CO, SCS3) (photo courtesy of SWI)

To prepare our specialists and warrant officers for their expanded roles under the 3<sup>rd</sup> Generation Army, the Specialist and Warrant Officer Institute (SWI) which previously consisted of the SAF Warrant Officer School (SAFWOS) and the School of Infantry Specialists (SISPEC) had recently undergone a series of key changes.

Organisationally, SWI had been restructured into three segments, two of which are a result of SISPEC being reorganised into three Specialist Cadet Schools (SCS) and the Specialist and Warrant Officer Advanced School (SWAS). The names of the new schools reflect a shift from a specialist school with a heavy emphasis on infantry training to a premier military leadership school that produces fledgling leaders for our Army.

The third segment, SAFWOS, will focus on developing warrant officers for the SAF. In 2009, the 3WO rank was introduced to recognise the improving profile and growing maturity of our specialists. To better prepare our specialists for the challenges of a warrant officer, SAFWOS will introduce the Professional Leadership Course starting from July this year.

More Than Structural Change

The significance of the recent changes in SWI lies not just in its structural reorganisation. More importantly, the key areas that impact its training effectiveness and sustainability have also undergone major revamp. Cadets can now look

forward to a rigorous and holistic training programme with a strong emphasis on leadership development.

Command Teams Spearhead Leadership Development

The Specialist Cadet Schools (SCS) have identified leadership training, including the grooming of their cadets' character and personality as an emphasis deserving close attention. To this end, the SCS trainers are now grouped into Command Teams and Faculty Teams. Command Teams will help better nurture, coach and mentor SCS cadets.

Each Command Team comprises an Officer Commanding, Company 2<sup>nd</sup> In-Command, Company Warrant Officer, Platoon Commanders and Platoon Warrant Officers. COL Ang Yau Choon, previously Commander SWI explained, "The Command Team will be attached to the same company of cadets throughout their term in SCS and will hence have the time and liberty to fully understand their cadets. This allows the cadets to get comfortable with them and build good relationships with them. They facilitate frequent sharing and reflection sessions, constantly imbuing the cadets with leadership skills, values and management skills."

Early Recognition as Leaders

Besides the introduction of Command Teams, another SWI initiative is to quickly imbue cadets with a military leader mindset by conferring the new rank and title of Specialist Cadet within the first week of their SCS training. Previously, they held the rank of Private or Corporal and were called SISPEC trainees for the duration of the course. COL Ang elaborated, "They wear their rank which consists of three diagonal stripes to signify that they are a cut above the rest, and are military leadership material." Furthermore, Specialist Cadets are now recognised with an increased NS allowance. All this contributes to the cadets' confidence, sense of pride and responsibility.

New 3-Term Programme

The previous Section Leader Course (SLC) ran by SISPEC consisted of two parts, Basic SLC and Advanced SLC. Since 2009, the SLC has been revamped to become the Specialist Cadet Course (SCC) consisting of three terms, the Foundation Term, the Professional Term and the Combined Arms Term. The 3-term programme is designed such that cadets will graduate with both deep expertise and a broad understanding of our Army. The Foundation Term focuses on building proficiency in basic military skills and leadership, after which the cadets are posted to acquire specialised skills in specific training institutes under the Professional Term.



Specialist Cadets enjoy navigational training in small groups by a specialised faculty team instructor

Under the final Combined Arms Term, all the Army cadets return to SCS to share with each other the different experiences and skills they have learnt during their Professional Term. This helps cadets gain a holistic understanding of how the Army operates. (see story in Army News Issue No.172 for more details) According to LTC Luis Phay, Deputy Commander SWI, this contextualisation of specialised skills and operations is of the utmost importance. Using simple sketches, he demonstrated the power of contextualisation. He explained, "A circle drawn on a piece of paper can mean many things. It is only when you draw a rectangle around it, a larger box around the rectangle and a triangle on the top that it becomes clear to everyone that the circle is the door knob of a house door." Possessing a big picture of the Army helps the specialists to frame and give focus to their purpose and tasks.



