



Gearing Up for Exercise Wallaby **2**



Ready for Command and Staff Appointments **10**

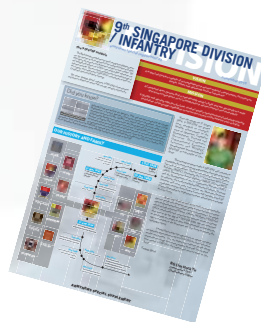


Inaugural Guards Strike Challenge **12**



Quality People for WORLD-CLASS ARMY

Included in this issue
Army News Special Supplement



9th Singapore Division / Infantry

Gearing Up for Exercise Wallaby

Story by Samuel Cheam / Photography by Mark Ng

From 7 September to 3 December this year, some 5,000 servicemen from various units participated in Exercise Wallaby 2010 in the Shoalwater Bay Training Area in Rockhampton, Australia. As in previous years, a Forward Support Group (FSG) comprising a mix of personnel from various units was formed to deal with the logistical challenges behind this exercise. Led by LTC Terry Tan, Commanding Officer of the 3rd Army Maintenance Base (3 AMB), the FSG started work in March this year and will only end their duties several weeks after the exercise has concluded in December.

This year's iteration of the annual training exercise was the largest yet, involving about 40% more vehicles and equipment. The expanded scope of the exercise meant more preparation work by the FSG. Prior to the exercise commencement, one of the key duties of the FSG was to clean and ship more than 300 vehicles from Singapore to Australia. Every single one of these vehicles, from the massive Leopard 2A4 Main Battle Tanks to the smaller Land Rovers, had to be thoroughly cleaned in order to pass inspections by the Australian Quarantine and Inspection Service (AQIS). A country with a strong focus on agriculture, Australia has always been concerned with the possibility of foreign biological contaminants entering the country and wreaking havoc on its local flora and fauna. The AQIS was here to make sure that none of our vehicles and equipment would cause such problems.

LTC Tan explained how the FSG handled the additional challenge of having to prepare more vehicles. "We looked at previous exercises and tried to figure out how we could make things even more efficient and utilise fewer resources. First of all, we really spent time engaging the units on the ground to understand their limitations and communicate to them how they can help to facilitate preparation for the exercise. We also tried new methods such as getting the Defence Science Technology Agency to help us redesign the Kranji Camp vehicle washing bays for greater efficiency and training the contracted washers to better align them to AQIS demands."

While good communication and planning were essential for the smooth conduct of inspections, a lot of hard work and effort were also required on the ground. Before the vehicles could be cleaned, they had to be collected, a job which 2WO Ong Tin Kuang, a Motor Transport Warrant from Transport Hub West was tasked with. "Planning the collection of vehicles is not a simple task," explained 2WO Ong, "We have to draw up precise plans to handle the movement of a large number of vehicles, figure out what



Hundreds of vehicles had to be cleaned thoroughly before being shipped to Australia for Exercise Wallaby

time they would be travelling and what routes they would take. And all this while working within a tight deadline and the usual safety guidelines."

After vehicles were collected, they were closely inspected by our technicians to ensure that everything was working fine, after which they were washed down thoroughly. The washing and cleaning of vehicles was handled by external contractors who were supervised by our soldiers. ME2 Johan bin Abdullah, a Master Technician Trainer from 3 AMB, worked hand in hand with Mr Suhaimi bin Junod, his partner from Singapore Technology (ST) Synthesis, to ensure that vehicles were properly cleaned to meet AQIS standards. ME2 Johan's strategy for a smooth process was simple, "I tried to put myself in the shoes of an AQIS inspector and figured out what standards they would want. This, together with a close partnership with the contractors and ST Synthesis helped us to get our work done on time." Mr Suhaimi echoed ME2 Johan's sentiments, "Accomplishing our objectives was only possible with good co-operation between all parties and I personally found it very easy to work with the Army people."

The combined efforts of commanders and men in the FSG ensured that every vehicle and all pieces of equipment from load bearing vests to helmets were cleaned and inspected on schedule. Their hard work and efficiency meant that AQIS inspectors did not have to return on weekends or stay late on weekdays to complete inspections, which in turn saved about \$400,000 that the SAF would have to pay in overtime expenses. LTC Tan believed that one reason for the FSG's success was the engagement of AQIS personnel as he explained, "The soft approach was critical in our plan. We spent time working with them and let them understand our constraints and worked with them as partners." This went down well with AQIS inspectors like Mr Brian Meehan who was impressed with the work of our soldiers, "The Army has done a very good job and the soldiers are all very professional, especially the more senior guys who really know what they're doing."



AQIS inspectors inspected virtually every item being shipped to Australia to ensure they were free from contaminants



LTC Tan and his team worked tirelessly to ensure the success of Ex Wallaby

Cleaning and shipping equipment wasn't the only thing on the FSG's checklist though. During the exercise in Australia, the FSG was responsible for a host of logistical requirements which include setting up camp facilities, maintaining vehicles and providing supplies to troops. ME2 Mohd Taufiq Abdullah Loh, a Maintenance Section In-Charge in 3 AMB took on the role of Operations Specialist in the Secretariat where he helped coordinate meetings and performed administrative duties. He said, "Although this will be my second year going to Exercise Wallaby, this is the first time I am performing this role. There's a lot of administrative work in my FSG role which is a bit different from my normal job. It really allowed me to know more about the FSG and how the Combat Service Support Command community comes together to work. I think during operations I can share this big picture perspective with my men to help them better understand their roles."

Shooting for Excellence at AARM

Story by Samuel Cheam / Photography by Rijos Perez Macalalad, SIW



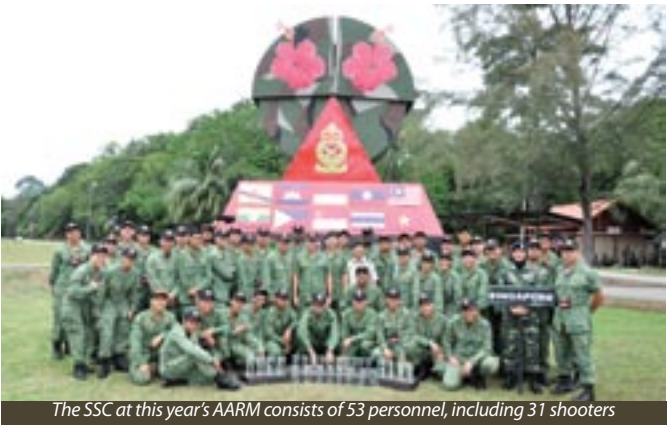
Participation at AARM enables our servicemen to improve their shooting skills and strengthen bonds with their neighbouring army counterparts

This year's iteration of the annual Association of South East Asian Nations (ASEAN) Armies Rifles Meet (AARM) was held at Terendak Camp in Malacca, Malaysia from 10 to 29 October. The meet, which is hosted annually by different ASEAN armies, aims to strengthen the bonds among the participating armies through friendly competition. This year, 451 soldiers from all ten ASEAN nations took part in AARM 2010, which is in its twentieth year.

Among the 31 shooters in the SAF Shooting Contingent (SSC), some were new to the competition, including two ladies who participated under the Pistol Ladies event as well as the entire NSF Pistol Men Team. The contingent had trained very hard dur-

ing their preparation and delivered a fine display of their shooting skills and mental strength during the competition. The Pistol Ladies team and the General Purpose Machine Gun team did Our Army proud by clinching their Second Runner-up titles.

Individually, our shooters also performed excellently with 2WO Pheong Siew Shya coming in Individual First in Match 1 of the Pistol Ladies event. In addition, both 2WO Noor Azman bin Tubi and 1SG Nicoali Tywan Ong won Second Runner-up in Match 1 of the Carbine event and Match 2 of the Carbine event respectively.