Cadets receiving a debrief from their section instructor after an outfield exercise

Faculty Teams Bring Deep Expertise

While the Command Teams' main focus is on leadership training, the Faculty Teams help to strengthen the cadets' breadth and depth of understanding in their war-fighting skills. Each Faculty Team consists of instructors with different areas of expertise such as weapon handling, navigation, signalling and chemical defence. With the Faculty Teams, the cadets are able to build a stronger foundation in the core war-fighting skills and soldiering fundamentals. In addition, they also enjoy the benefit of having instructors who possess deep expertise and are able to share their knowledge effectively due to their teaching experience.

Through a strategy of flexible deployment, SWI is able to optimise the effort of its Faculty Teams. While a Command

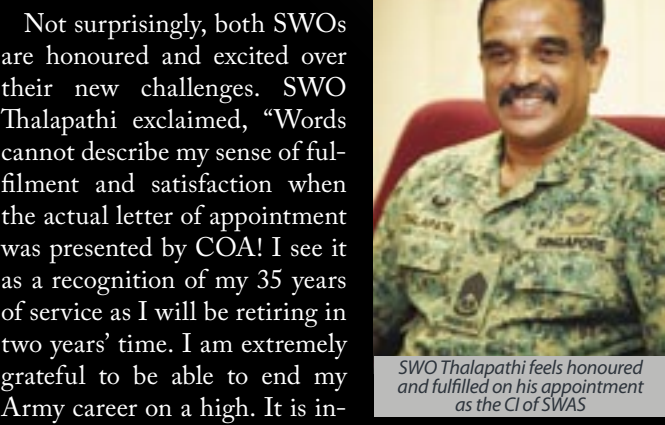


In their Foundation Term, cadets are trained in Basic Military skills including outfield drills

Team is attached to a company throughout its term to continuously reinforce leadership development, Faculty Teams are rotated among the companies, teaching the subjects at the appropriate juncture of the cadets' training schedule. COL Ang further explained, "This arrangement allows the energies of the instructors to be more focused. In the case of the Command Team, it is important for instructors to give their undivided attention to the cadets, gradually accumulating an understanding of the individuals. The Faculty Teams dedicate their time to developing better training methods. They gain experience in teaching their speciality faster and can come up with more efficient and effective teaching methods as they are much better acquainted with the subject matter."

Our first SWO Chief Instructors

The up-profiling of our warrant officers and specialists goes beyond just expanding their job scopes and responsibilities. For the enhanced value they bring they will be accorded the relevant recognition and appointments that justly reflect their contribution. As a clear demonstration of this intent, two SWOs have been appointed as Chief Instructors (CIs) for the first time. The CI appointment at SAFWOS, which was previously held by a LTC, is now assumed by SWO Quek Ser Hiang while SWO K V Thalapathi has the honour of being the first CI at the new SWAS. As CIs, they will play a pivotal role in the management and coordination of their respective school's major activities. Their appointment also underlines the belief that the training for warrant officers and specialists should be led and directed by the best within their corps.



SWO Thalapathi feels honoured and fulfilled on his appointment as the CI of SWAS

deed a great honour and I want to thank the Army leadership for putting their trust and confidence in me." As one of the first two SWOs to be appointed as CI, SWO Thalapathi feels a strong responsibility to carry the ground, "We will be paving the way for the upcoming and promising warrant officers to take up even higher appointments in the future."



As the new CI, SWO Quek welcomes the opportunity to contribute back to the school he came from

sure these two components of the school are anchored on firm foundations. I intend to constantly review, evaluate and improve these two key areas in SAFWOS."

SWO Quek is glad to be able to give back to SAFWOS where he had previously benefited as a trainee himself, "When I was training here the instructors were predominantly officers except for the Sergeant Major. Today we have evolved such that everyone involved in the direct training of the cadets is a warrant officer. It has always been my aspiration to come back and train our own people; for warrant officers to take charge of their own training."

SWAS and SAFWOS are in good hands with the strong experience that SWO Quek and SWO Thalapathi can bring to the schools. SWO Quek said, "Warrant officers are from the ground, our knowledge is accumulated through years of experience and real scenarios, not from books. This knowledge is invaluable." For SWO Thalapathi, his past experience includes being the Formation Sergeant Major of HQ Guards and an OC in BMTC. He said, "I am confident in my new appointment because I have learnt a lot from many CIs and am able to combine what I have learnt from them with my 35 years of experience to perform my duties as CI to the best of my ability."



# ADCs : Serving with Honour and Pride

Story by Jonathan Chan / Photography by Derrick Heng

“Being an Aide-de-Camp or ADC is serious business. I assist the President’s Office in organising and executing state and presidential events. This includes performing duties as ADC in attendance to visiting foreign dignitaries and organising the National Day Investiture (NDI) during which the National Day award winners receive their medals from the President.”, shared LTC(NS) Lim Jit Mee who has been serving as an Honorary ADC for seven years. Although the responsibilities are heavy, LTC(NS) Lim derives great satisfaction from performing his duties. He summarised his sentiments in just five simple words, “It has been a pleasure.”



While many officers from the SAF and Home Team like LTC(NS) Lim continue to serve in the ADC core group, new ones are also appointed each year. In a dignified ceremony held on 6 May at the Istana State Room, 20 new ADCs were appointed. Among them were CPT Muhammad Helmi Bin Khaswan, a platoon commander at Officer Cadet School, SAFTI MI and CPT Teh Lik Yin, a MINDEF staff officer. CPT Helmi expressed his joy on this appointment, “It is an honour and privilege to be given this opportunity.



I am really grateful to the state for entrusting me with this.” He is pleased to share this joy with his mother, “My mom is exceedingly proud of me. We just celebrated her birthday and this is really a unique present for her.” Moving ahead of the initial joy of being appointed, CPT Helmi is already equipping himself with the relevant knowledge to perform his duties well, “As part of my preparation, I have deepened my awareness of global geopolitical issues. This will help me maintain a high degree of sensitivity to various issues when conversing with foreign dignitaries.”

An ADC’s task certainly entails a lot of background work. Before meeting foreign dignitaries one must be well-versed in their country’s culture, etiquette and current issues. Prior to any ADC-organised event, tremendous effort is put into meticulous planning. One example is the NDI. LTC (NS)

Lim explained, “Preparation for the NDI is basically a whole year affair. We rehearse and plan every detail tirelessly just to make sure that the event runs like clockwork.”

Given the heavy demands their appointment makes on them, one might expect the ADCs to encounter challenges in juggling both their job and state duties. However, none of them consider this a problem. They agreed it is all a matter of prioritising. LTC (NS) Lim explained, “As the director of my own company, I try to schedule my work around my ADC responsibilities so that I can always be there when I am called upon.” CPT Teh also prioritises her ADC responsibilities highly. She said, “Accepting this appointment is a commitment to myself and to the state. I will put in my best effort to perform the ADC duties well.”

The diverse exposure of the ADCs presents them with opportunities for personal development. LTC(NS) Lim explained, “Through my years of service as an ADC, my personal-ity has been moulded to become more outgoing and sensitive at the same time. I am also more confident in conversing with people from various different backgrounds.” CPT Teh is also confident that her new appointment will motivate her to perform better as she can further relate to her primary responsibility of defending the country. She explained, “In the SAF we pledge to defend the President. It is very fulfilling for me to get to meet the President and assist the President’s Office in this manner. This puts my work in context.”



# Jolly Good Service for 43 Years

Story by Marcus Ho / Photography by Jonathan Ong

Forty-three years. That is how long the SAF has existed since its inception in 1967. Likewise for Mr Jolly Foo, a Staff Officer in Civil Resource Section at HQ Transport, who has also been serving the nation for just as long. “Back then when National Service wasn’t mandatory yet, I was just looking for a job after I attained my ‘O’ Level certificate,” he



recalled. “When I saw the Army recruitment advertisement in the newspaper, I thought it was a promising career and I applied for it straight away.”