The SSC at this year's AARM consists of 53 personnel, including 31 shooters

JOIP Fostering Friendship Among Regional Armies

Story by Jonathan Chan / Photography by Derrick Heng

Our Army's warm ties with its neighbouring armed forces have been fostered through the years with various professional military exchanges and bilateral exercises. In addition, efforts have been made to touch base and promote closer ties through more informal channels. One such example is the Junior Officers' Interaction Programme (JOIP) held for the fourth time since its introduction in 2007. The event was hosted by Our Army for the first time. Held from 11 to 15 October, the event serves as a platform to promote cross-cultural and international understanding. It also encourages mutual appreciation of each other's armed forces, fosters friendship and strengthens international networking through cultural and military sharing.

To this end, the 5-day programme included activities such as sharing by the various armies, an SAF weapon and equipment display, a visit to the Infantry Gunnery Tactical Simulator (IGTS), a guided tour of Marina Bay and Orchard, and meals that were ethnically themed.



Delegates buckle up and get ready for a ride on the LSV

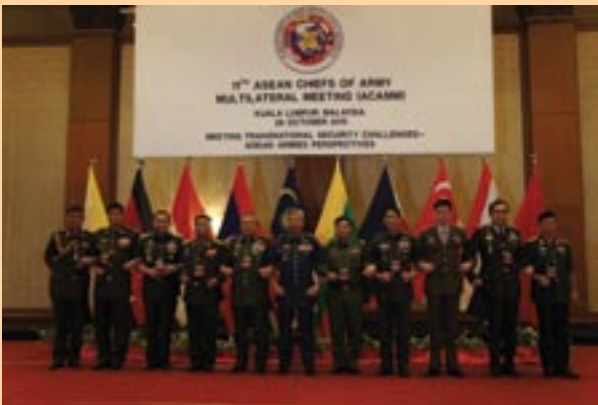


CPT Benito (centre) appreciates the comfort the SAF LBV affords

The delegates from Malaysia, Indonesia, Philippines, Thailand, Vietnam and Laos were also put up in Bedok Camp where they could observe the training and living conditions of our soldiers. SNR CPT Tung Lau Nguyen from Vietnam shared, "JOIP has certainly facilitated the development of mutual understanding among the ASEAN countries' junior commanders. There was a lot of sharing and exchange going on throughout the programme that has offered us much insight into each other's armies. I'm excited over the prospect of further collaboration through future programmes."

The display of the SAF's weapons and equipment held at HQ 7th Singapore Infantry Brigade was a highlight for the delegates who saw for themselves the advanced platforms employed by the SAF. They also witnessed elements of the Advanced Combat Man System, experienced a ride on the Light Strike Vehicle (LSV) and fired blanks on our standard weapons.

ACAMM XI



The 11th ASEAN Chiefs of Armies Multilateral Meeting (ACAMM XI) was held in Kuala Lumpur, Malaysia from 25 to 26 October. The theme for the meeting was "Meeting Transnational Security Challenges – ASEAN Armies' Perspectives". Chief of Army, MG Chan Chun Sing, attended the meeting during which the various ASEAN Army Chiefs touched on their country's support for collaboration and inclusiveness. The meeting also approved the proposed ASEAN Regimental Sergeant Major of the Army Meeting (ASMAM), which will be first held in 2011 in Indonesia, concurrently with ACAMM and AARM.



Delegates learning about the IGTS and its training capabilities

Our WOs Pioneer the ACSB

Story by Jonathan Chan / Photography by Derrick Heng



Course participants braving the torrential rain to complete their water crossing

The last day of the inaugural Advanced Combat Skills Badge (ACSB) Course will always hold special memories for its four participants. They braved torrential rain and wind to complete the construction and crossing of a rope bridge across a water obstacle, the final test to earn their ACSB. They had already marched more than 30 kilometres through the night and had successfully set up a landing site for the heliborne operation along the way.

Commenting on the arduous 3-day course held not too long ago, CPT Seah Wee Tat, Head Training and Evaluation, HQ Infantry Training Institute, who was the coordinator for the course said, “We want to brand the ACSB as one of the most respected badges in the SAF. Wearers will be recognised for reaching the pinnacle in infantry combat skills. To achieve this, the course must be demanding and gruelling.” In the first two days, the candidates were required to pass a series of rigorous tests for which they must meet the REDCON 1 standard. Explaining the rationale behind the course, CPT Seah added, “Since many Army

personnel have already successfully completed the Combat Skills Badge (CSB) Course, the introduction of the ACSB will help further distinguish soldiers who desire to be recognised for their advanced combat skills.”

MWO Mohd Ismail, Officer Commanding Echo Company, Specialist Cadet School II who successfully completed the course shared, “There were many difficulties that we had to overcome. Hitting the target with only one grenade throw was a challenge especially since I have not routinely performed such tasks in my current appointment. It was tough but the motivation from my wife and comrades really push me on.”

By undergoing the ACSB course, the participants wanted to set an example for their men by achieving the pinnacle in combat skills. MWO Neo Chee Wee, Officer Commanding Scorpion Company, Basic Military Training Centre School 3 and also the Sergeant Major of 9th Singapore Infantry Bri-



Our first four graduands of the ACSB course are proud to have achieved the pinnacle in combat skills. Left to right: MWO Ismail, SWO Tang, MWO Neo and 1WO Pandian.

gade, explained, “This is leadership by example. I will prove to the youngsters that even though we are matured, we can still meet the mark for the ACSB. I want to raise the respect people have for the Warrant Officer Corps. As we are moving towards the role of Master Trainers, we must also be role models in taking on the ACSB.” MWO Neo is 45 this year.

SWO Tang Peck Oon, Sergeant Major of 9th Singapore Division/Infantry, who is turning 50 this year added, “At this age, our muscles are less robust and our joints are less flexible. We may not be as agile as the youngsters but we can make up for all these physical attributes with experience. For example, experience has taught us how to prevent blisters and abrasions during the route march. Completing the 40-kilometre March of Infantry Pride makes us living examples to our trainees and this lends credibility to our advice or experience sharing.”

Plagued by fatigue and bad weather towards the end of the course but exhibiting admirable resilience, MWO Neo remained optimistic and up beat. He exclaimed, “The course has been great, we four Musketeers have been enjoying the company, the scenery and most of all, the sense of camaraderie among us as soldiers on a common mission.” Standing tall on the parade square after receiving their well-earned badges and shivering in the wind and rain, the pioneer batch of ACSB graduands beamed with pride and satisfaction. 1WO Pandian, Regimental Sergeant Major of 6th Battalion, Singapore Infantry Regiment enthused, “I am proud to be one of the first four to attain the ACSB badge and hope to inspire my fellow specialists and warrant officers to strive for it. I am now more confident in my role as a Master Trainer in encouraging and helping my men to achieve higher standards in their combat skills.”

Farewell to Ayer Rajah and Gloucester Camps

Story by Samuel Cheam / Photography by Mark Ng



The men and women of Gloucester Camp celebrated their last day there with a morning of fun and games

On 28 October, servicemen both past and present bade a fond, and for some a tearful, farewell to two historic SAF landmarks – Gloucester Camp and Ayer Rajah Camp. On that Thursday, the two camps, were officially closed for re-development and the residing units were relocated. In their long illustrious history, countless soldiers had passed through their gates.