He was successful and Mr Foo then had the distinction of graduating from the first ever Non-Commissioned Officers regular course conducted. Throughout his years as a Platoon Sergeant and subsequently a Regimental Sergeant Major (RSM), the 62-year-old has learnt to communicate effectively with people from all backgrounds. He said, “As a RSM back then, I’ve managed people from all sorts of backgrounds, ranging from well-educated students to drug addicts. I was also selected to be the Platoon Sergeant of our current Prime Minister Lee Hsien Loong back when he was a recruit in 2<sup>nd</sup> Battalion, Singapore Infantry Regiment. He was a pleasant and hardworking individual, and often seen lending a helping hand to his peers.”

“Through my experiences, I’ve learnt to study the character of every individual and hence am able to speak their lingo. This skill has helped me a lot in my current appointment since I have to be able to communicate with a lot of people, from the director of the company all the way to a non-English speaking driver.”

Mr Foo also cherishes the opportunity to discover his own passion to train others, within the Army. He shared, “I enjoy imparting my knowledge to others. To me, training is like a 2-way street. While I am training others, I can also learn

from my trainees. For example, during my time as a RSM, I’ve received feedback from my trainees on how to make my training more effective and fun. Even as a Staff Officer, I am in charge of the training of the Supply and Transport Formations’ Army Half Marathon team.”



This year, Mr Foo receives his Long Service Award for 43 years of service. Commenting on what motivated him to continue serving with unwavering dedication despite having the choice to retire, Mr Foo explained, “I decided to convert my service scheme to a Defence Executive Officer mainly for two reasons. Firstly, I really enjoy the military culture such as the training that we go through and the mess activities that we participate in. And most importantly, I’ve witnessed the growth of the SAF from a 1<sup>st</sup> Generation to the 3<sup>rd</sup> Generation fighting force, which is largely based on technological advancement and integrating war-fighting systems. Keeping up with all the technology and youngsters allow me to feel young at heart. In fact, I don’t even feel like I’m over 60 years old while I’m working here!”

# 427 SAR Stands Down With Nostalgia

Story by Jonathan Chan / Photography by Mark Ng

The sight of armoured vehicles and trucks at the back of the Sungei Gedong outfield parade grounds on 21 April was nothing unusual to the camp personnel used to training activities within the premises. However for the men of the 427<sup>th</sup> Battalion, Singapore Armoured Regiment (427 SAR), this was a special evening as they mounted their vehicles and commenced a final drive past in a stand-down parade. As the last vehicle rumbled out of the parade ground, 427 SAR collectively rejoiced at having officially entered MINDEF Reserves. This occasion was also memorable for a battalion that could claim to be the first in many of our Army initiatives.

The very same parade grounds witnessed the 40<sup>th</sup> Battalion Singapore Armoured Regiment being commissioned as the first unit to be equipped with the ULTRA vehicle (upgraded M113) in 1998. After their full-time service, the men continue to operate their ULTRA vehicles in 427 SAR. At the 2006 Exercise Wallaby in Australia, they were also the first NS battalion to conduct live-firing with our Apache Attack Helicopters. All these achievements certainly provided the men of 427 SAR with numerous nostalgic moments as they savoured their final drive past.

CPL (NS) Sun Perng Fey shared, “It is a strange feeling which is hard to describe. Eventually I think it is the small things that I will miss most. I will miss travelling down Lim Chu Kang Road towards Sungei Gedong Camp. I will miss catching up with my friends at each In-camp-training (ICT). Up till now there have always been two parts to my life: civilian life and army life. When a part of your life is suddenly discontinued, there is an inevitable sense of emptiness.”

He fondly remembers the warmth shown to him when he first joined 427 SAR from 466 SAR, “They were very welcoming and made an effort to be inclusive of me. Their friendliness encouraged me at each ICT.” MAJ (NS) Zech Leong Hon Hoe, Battalion 2IC, 427 SAR, testified to their team spirit, “They have a strong sense of camaraderie, are easily motivated and are always willing to submit themselves to a common goal.”