In Gloucester Camp, the men and women of the 3rd SAF Transport Battalion (3 TPT), HQ Supply and HQ Transport celebrated their last day in the camp with games. Early in the morning, they gathered in the parade square for team-building activities like water bomb dodgeball, a game that rapidly degenerated into a hilarious free-for-all. The mood was light hearted and joyous but was undoubtedly tinged with a hint of sadness. MWO Jenny Lim, Operations Warrant at HQ Transport first came to Gloucester Camp in the 1970s after her Basic Military Training. She was deployed in the Light Transport Company which was jokingly known as the ‘Ladies Transport Company’ due to the large number of female soldiers there. “There are quite a few unique things about Gloucester Camp. For one, there are virtually no trees inside the camp! All you see are buildings and vehicles.” said MWO Lim, “Also it’s in a very central location and as such, it’s very convenient for us to go out and eat at different places across Singapore. I’ll definitely miss that!”

Over the years, Gloucester Camp had played an important role in numerous operations, including dealing with transport requirements for the recent Youth Olympic Games. This was something that CPL Tay Jun Hao, Assistant Chief Clerk at HQ Supply, found remarkable about the camp, “It was an amazing experience to see all the transport operations going on here for big national events. I’m definitely sad to leave this place. It’s a small camp so you know everyone and everyone knows you.” The cosy camp definitely had its benefits as 1WO Alice Lee, Regimental Quartermaster at 3 TPT explained, “Because the camp is so small, you are bound to meet a lot of different people whether it’s people

coming here for courses or people in the unit that you don’t work with regularly. It really is a place where you feel like we’re all one family.”

Over at Ayer Rajah Camp, the day’s activities began in the afternoon. Three activities were planned for soldiers of all ages. In the multi purpose hall, those who felt like kicking back and relaxing were treated to a movie screening. The show ‘2012’, is a story about the end of the world and its new beginnings – a somewhat appropriate movie given that the day marked the end of the camp’s long history and a fresh start for the units moving elsewhere. In one of the empty workshops, servicemen played a game of laser tag where they used infra-red emitting weapons to ‘kill’ the opposing team. ME4 Kuah Liap Hoe, Base Sergeant Major of the 1st Army Maintenance Base (1 AMB) explained the programme, “We wanted a variety of things for different people to enjoy. This laser tag in the workshop is special because in the past the men here would hold cohesion activities in the workshop. In recent times we haven’t been able to do that because of the amount of equipment here. So this is a final chance for the guys to have fun in the workplace before we move out of the camp.”

Ayer Rajah Camp is one of the oldest camps in Singapore. From 1945 to 1961, the camp was occupied by the British Royal Electrical and Mechanical Engineers as Singapore was still under colonial rule. The roots of Our Army’s HQ Maintenance and Engineering Support can be traced here. Even today, remnants of the original camp under British command remain. Block 101, which was used as a Motor Transport line by the former General Support Maintenance Battalion (now 1 AMB) possesses exquisite parquet flooring. This is because the block was originally the court martial centre for the British forces in Singapore and thus had a décor to reflect that. Segments of the unique flooring were given to Ayer Rajah Camp’s units to take with them as they moved to their new camps.

With such a long history comes numerous stories and an-



Soldiers got to sign their names on a commemorative board on their last day in Ayer Rajah Camp

ecdotes. ME5 Benny Yong, Commanding Officer of 1 AMB was first posted to Ayer Rajah Camp in 1998 as a young officer on attachment. He recounted something interesting about the camp, “It was believed that when the British were here, a railway track ran through the camp to bring vehicles in for repair. We’ve tried looking for it but so far no one has found it.”

As the day drew to a close, soldiers past and present bade farewells to the two camps through solemn ceremonies which saw the flags lowered in the camps for the last time. Amongst the guests were two distinguished former soldiers, CPT (RET) Hong Seng Mak and CPT (RET) Shamsudin bin Shaban. Both were legends in the SAF’s early years and both were present to say goodbye to the camps. CPT (RET) Shamsudin, who was in Ayer Rajah Camp in the 1960s, spoke at length of his memories of the camp and left these parting words, “While I’m sad to see the place close, I am also happy that today’s event reflects the rapid progress achieved by our 3rd Generation SAF.”



There were more than a few moist eyes in the crowd as the flags were lowered in the two camps for the last time

New Army Publicity Campaign

My Brother, My Boyfriend, My Son

Contributed by Army Recruitment Centre

In its past publicity campaigns, Our Army has often showcased its 3rd Generation fighting capabilities, as exemplified by images of charging Bionix Infantry Fighting Vehicles and Leopard Main Battle Tanks, and soldiers equipped with the latest hi-tech gear. In contrast, the latest advertisement campaign which was officially launched on 15 November, is a refreshing change. Themed “Our Home Our Singapore Our Army”, the “stars” are loved ones and family members, who rightfully are the very reason why we are defending our country. The new series, conceptualised in August, consists of three parts. In “My Brother”, a young girl recounts how her brother protects her country; while “My Boyfriend” episode has a young lady describing her Army boyfriend to a group of friends. In the third part “My Son”, a couple describes their son to their friends.

The latest Army advertisement campaign aims to celebrate the essence of Our Army - Our People. It achieves this by highlighting our Army personnel as ordinary citizens. Every Army personnel is a brother, a son or a boyfriend to someone, and every Singaporean is likely to have a brother, son or boyfriend in Our Army. The advertisement reflects the strong connections that our soldiers have with their families, loved ones and the society, while serving the role of safeguarding our homes and our loved ones. MAJ Matthias Goh, Head Army Recruitment Centre elaborat-



ed, “At the heart of every successful Army operation lies its soldiers; and in the heart of every soldier lies their loved ones. After years of featuring our soldiers and our technologically-advanced military hardware, we felt it was timely to shine the spotlight on the driving force and inspiration for our Army personnel – our loved ones. They are the reason Singapore is our home.”



Beside the TV commercial broadcast, the new Army publicity campaign will also leverage on print advertisements, and posters at bus-stops and MRT stations. You can also catch the TV commercials on the Cyber-pioneerTV Youtube Channel and the Army Recruitment Centre website at armycareers.gov.sg



Quality People for WORLD-CLASS ARMY

The SAF has continually enhanced its career schemes to keep pace with the evolving needs of a 3rd Generation fighting force, and meet servicemen's rising aspirations. This is exemplified by the Enhanced Warrant Officers' Scheme (EWOS), Enhanced Officers' Scheme (EOS) and the new Military Domain Experts Scheme (MDES). Army News spotlights some of our servicemen and women who have advanced professionally and personally under these career schemes.

WARRANT OFFICERS

Subject Matter Experts and Master Trainers

MWO Jennifer Tan First Female Brigade Sergeant Major



"These days, warrant officers have been echoing the catch phrase 'so fun!' It stands for 'soldiering fundamentals', which we are custodians of as master trainers. But it also describes how I feel about my career and role which I enjoy very much," shared MWO Jennifer Tan, a mother of three, who was recently appointed Brigade Sergeant Major of the 4th Singapore Armoured Brigade. She is the first female to hold a Brigade Sergeant Major appointment, "I derive satisfaction from coaching and mentoring my men as a master trainer. I get to do what I love best which is bringing out their best potential."

MWO Tan is a great believer in engaging people. She elaborated, "I believe in stepping out of my comfort zone to understand different people. There are bound to be some with whom you are not comfortable with. But if you remain open-minded and make the effort to interact with them, you can always learn something. I am really thankful to the SAF for the opportunity to hold a wide variety of appointments as each of them has taught me new lessons." MWO Tan joined the SAF in 1984 when she was only 17 years old. Since then, her various appointments held include Administration Supervisor, Regimental Sergeant Major and her most recent one as Career Management Warrant Officer in CPC.

Since joining the SAF, MWO Tan has attended 34 courses including several professional and external courses in the past year. She is now pursuing a Continuing Professional Education Accreditation Programme. In the last one year, she had also attended the United Kingdom Joint Warrant Officer Course and the Senior Leadership Programme (SLP) conducted at SAF Warrant Officer School. She lauded her recent training, "They are extremely interactive and have a very conducive learning environment. I feel privileged to be the only foreigner

attending the UK course. Many of the warrant officers there had real war experience and gave very valuable and memorable sharing."

MWO Tan is looking forward to even greater challenges ahead. She shared one of her remaining aspirations, "I wish to be deployed on an overseas mission. This will really lend credibility to me as a coach and master trainer."

MSG Neo Kin Choon Back to CLASS

"With EWOS, I felt a greater sense of ownership over certain areas of training and operations as an Infantry Specialist. The duties we perform have not changed but they certainly have expanded and become more defined," said MSG Neo Kin Choon, an Infantry Specialist who is now studying full-time at Nanyang Technological University under the Continuous Learning Academic Study Scheme (CLASS) Award.

MSG Neo cherishes his opportunity for academic upgrading, "Actually I've always wanted to study computer science. Now that Our Army has given me time off to study and made it financially possible for me to do so, I am very happy." This scheme has made academic upgrading and studies a reality for many. Successful applicants enjoy full subsidy of tuition fees and pay during their full-time studies.

MSG Neo is pursuing a 3-year degree course in Computer Science at Nanyang Technological University (NTU), something he feels will make him a more competent master trainer. He said, "I want to engage our enlistees who are now better educated than before. Giving detailed orders is not always the best approach. It's more important to inspire and communicate the goal to the men as they are able to find their own and better solutions. They will also feel a greater sense of ownership."

MSG Neo also recently attended the Warfighter Course in preparation for warrant officerhood. He shared, "It was a gruelling and very compact course but I think it was necessary to prepare us to be master trainers as warrant officers."

2WO Dorairaj An Empowering Career

2WO Dorairaj, the HQ Battery Sergeant Major (HQ BSM) from 21st Battalion, Singapore Artillery is a happy man who has found his niche in his Army career. He feels that the various career and development opportunities given to him are not only gratifying but highly motivating. He enthused, "I am glad that the younger specialists can now enter warrant officerhood in seven to eight years with the new 3WO, compared to 12 to 14 years previously required. With a fast paced career, we have many inter-



2WO Dorairaj finds his challenging career mentally and physically invigorating

esting appointments to look forward to. We feel empowered and are motivated to work and contribute better."

2WO Dorairaj loves his military challenges, "I thoroughly enjoy the gruelling field camps and exercises we go through. They are mentally and physically invigorating. I always get a huge sense of satisfaction after a tough mission. Nothing Beats that!" He cited Exercise Wallaby 2005 as one of his most memorable experiences, "Artillery live-firing is always very exciting for me. I was then the Exercise BSM and had to train a group of sergeants with no prior live-firing experience. It required a lot of patience and communication but I found it fulfilling to guide these sergeants through their first live-firing." 2WO Dorairaj also enjoyed some pomp and ceremony when he was the Presidential Gun Salute BSM in National Day Parade 2004. He shared, "Coordinating the firing of the Presidential Gun Salute is an experience I will always relish. Not many people have that opportunity."

For his future development, 2WO Dorairaj will be pursuing a diploma in sports and exercise science at Republic Polytechnic under the CLASS Award next year. He said, "I value the opportunity to interact with my fellow students from the younger generation. This will help me better understand my men."



MSG Neo cherishes his opportunity for academic upgrading under the CLASS Award

MILITARY DOMAIN EXPERTS

Serving the 3rd Generation SAF's Special Needs

ME3 Muhammad Saleh A True Subject Matter Expert

"I think MDES is critical to the SAF's 3rd Generation transformation. With more advanced technology, there is a need for deep expertise to maintain, repair and operate the new equipment. What makes MDES great is that it allows me to acquire deep expertise in my area of interest!", exclaimed ME3 Muhammad Saleh, Depot Sergeant Major from 33rd Forward Maintenance Base.

ME3 Saleh has attended five courses within the last one year. They include not only technical training in specific areas such as electro-hydraulics, air-conditioning systems and pneumatic brake systems but also leadership and man-

OFFICERS

Leaders and Planners

CPT Edward Wee A New Perspective



CPT Wee is glad that the SAF is updating their career schemes to meet the needs of both organisation and people

Officer Commanding (OC) in 39th Battalion Singapore Combat Engineers (39 SCE).

The SAF Academic Scholar who won the First Prize in the 2005 CDF Essay Competition added, "I always knew that I was not a person who wants to sit down doing the same tasks and routine for years. The Route of Advancement is perfect for me as I will never get bored with the many challenges offered. I can gain valuable knowledge and experience in one area or posting before moving on. This suits my personality." After his overseas studies, CPT Wee was posted to 39 SCE in 2007. He then served as a staff officer at General Staff (GS) MINDEF in 2008 before his current OC appointment.

CPT Wee obtained his Masters in International Studies from Columbia University under the Academic Training Award which is now known as the SAF Academic Scholarship. He said, "The overseas university experience has given me a wider perspective of the world and my studies there have made me acutely aware of international political, military, security and economic relations. I can now better understand how a small country like Singapore is very much affected by global happenings and this lends new perspective to my Army work and career."

A longer career also meant even greater exposure opportunities. CPT Wee explained, "I am able to build a deeper foundation in each appointment and contribute even more

back to the organisation. When I was a staff officer in GS MINDEF, I realised that a lot of prerequisite knowledge cannot be acquired overnight. I overcame the steep learning curve in the first six months and was then able to contribute well for the next two years. The longer appointments also allow projects that require two years or more to be taken on and completed."

CPT Goh Jia Yong Never a Dull Moment

CPT Goh Jia Yong, a Company Second-In-Command at 1st Battalion Singapore Infantry Regiment is another officer who felt well honed by his various job experiences. He said, "I feel very fortunate to be exposed to a variety of appointments in the SAF. The experiences and knowledge sets in the different appointments help me to better understand and appreciate the organisation as a whole. This puts my tasks into context and I can perform them better." After obtaining his masters degree in 2008, CPT Goh served as a Platoon Commander (PC) in the 2nd Battalion Singapore Infantry Regiment (2 SIR) for a year before moving to GS MINDEF as a staff officer where he worked closely on the MDES and EWOS.

CPT Goh explained, "My 2 SIR experience served me well when I was working on the enhanced career schemes. With good knowledge of the ground concerns, and was able to temper policy-making with the servicemen's sentiments." CPT Goh is glad to be able to contribute in policy formulation, "When I first came to MINDEF, the concept of Military Domain Experts Scheme (MDES), was still a little fuzzy. We firmed up the concept over one year and it was satisfying to see its implementation."

CPT Goh also shared another career defining moment when he was a PC in 2 SIR. His men, who were enlisted just five months earlier, had performed beyond his expectations at Exercise Safkar Indopura in Indonesia. CPT Goh shared, "Watching them performed with great confidence made me feel very proud. They had worked very hard and their good performance was a testament to our compact and effective training."

Less than ten years after joining the SAF, CPT Goh

ground. All these are aspects of my job that I enjoy." ME3 Saleh also appreciates the recognition for deep expertise that the MDES rank affords. He said, "It does make sense to have a different rank and career system for us as military domain subject matter experts. Wherever we go we are recognised for our expertise. Our roles are more focused, and allow us to acquire a lot of experience in a certain field so that we can perform our tasks better. It is always fulfilling as we know our work is important and valued."