MAJ (NS) Leong identified Exercise Wallaby as one of the unit’s most enriching experiences. He said, “The unfamiliar terrain and foreign weather conditions were harsh and we had to make do with a makeshift camp. Being forced to deal with the unknown and various technical difficulties such as vehicle breakdowns built up our team spirit and presented many opportunities for the men to spontaneously display their courage and professionalism.”

As the first operationally-ready ULTRA vehicle battalion commissioned, 427 SAR had the privilege to experience firsthand the rising technological advancement of our Army transformation journey. MAJ (NS) Leong recalled his first experience with the ULTRA vehicle, “Although some of us initially felt that the ULTRA vehicle was very cramped, the effectiveness and accuracy of the mounted gun struck us as a significant improvement. It gave us more confidence during live-firing.” LTC (NS) James Wee Kok Seng, Commanding Officer 427

SAR said, “The rapid technological advancement of our Army is impressive. We are proud and grateful to have played a part in this exciting transformation journey.” LTC (NS) Wee believes that modern technology alone is insufficient. His leadership style reflects our Army’s need to nurture thinking soldiers. He explained, “I encourage every man to contribute their ideas and collectively participate so that we all have a sense of ownership in what we do.”

On 24 April, 427 SAR shared their last day in camp with their family members. In recognition of the support given by the family members throughout the years, a family day was organised. Besides enjoying the games and food, the family members were also treated to a showcase of the various armoured vehicles. As the event drew to a close, the men departed with a great sense of satisfaction and achievement, knowing that they had contributed 12 years of glorious service to the defence of Singapore.

# We’re Bonding the NEway!

Story by Marcus Ho / Photographs contributed by Nicholas Tan

Mention National Education (NE) and most servicemen would immediately think of visits to museums and sites of historical importance. NE programmes are important for building unity and instilling pride in our roots and history, and to boost confidence in the defensibility of our country. Due to this importance, it is imperative that our Army continues to introduce creative ways to conduct its NE activities so that they are interesting and engaging to the servicemen.

Showing the way forward in promoting NE are the men of 657<sup>th</sup> Battalion, Singapore Infantry Regiment (657 SIR) whose recent In-Camp Training (ICT) ended with a Cohesion and Adventure Training Day at San Yong Kong Field Camp in Pulau Tekong. Elaborating on the importance of NE for NSmen, LTC (NS) Harbans Singh, Commanding Officer of 657 SIR commented, “Sometimes, NSmen get jaded when they are too busy with their work and are not sufficiently engaged in these matters. With the NE package, we sought to instill in our NSmen a greater sense of purpose and enthusiasm when attending ICTs.”



The Cohesion and Adventure Training Day featured three main activities. The first was a 2-hour mountain biking session along rugged mud and gravel trails through historical landmarks. CPT (NS) William Wong, Officer Commanding of Support Company, 657 SIR who was part of the organising committee commented, “During the mountain biking session, we visited places like the old Malay school and the World War II bunkers. By visiting such places, we wanted our men to have a better understanding of the transformation of our nation and the need for a strong SAF which allows us to be self sufficient in protecting our interests.”

The second activity was a buddy-level land navigation package conducted on the Pulau Tekong reclaimed land. This effectively allowed the participants to interact and bond. Explaining why they had selected a start point and resting area along a segment of the beach overlooking Changi Airport, CPT (NS) Wong said, “The place offers a great view of passenger air traffic flying in and out of Changi Airport. By having the men there, we could engage them on the key role

played by Changi Airport in our aim to be a premier air hub. We also discussed with them the importance of land reclamation, especially for such a small country like Singapore.”

Interestingly, the last activity was a jungle survival demonstration which showed them how to live off the land. The men also had a taste of life during the Japanese Occupation by having steamed tapioca for their meals. CPT (NS) Wong explained, “Through this activity, we also wanted to provide an experience similar to that of visitors to the Vietnamese Chu Chi tunnels where one of the stops is a Viet Cong kitchen.”