ME3 Chow Siew Mee More Good Years

"I am very thankful and pleasantly surprised to be chosen for the CLASS award at this age and this stage of my career. I had thought that the SAF would only be interested in sending the younger medics for further upgrading. This shows that the SAF really cares for its people and their development throughout their career," shared ME3 Chow Siew Mee, a trainer at the Army Medical Training Centre (AMTC) who is studying nursing at Nanyang Polytechnic. She added, "This diploma in nursing will help me teach my trainees at AMTC better and in more depth. While this is just a diploma-level course, I am looking forward to acquiring more training and experience in advanced speciali-

observed a change in his career perspective, "Initially, I was attracted mainly by the opportunity to lead my men. But now what I really enjoy is the various challenges the career poses and how I am developing myself as I contribute to the organisation."

CPT Jawahir Always Aims Higher

"If better is possible, good is not enough." This motto has guided CPT Mohammad Jawahir bin Samuri, a Officer Commanding in 1st Guards Battalion, since he joined the Army in 2000. Indeed, his sheer drive and determination have propelled him forward in his military career. It began with an opportunity for academic upgrading which he eagerly snapped up. CPT Jawahir was awarded the Academic Training Award (which is known today as the SAF Academic Scholarship) to study Mechanical Engineering at the National University of Singapore (NUS). He shared, "I was very grateful for the award. Besides the engineering knowledge, my 4-year stint there imbued me with many important soft skills and honed my critical and analytical thinking. In retrospect, these skills helped me better face the challenges of my Army career."

CPT Jawahir had previously served as a Platoon Commander in the 3rd Guards Battalion and Officer Cadet School. He relishes the leadership challenges involved, "It is deeply satisfying to see the men develop into confident and competent soldiers. As a leader I always believe that we don't know our limits until we really push ourselves beyond our comfort zone. I enjoy coaching men to be better than what they thought themselves could be."

CPT Jawahir also believes in learning and growing on the job, something which cannot be gained from attending classes in an academic institution. CPT Jawahir explained, "As an SAF officer, I have many opportunities to plan, organise and head various events. This wide exposure has taught me how to deal with different people and manage them appropriately to achieve different goals. Recently I helped to organise the Junior Officers' Interaction Programme hosted by our Army for junior officers from ASEAN armies. It was a valuable eye-opener and learning experience."

For now CPT Jawahir just wants to focus on giving his best, knowing that EOS has provided him with great career flexibility, "I don't have to worry about the future now. I can switch career later in life if I have other callings or pursue my Army career till I am 50."



CPT Goh's career is enriched by the variety of appointments he has been given



CPT Jawahir appreciates the many learning opportunities in his different Army appointments



ME3 Chow looks forward to many more years of serving the SAF

ME3 Chow continued, "For me, one of MDES' attractions is the ability to retire at 60. It's really beneficial to medical personnel like us because we really get better with experience. Furthermore, we are not involved in very physically demanding tasks, hence there is no reason why we need to stop at 55 as was the case previously. I enjoy my job and an extra five years of work is an extra 5-year bonus for me! I think that they have also increased the age limit for course applicants. I am now 42 and are still looking forward to contributing for another 18 years!"

Recognising Excellent Service

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

The concept of service is integral to the SAF. We refer to our personnel as servicemen and typically describe active personnel as ‘in service’ because serving the nation’s defence needs is a critical job. Even within the Army, the idea of service is not strange to the numerous men and women who provide essential services needed for the day-to-day running of the organisation. Many Army jobs in various areas such as transport and training require our people to provide a ‘service’ to a ‘customer’. This year, 16 of our servicemen were awarded the Excellent Service Award (EXSA) in recognition of their outstanding service. The EXSA is a national-level award given annually to individuals from various industries for their excellent service. Out of the Army’s 16 award winners, four won the EXSA Star Award and 12 were given the EXSA Gold Award.

MSG Lim Han Song : Firm but Fair



MSG Lim's firm but fair approach goes down well with the NSmen he helps to train

Fitness is a key soldiering requisite and developing fitness is one of the services that MSG Lim Han Song, a senior Fitness Specialist (FS) at Khatib Fitness Conditioning Centre and one of the EXSA Star Award winners, provides. As a senior FS, MSG Lim plans, oversees and conducts training for soldiers, primarily the NSmen who return for Remedial Training (RT). Though the NSmen who attend their RT are not exactly customers, MSG Lim is undoubtedly a critical service provider. He believes in dealing with NSmen firmly but compassionately, “As far as possible we try to help them in any way possible. Sometimes NSmen may arrive late at the FCC, when this occurs, we do our very best to understand their individual circumstances and external commitments. We endeavor to accommodate genuine cases with justifiable reasons. However while we strive to be flexible, we still need to be firm and explain to them why the rules are important.”

MSG Lim’s ability to remain firm and yet show understanding when required has won him the hearts and minds of many NSmen, trainers and commanders. Many have complimented him for possessing a deep understanding of fitness science and his ability to regularly impart his knowledge through fun and interactive training methods. Despite having won the EXSA accolade, MSG Lim remains committed to further improve his service as evident in his parting words, “I always try to get as much feedback as possible to improve our programmes and be a better trainer.”

ME 3 Andrew Lim : Going the Extra Mile



ME3 Lim is always willing to go the extra mile for NSmen and the needy in society

ME3 Andrew Lim, a maintenance trainer at the Army Logistics Training Institute (ALTI), is another EXSA Star Award winner. His “customers” are mainly the NSmen who come back for their In-Camp Training (ICT), during which he handles training from basic field drills to vocation specific activities. ME3 Lim understands the importance of developing commitment to defence, and he does his best to engender this through the training he provides. He explained, “The most important thing for us is for the NSmen to feel good after they are done. We want them to feel like they’ve spent their time well and taken away good memories. We do this through simple things like giving them clear instructions and being efficient so we do not waste their time.”



2WO Tan works closely SFI staff to ensure that the men get good, hygienic food

In his work, ME3 Lim has received numerous compliments for his outstanding effectiveness, accessibility, responsiveness and courtesy. Beyond his main job, ME3 Lim also plays a big role in his unit’s service to the community. The unit organises quarterly visits to its adopted homes and ME3 Lim helps to plan these visits. His dedication has earned him a letter of appreciation from the director of the Bethany Methodist Nursing Home, who described him as a person who ‘displays genuine love and compassion for [their] residents and often goes the extra mile in his visits’. ME3 Lim shared his feelings about his EXSA Star Award, “I’m very happy and thankful to have received this prestigious award. It’s a good feeling to know that people recognise your contributions.”

2WO Tan Lay Boo : “It’s My Duty”

Another EXSA Star Award winner, 2WO Tan Lay Boo, began his Army service as a chef who cooked rations for soldiers. Today, the food and beverage manager for Supply Hub West, supervises and manages the Singapore Food Industries (SFI) chefs who provide five meals (including night snacks) a day to hungry troops. One outstanding facet of 2WO Tan’s service is his flexibility, as he explained, “Sometimes units need to increase or reduce the number of meals needed. These do not always come early but even if they come late, I always do my best to accommodate them. Sometimes that’s just not possible and in those cases, I have to explain to them why we cannot help them due to our own limitations.”

On one occasion, 2WO Tan learnt of a serviceman who was unable to consume cookhouse food due to his medical condition and had to bring his own food. 2WO Tan immediately made special arrangements which eliminated the need for the serviceman to bring his own food, an act that left a good impression on the serviceman’s parents and colleagues. 2WO Tan was well known for having made numerous sacrifices in order to get the job done. When asked why he chose to make these sacrifices, 2WO Tan simply said, “If I don’t do it then who will? It’s my duty and if I must sacrifice to make sure the job is done then so be it.”

Terrex ICV Design Team Bags Technology Award

Story by Samuel Cheam / Photograph courtesy of PIONEER



LTC Oh (kneeling far left) and his team won the DTP prize for the creation of the Terrex ICV

Since its roll-out late last year, the Terrex Infantry Carrier Vehicle (ICV) has caught the attention of numerous defence experts both here and overseas. On 29 October, the team behind the conceptualisation and creation of the Terrex ICV was recognised for their achievement with the Defence Technology Prize (DTP) 2010 Team (Engineering) Award. The DTP is one of MINDEF’s most prestigious awards, recognising those who have made notable technological contributions to the defence of Singapore.

The development of the vehicle was a collaboration between personnel from the Army, the Defence Science and Technology Agency (DSTA) and Singapore Technologies Kinetics (STK). Heading the team was LTC Oh Beng Soon from HQ 9th

Singapore Division/Infantry (9 DIV/INF). LTC Oh described what inspired the development of the Terrex ICV, “Essentially it was a requirement of the 3rd Generation SAF. With an increased focus on operations in urban terrain, there was a need for a vehicle to enhance the capability of our infantry by offering protection, mobility, firepower and networking capability.” These operational needs drove the team to create the Terrex ICV.

The process was not an easy one though. “Convincing people was difficult at first,” explained LTC OH, “There were times when we had to overcome preconceived notions in order to create an effective system.” As an example, LTC Oh related how he had to convince various partners that the only way to develop an effective Weapon

Detection System for the Terrex was to test it by firing live rounds at it on a range. He revealed, “I had to convince people that it was not enough for us to do a simulation and base the system on it. We had to do live tests in order to guarantee that it would work well.” Ultimately the persistence of LTC Oh and his team led to the creation of an improved Weapon Detection System that can accurately determine the source of enemy fire that is aimed at the Terrex ICV or the area around it.

LTC Oh believes that the Terrex ICV project won the DTP for several reasons, “Although the vehicle incorporates a lot of off-the-shelf equipment, it has been integrated into a complete system with networking capabilities. The Terrex ICV also possesses numerous technological innovations.” Mr Yeo Beng Hai, Vice President of the Wheeled Mobility Centre from STK concurred with LTC Oh, “The Terrex is an innovative product that has developed and successfully implemented many ‘first of its kind’ features such as in the closed hatch driving and all around surveillance camera system.” Other networking innovations implemented in the Terrex ICV include intra and inter-vehicle networking capabilities. They allow the Terrex ICV to quickly respond to enemy fire together with other Terrex ICVs and other systems such as the Advanced Combat Man System. LTC Oh also believed that the fact that the team took a mere 28 months to complete the project was remarkable. Mr Sunil Sadanandan, Programme Manager (Land Systems) from DSTA believed that it was a testament to teamwork, “The Terrex is a complex system that provides mobility, protection and networking capability. The fact that this was done within a short time demonstrates the commitment and dedication from the combined Army, DSTA and STK team.”

Despite having won the prize, LTC Oh and his team are certainly not resting on their laurels as he explained, “We are already looking at the second stage of design to create improved versions of the Terrex ICV to introduce new capabilities into the vehicle.”

Army Officer Tops Leavenworth Course

Story by Wong Ding Jie / Photograph contributed by MAJ Lee Yi Jin

Servicemen who serve overseas for extended periods, whether on operations or training, are Our Army’s ambassadors, helping to fly Singapore’s flag high. Their sacrifices are often not just in the field but also from being separated from families and loved ones. For MAJ Lee Yi Jin, Commanding Officer 21st Singapore Artillery Battalion, the opportunity to do Singapore proud came when he was selected for the prestigious United States Army Command and General Staff College (CGSC)’s Intermediate Level Education (ILE). The 1-year course which commenced in June last year, was held at Fort Leavenworth, Kansas, USA. MAJ Lee was also fortunate to have his wife with him during his time there.

For MAJ Lee, his time at Fort Leavenworth proved to be an eye-opener. He shared, “It was an enriching course due to its diversity of students. My course happened to have the largest graduating class to date, which comprised 918 US and 67 international students from approximately 60 countries. Many of my course mates had been on multiple deployments, and shared their experiences during the course. It served as a great validation of what we were learning.”

The course had exposed MAJ Lee to a wide range of subjects, which included strategic and operational studies, military history, leadership and force management issues. Collective learning was enhanced as much of the course was conducted at staff group level,



MAJ Lee (right) receiving the Birrer-Brookes Award from LTG Robert L. Casan Jr, Commandant of US Army CGSC

with about 15 to 16 officers assigned to each group. For classroom planning exercises, up to four staff groups were combined into a single planning cum war-gaming headquarters. This allowed course participants to practise what they had learnt during lessons.

MAJ Lee recounted the key planning role assigned to him for one of the exercise, “I was given the task of leading a 60-man Joint Task Force HQ comprising US and international officers, to come up with a series of Corps-level plans over a 3-week long classroom exercise. It was a little daunting at first, because we don’t think in terms of that scale in the SAF. However I quickly realised that it was less about how much I knew, and more about how I could organise the expertise within the HQ, and ask the

pertinent questions at the right time. And I think my training in the SAF certainly helped prepare me for that. I also found I had to be very deliberate in how I communicated my ideas and requirements across to an international audience. Even though we all speak English, all of us also think in a military lingo that is unique to where we come from. ”

For his outstanding course performance, MAJ Lee received several distinguished awards. They include the General Dwight D. Eisenhower Award for being the top international student graduate, and the Brigadier General Benjamin H. Grierson Award for Excellence in Strategic Studies. His paper entitled “Singapore’s Defence Policy: Essential or Excessive?” also won the Birrer-Brookes Award for the Outstanding Master of Military Art and Science Thesis.

MAJ Lee shared, “The awards came as a pleasant surprise because I was impressed by the calibre of my course mates from the various countries and I hadn’t thought of myself as an obvious candidate for the awards. I didn’t have any idea how I was doing relative to the rest until the course instructors announced that we had been shortlisted or had won a particular award. It was obviously a very nice way to end the course and I couldn’t have hoped for a better conclusion. Even without the awards it would have been a special year for me and my wife, as we developed close friendships with the other officers and families.”

More Fitness Corners For NSmen

Story by Jonathan Chan / Photography by Mark Ng

On 27 October, Minister of State for Defence and President of SAFRA, Associate Professor (A/P) Koo Tsai Kee, visited the latest enhanced fitness corner located in Teban Gardens during which he announced the launch of Phase Two of the IPPT-In-Your-Community Project. NSmen can look forward to at least 50 more enhanced fitness corners in different housing estates to help them better prepare for their IPPT by October 2011. The enhanced fitness corners include stations that are relevant to training the core muscles needed for the various IPPT exercises, specifically sit-up, chin-up, shuttle run and standing broad jump. The 2.4-kilometre running circuit is also clearly demarcated. HDB has also confirmed that they would be incorporating a set of IPPT training stations into new neighbourhood parks.

IPPT-In-Your Community is one of 18 recommendations made by RECORD V (Fifth Committee to Recognise the

Contribution of Operationally Ready National Servicemen to Total Defence). Under Phase One launched in March this year, 10 enhanced fitness corners were completed in Tampines, Tanjong Pagar, Bishan, Toa Payoh, Sembawang and West Coast.

In his speech at the launch, A/P Koo highlighted the importance of recognising our National Servicemen, “National Service is a duty. Any award given is to recognise the contributions of our NSmen towards the country’s defence. Over the years, the Government has been recognising the contributions of NSmen in different ways. The series of RECORD initiatives recognise their efforts and sacrifices.”