At the end of the day, the participants agreed that they indeed have gained a better understanding of the need for NS, and this was aided by the fact that the Cohesion and Adventure Training Day had been a thoroughly enjoyable experience for everyone. LCP (NS) Muhammed Zamri of Charlie Company shared, “Although most of us are about to enter MINDEF Reserve soon, the occasion was a great way for all of us to catch up with one another. Personally, I believe that ICT isn’t just about maintaining and building on our soldiers’ competency. It is also important for all of us to bond together collectively as a unit. We had a lot of fun together, and I can vividly recall our last dinner together at San Yong Kong Field Camp. It was raining heavily and we were all stuck under a small training shed while having our dinner. That environment really allowed us to open up to one another and truly find out more about one another.”



# CPE: Upgrading Our Trainers

Story by Jonathan Chan / Photography by Derrick Heng

Trainers play a pivotal role in harnessing the full potential of our servicemen. Their importance was reiterated by Commander TRADOC, BG Tan Chuan-Jin in his speech at the Inaugural Continuing Professional Education (CPE) Accreditation Programme Graduation Ceremony held on 26 April. He said, “We can have the best technologies but the key to everything is you, our trainers. You are the people who make the difference. All the best equipment will come to nothing if we are not able to teach properly.”

The CPE Accreditation Programme was established in June 2006 to provide our instructors and Training Development (TD) personnel with opportunities for professional development in instructional and learning science. In the last two years, the programme was enhanced to include accreditation of a higher degree or diploma by the National Institute of Education (NIE). Graduands must successfully complete a series of 3-day modules conducted at NIE.

Originally opened only to the training community, the CPE programme, including the accreditation opportunity, was made available to all Army regular servicemen since last year. This underlines the Training Hub’s belief that “Every Leader is a Trainer”. Besides supporting the 3<sup>rd</sup> Generation Army transformation, well-equipped and qualified trainers can also provide a better NS experience for all NSmen. BG Tan congratulated all graduands for taking the “first step which must definitely not be our last”. He stressed, “The key thing is to go back, confidently apply what you have learnt and continually engage your people.”

Professor Lee Sing Kong, Director NIE also lauded the graduands for their effort when he said, “I salute you for your perseverance and determination. We celebrate your success.” He emphasised the importance of upgrading and updating our teaching methodologies, “If a teacher has not gone for upgrading for 10 years, the knowledge and mentality he or she brings to his trainees will be 10 years outdated. This could result in unimaginable damage to the organisation.” These words of caution reiterate Chief of Army, BG Chan Chun Sing’s warning in his Workplan 2010 Speech. He had said, “If we are stuck to the same unchanging doctrines, we will be destined for the dustbins of history.”

The graduands themselves have felt a strong need to keep up with the times. CPT Mohammad Faizal Bin Amat, Of-



BG Tan stressing the importance of upgrading our teaching methodologies on the CPE graduands



Professor Lee implores the graduands to recognise the importance of continually upgrading themselves

ficer Cadet School (OCS) trainer, Specialist Certificate Graduand shared, “Our cadets are increasingly IT-savvy and good at multi-tasking. They also learn differently and are accustomed to more high-technology interactive learning equipment. We cannot be teaching them with blackboards and chalk when they are used to interactive presentations and videos. CPE equips us to provide a NS learning experience that is a seamless transition from that under the MOE school system.” He cited problem-based learning and self-directed learning as examples of the many useful concepts he acquired. He elaborated, “We now adopt a problem-based learning approach even in field training. Under evolving circumstances, the tried and tested methods may not always be the best. The cadets sometimes come up with even better ways of operating. When they do, they own it, remember it, and learn more from the entire process on the whole.”

MSG John Loo Yee Ting from General Staff (Operations) a previous School of Infantry Specialist (SISPEC) instructor, is another appreciative beneficiary of the CPE programme. He recalled, “I remember when I was a first-time trainer, I diligently followed the lesson plan word for word. I soon realised that it was not effective as it got monotonous



CPT Faizal (right) appreciates the positive impact of his NIE training in raising training standards within our Army



MSG Loo is enthusiastic about applying the scenario-based teaching approach

and time-consuming. The scenario-based teaching approach helps us contextualise theories and prevents learners who do not fully understand the subject from escaping our notice. Now we use various scenarios to test the learners’ depth of understanding.” Ms Kasinathan Vadivaloo Alexandria from SAF Military Medicine Institute Medical Centres also leveraged on CPE to earn a Specialist Advanced Diploma, having completed modules such as Psychology of Creativity and Evaluating Training Effectiveness. She said, “The knowledge and experience shared by the lecturers was exceptional. They enlightened me as to how the human brain works and how learning processes take place. We gained insights into how creative and innovative the human mind can be.” Ms Alexandria added, “The course helps me to understand that the learning process varies among individuals and we must recognise each student’s shortcomings, strengths and capabilities and render assistance accordingly.”



Ms Alexandria now better understands the creativity and learning potential within each individual

Despite the importance of using IT and technology in training, BG Tan reminded everyone that developing good relationships with their trainees is still a fundamental requirement. He said, “A teacher equipped with the best techniques and technology will not be effective if he or she does not connect with the trainees to earn their trust and respect.”

# SCSD Fostering ONE SAF

Story by Jonathan Chan / Photography by Derrick Heng

“The SAF Commander’s Sports Day (SCSD) was first introduced in 2008 to bring the Formations and Services together to foster the One SAF Vision. This year our focus has not changed. The ONE SAF Run, rugby, basketball, football and swimming are among the many activities designed to facilitate more inter-service interaction.” The importance of SCSD was reiterated by 2WO Stephen Yap from the Field Defence Squadron at Sembawang Airbase, who was this year’s Chief Games Coordinator. The morning half-day event was successfully held on 30 April at SAFTI Military Institute.

1WO Abdul Jabbar, the RSM at SAF MP Command, shared how his formation, Transformers, has become more cohesive over the years due to this annual event, “In the first year, none of us knew each other at all, we just formed a loose team. In the second year, we started to be more familiar with our formation mates but the turn out at practices was still discouraging. This year, everyone turned up for the practices and we began to understand our team mates better.” Transformers has even developed a team identity. 1WO Jabbar exclaimed, “When we come together we transform into a team with the winning mentality!”

Indeed, SCSD is all about commanders from different vocations working together as a team. Captain Michael Lim, Officer Commanding of Ninja Company, BMTC School 2 was a member of the victorious team for this year’s Chain-of-Command Relay. He shared, “Our strategies were not very complex. We played to each other’s strengths and constantly motivated each other. We lead



To kick start SCSD 2010, commanders from all Services participated in the One SAF Run



The strong fighting spirit displayed had resulted in a new record for rugby this year

each other on not by commanding, but by giving encouragement and reinforcing each other’s strengths.”

With SCSD in its third year, the fighting spirit and friendly competitive spirit are spurring commanders to set new records. SWO Tamalingam M Muthu, the Formation Sergeant Major of HQ Armour from Black Knights enthusiastically related, “As the defending champions last year, we worked extra hard this year! Even if we do not win we must find satisfaction in knowing that we tried our best to keep our trophy!” Indeed Black Knights broke two records. In basketball, they scored 78 points, 14 more than last year. In Swimming, their 784 points outstripped last year’s score of

646 points. Nevertheless, their records were insufficient to prevent the team from 9<sup>th</sup> Singapore Division / Infantry / SAFTI from walking away with the overall championship for 2010.

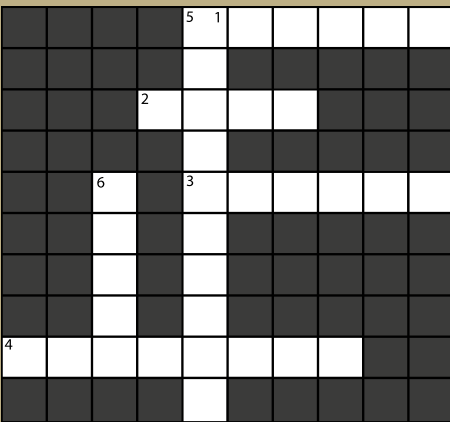


Commanders push themselves to the limit as they reached for the Ultimate Frisbee Championship

## Quiz Of The Month - MAY / Issue 176

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

**Q:** Closing Date : 2 July 2010



### Across

1. Trainees for the Motorised Training Cadre will operate the \_\_\_\_\_ ICV.
2. The theme for this year’s Army Innovation and Safety Day is “Hey!! That is \_\_\_\_\_”.
3. The SAF Commander’s \_\_\_\_\_ Day was held on 30 April.
4. Servicemen serving as Aide-de-Camp will be involved with the \_\_\_\_\_ Day Investiture.