Other RECORD V initiatives include the Enhanced Business Centres (see Issue No. 175), increased flexibility in the use of eMART Credits for NSmen (see Issue No. 174), fam-



ily recognition vouchers and new clubhouses for NSmen and additional allotment in growth dividend schemes for NSmen and NSFs. For more information on RECORD V, visit www.mindef.gov.sg/record

Ready for Command and Staff Appointments

Story by Wong Ding Jie / Photography by Mark Ng

Our 3rd Generation Army needs quality commanders who are well trained to lead and excel in command and staff appointments. An important SAF institution entrusted with moulding such commanders is the Singapore Command and Staff College (SCSC). Its flagship programme is the 41-week Command and Course (CSC) conducted for regulars while NS commanders undergo the 32-week National Service Command and Staff Course (NSCSC).

On 26 October, the second combined graduation ceremony for the CSC and NSCSC was held at the Istana and was officiated by Deputy Prime Minister (DPM) Teo Chee Hean. The graduands comprised 109 regular officers and 26 NS officers.

Speaking at the ceremony, DPM Teo reiterated the SCSC’s aim of producing senior SAF officers capable of understanding the impact of political, social and economic events on military operations and doctrines. He said, “The 3rd Generation SAF can expect to operate even more extensively with both regional and international partners on a wider spectrum of missions, as this trend towards multinational cooperation continues. The officers leading the 3rd Generation SAF will thus need to be trained to operate within this new strategic environment, where countries forge multinational cooperation in areas of shared interests.”

Honouring the Late Dr Goh Keng Swee

DPM Teo also urged the graduands to continue to exhibit qualities such as keenness of mind and leadership, and possess the ability to be self-critical, honest and tough. He said, “These qualities date back to our first Minister for Defence, the late Dr Goh Keng Swee, who believed that officers who lacked the ‘steel in their soul’ would falter when making hard decisions in the heat of war, endangering not only the lives of



their men, but the safety of the entire SAF and of Singapore itself.” DPM Teo also announced that the SCSC will be renamed the Goh Keng Swee Command and Staff College (GKSCSC) next year in honour of the late Dr Goh. DPM Teo explained, “This is to show Singapore’s firm resolve and commitment to uphold Dr Goh’s legacy of developing a ‘thinking SAF’.”

A Professionally Enriching Experience

For the course participants, they gained valuable experience and forged many bonds. Said MAJ Yee Kok Meng, the top Army CSC graduand, “The course has been professionally enriching with solid academic foundations. It trains participants well in their operational competencies and gives a strategic foundation to appreciate regional and global trends and what it means for the military.”

MAJ (NS) Allen Chan, the top Army NSCSC graduand added, “The course was a unique platform to allow like minded people to interact, as there were participants from different services and different nationalities. Also, the large number of regular and NSmen participants showed that organisation as a whole has no lack of people who are willing and ready to step up to assume



more responsibilities ”

Family and Employer Support

While personal drive and motivation are key success factors, there is no denying that family support can make a big difference, especially for such a long and rigorous course. MAJ Halmie bin Hussein Mattar testified to that when he said, “When I was spending late nights doing my assignments, my wife would do her work and accompany me. She played a huge role in supporting and ensuring that I was able to concentrate on my studies.” This sentiment was shared by many others, such as MAJ (NS) Chan who shared, “My wife was very supportive during the duration of my course, helping to boost my health by brewing herbal tonics for me.”

In addition, the support given by their employers had enabled the NSmen to fully concentrate on their course. MAJ (NS) Chan revealed, “When I had to go for the residential programme for five weeks, my boss took over my work as project director. He was willing and ready to adjust the company plans to allow me to go for my course, despite it being a crucial period for the project.”

Family Recognition Voucher

The top 10 percent of NSmen who graduated from the latest NSCSC were each given a \$100 Family Recognition Voucher. This was one of the recommendations by RECORD V (Fifth Committee to Recognise the Contribution of Operationally Ready National Servicemen to Total Defence). The voucher can be used at defence and National Education-related attractions such as Singapore Discovery Centre and Army Museum. MAJ (NS) Chan was appreciative of this token of gesture from the SAF, “I was pleasantly surprised when I found out that I would be receiving the voucher. Beyond the monetary value of the voucher, it is the token of appreciation and sense of recognition that makes the voucher so much more meaningful. I intend to bring my wife to Singapore Discovery Centre and Army Museum as part of my appreciation for her support, and at the same time, use the opportunity to further share with her the interesting and lesser known historic details of our National Service.”

For future course participants, MAJ Halmie has this piece of advice, “The students from the course have vast experience and come from diverse backgrounds. Learn as much as possible from your peers and the course instructors. Your peers will offer you many perspectives. Go to the course with an open mind and you will be amazed by what it has to offer.”

Let's Face it

Story and photographs contributed by MAJ(DR) Bertrand Chew

Over the years, the use of body armour and expedient medical care are literally changing the ‘face’ of battlefield injuries. Injuries which were once life-threatening are now survivable. Wound patterns have also changed. Recent studies by the US and British armies on combat wounds, from the Second World War to the wars in Iraq and Afghanistan, have shown a decline in chest injuries and an increase in face, neck and limb injuries.

Because the soldier’s face is the least protected area, it is vulnerable to wounds which involve severe loss of facial structures including jaws and teeth. Such extensive injury is not common in civilian trauma and hence poses unfamiliar challenges to military dental surgeons.

On 20 September, the Dental Branch of the SAF Military Medicine Institute (MMI) organised a 2-day Oral Maxillofacial Trauma Symposium to help better prepare our NSmen and Regular Dental Officers (DOs) for their increasingly vital responsibility of treating battlefield jaws and dental injuries. The key note speaker was COL Robert Hale, Director of the US Army Institute of Surgical Research, Cranio-maxillofacial Research. An oral surgeon with extensive experience in treating facial injuries in Iraq and Afghanistan, COL Hale lectured on the advances in surgical treatment of battlefield facial injuries.

At the symposium, which included a hands-on workshop, the DOs learned the techniques of stabilising polytrauma, face and neck trauma as well as soft tissue injury. The future of face transplant and face shields to protect soldiers were also discussed. COL(DR) Tan Peng Hui,



Commander MMI was among the participants of the course who found it insightful. He said, “Few injuries are as devastating as trauma to the face. Our surgeons must not be surprised by this changing face of war. The training has given us new understanding and new skills to better treat such injuries.”

The course was also well attended by NSman DOs and distinguished guests including Professor Chew Chong Lin, Director of the Graduate School of Dental Studies, Associate Professor (A/P) Yeo Yin Fei, Chief Oral Maxillofacial Surgery NUHS as well as A/P Keson Tan, Past



Passing On The Baton		
APPOINTMENT	INCOMING	OUTGOING
COMD, LTC 3	LTC MOHD NORHELMY BIN JAAFAR	-
CO 5 SIR	MAJ CHEE PETER	LTC MARTIN KOH KWANG HAW
CO 328 SCE	LTC MING FOOK KUEN (CAH)	LTC FOO JI TONG (CAH)
SM 9 DIV ARTY	1WO CHUA HUP HUAT	-
RSM 24 SA	2WO YEO HAI CHAY	1WO SNG HUEE KWANG
RSM 812 SIR	1WO SEK KOON SAN	-
RSM 760 SIR	2WO TAN MENG LAI	-

Dean and Director of the Graduate Prosthodontics Residency Programme NUS. One of the NSman DO who took time off his busy schedules to equip himself with new knowledge and skills was MAJ(NS)(DR) Au Eong Kah Chuan, a dental surgeon in private practice and a Dental Officer of the 2nd Combat Support Hospital (CSH). He shared, “I found the course highly valuable as it highlighted the new trends in war injuries and taught us the key techniques to tackle life threatening conditions like collapsed lungs and upper airway obstructions. I appreciate the continual education and updates the SAF provides to NSmen and this has raised our skills and confidence level as military dental surgeons.”