### Down

5. Under the CPE, trainers are equipped to provide an NS learning experience that is a smooth \_\_\_\_\_ from the MOE system.
6. NSFs selected to become specialists will undergo training at the Specialist \_\_\_\_\_ School.

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@starmet.gov.sg.
5. Prizes not collected within a month of notification will be forfeited.

### MARCH / Issue 174 Quiz Answers

- Answers:  
1. Spectrum  
2. Alert  
3. Enhanced

4. Extended  
5. Military  
6. We

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

### MARCH / Issue 174 Winners

- 1) SIM LIN KAH  
2) LTA (NS) VINCENT MARK  
3) BAI ZHIXIANG  
4) 2WO TAY BOON TECK  
5) JOANNA YING NG

- NRIC: SXXXX335J  
NRIC: SXXXX420C  
NRIC: SXXXX740B  
NRIC: SXXXX692E  
NRIC: SXXXX372F

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

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# Info Nuggets



Story by Jonathan Chan

The theme for this year's National Day Parade (NDP), 'Live Our Dreams, Fly Our Flag' aims to inspire Singaporeans to turn their dreams into reality and together, be proud of the many challenges we have overcome. The NDP 2010 Executive Committee, headed by HQ Armour, will bring new displays and popular thrillers to the traditional and historical setting of the Padang.

## Look Skyward!

NDP 2010 will stretch many limits. Besides the traditional pomp and pageantry such as the Presidential Gun Salute, Presidential Drive-Past and City March-Past, spectators can expect an exciting sensory treat from the aerial flypast segment and the mobile column display, both of which will be executed on a much larger scale than before. There will be a pulsating 4-minute aerial display involving 20 aircraft, which include fighters, transport planes and helicopters. Taking part for the first time in an aerial display are the two latest additions to our Air Force, the F15SG Multirole Fighter and the G550 Airborne Early Warning Aircraft.

## Let's Rumble!

The mobile column display has never failed to inspire and awe spectators with their sound and sight. This year's display by the SAF, Singapore Police Force and Singapore Civil Defence Force, will involve 210 vehicles and other hardware, of which more than 30 percent are joining the mobile column for the first time. COL Benedict Lim, Chief

Armour Officer who is also the Chairman of the NDP 2010 Executive Committee said, "The mobile column will be rolled out to more routes this year, making it easier for more Singaporeans to get up close to the nation's mightiest machines." Spearheaded by the Leopard 2A4 Main Battle Tanks, the mobile column will travel from the Padang to the five heartland locations, Bishan, Choa Chu Kang, Woodlands, Sengkang and Eunos.

## Heartland Celebrations

The limited seating capacity at the Padang will not stop the organisers from bringing Singapore's birthday bash to everyone in the country. To enable more Singaporeans to participate in this joyous occasion, concurrent celebrations will be held at the five heartland locations. A 2-way live telecast will link these celebrations with the main event at the Padang.

## Wishing Upon the Shooting Stars

The NDP 2010 logo seeks to capture the spirit of a young nation, one that readily enables its people to live their dreams. The design incorporates the five stars and the crescent moon from the Singapore flag. To depict a sense of flight, aspiration and hope, the logo portrays five shooting stars that leave trails in the shape of the crescent moon. Mr Torrance Goh, the Branding and Design Director for NDP 2010, commented on the logo, "Wouldn't it be great to wish upon not one but five shooting stars? Your dreams would most certainly come true."

## SAFRA SINGAPORE BAY RUN & ARMY HALF MARATHON 2010

Date: **12 September (Sunday)**  
Venue: **Padang**



**Start your preparation now!**