Special Supplement Quiz
5 iPod Shuffles to be won!

Participate in this month’s special quiz which is based on the first three issues of the Army News Special Supplement (Armour, 6 DIV and 9 DIV/INF). Just provide the correct answers and you stand a chance to win one of the 5 iPod Shuffles that we are giving away. You can mail or email your answers to us.

- Questions**
1. In which year was HQ Armour formed? _____
 2. The Armour Training Institute has a comprehensive suite of training facilities. Name one Live Simulation system for driving training. _____
 3. In which year was 6 DIV designated as the SAF’s 2nd Combined Arms Division? _____
 4. Name two national or international events that 6 DIV has been involved in. _____
 5. In which year was 9 DIV merged with HQ Infantry to become 9 DIV/INF? _____
 6. Besides equipping recruits with basic soldiering skills, what is the other important role played by BMTCT? _____

Closing Date : 12 January 2010

Rank / Name: _____
Unit: _____ E-mail: _____
NRIC: _____ 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 are required to collect their prizes from Army News in person.
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.

SEPTEMBER / Issue 180 Quiz Answers	SEPTEMBER / Issue 180 Winners
Answers: 1. QLVMPIC 2. RECOGNITION 3. NATIONAL	1) 25G (NS) LOH LIAT CHOW 2) PTE KOH YONG TONG 3) SCT ANANDHAKUMAR 4) 35G (NS) RAYMOND HO 5) LTA BEH JIA XING
	NRIC: SXXXX185G NRIC: SXXXX139J NRIC: SXXXX091C NRIC: SXXXX221G NRIC: SXXXX270H

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

Inaugural Guards Strike Challenge

Story by Jonathan Chan / Photography by Derrick Heng



The tug-of-war was a battle of brute strength

About a month after the flame of the inaugural Youth Olympic Games in Singapore was extinguished, the Guards formation kept its sporting spirit alive with their own formation games hosted at Bedok Camp. The inaugural Guards Strike Challenge held on 29 September was no ordinary formation sports day. Participating units had to complete various activities that put the Guardsmen's combat skills to the test. With challenges such as skid rappelling and tackling the Standard Obstacle Course backwards, it was certainly a sporting event to remember. Other highlights included the signature Guards Burger Challenge and a high-tension tug-of-war.

MWO Teo See Keong, Brigade Sergeant Major of 7th Singapore Infantry Brigade and the advisor to the organising committee, shared on the event's objectives, "Through friendly competitive games, the Strike Challenge aims to enhance and strengthen cohesion among the sub-units belonging to HQ Guards as well as its fighting partners such as Air Participation Command and 3rd Flotilla. While we wanted to keep it fun, we also wanted to make it meaningful. So we planned various events that would test the combat fitness of the units." The competitive segment comprised the Strike Circuit which included the skid rappelling and backwards Standard Obstacle Course, the 10-kilometre March Challenge, tug-of-war and the burger challenge. Assembling in standard battle order, the Guardsmen split into their teams and set off to do their units proud.



Guardsmen devouring their burgers in a challenge event

3SG Huang Zhong Yong, a scout section commander who participated in the Strike Circuit shared, "This cohesion sports day was really unique. We performed many of the tasks Guardsmen take on in training but under competitive pressure and in record time. We had to strip the SAR 21 rifle blindfolded and navigate through forested areas, swim a total of 200 metres in the sea and skid rappel as part of the circuit. It was like one big amazing race, fun and invigorating." The Strike Circuit also tested the units' teamwork as they had to stay together throughout the various stations. 3SG Huang added, "The swimming in the sea was really challenging for some of the swimmers. But we managed to complete it as a team because the more powerful swimmers did a great job in pulling everyone through."

The finale of the Guards Strike Challenge was the finals of the tug-of-war and the Guards Burger Challenge. It was a battle of brute strength and beastly appetite. The Guards Burger is a large simple burger with lettuce, meat and dressing



Guardsmen navigating their way through difficult terrain

that every guardsman must consume following his graduation from the Guards Conversion Course. Summing up his sentiments on the Guards Strike Challenge, 3SG Zhou Xin Zi, a Mortar Specialist shared, "Today the mettle of the Guardsmen was really put to the test as we pit ourselves against each other in friendly games. I think the common identity and cohesion have certainly been strengthened."



Guardsmen skid rappelling as part of the Strike Circuit

Keeping Fit at Work! **Part 3**

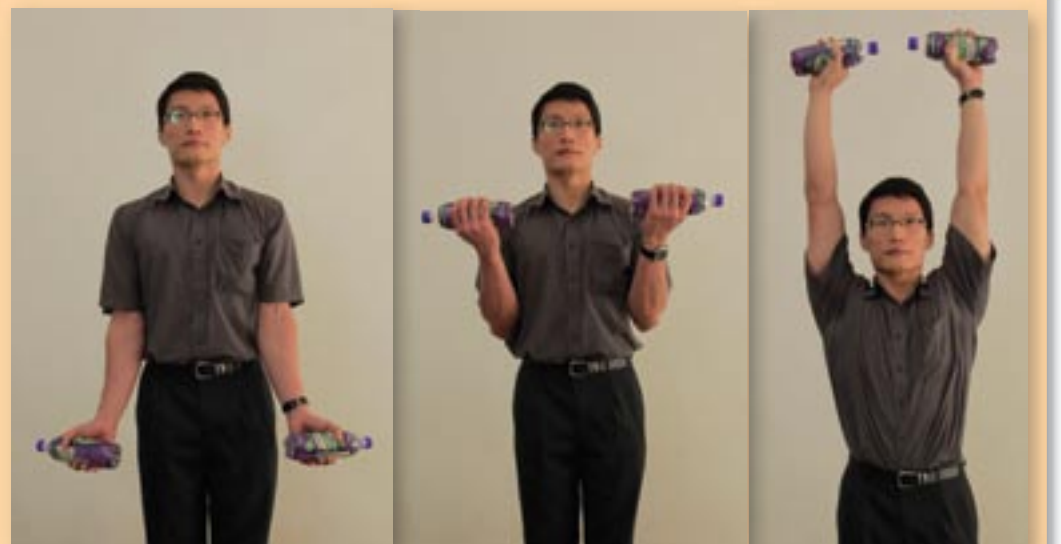
Story by Wong Ding Jie / Photos by Samuel Cheam

In the last of the 3-part article, we show you a simple exercise to strengthen the arm and shoulder muscles.

Exercises for the Arms:

Curl & Press

There are two phases in this exercise. Start with a bicep curl. For greater effectiveness, hold a weight or object in your hands. From the end position of the bicep curl, execute a shoulder press by raising your arms upward. Thereafter lower your arms to the starting position and repeat. Perform three sets (10 – 12 repetitions each), with a short rest in between.





9th SINGAPORE DIVISION / INFANTRY

armynews special supplement #3

november 2010

The 9 DIV/INF Insignia

The Black Panther symbolises our speed, strength and fighting prowess. The bayonet in the foreground is the traditional Infantry symbol, embodying the tenacity and dedication needed in close combat. The red background reflects our 9 DIV roots while yellow represents our Infantry seniority. The two colours underline the successful merger of two equals, and underscores 9 DIV/INF's commitment to both our Combined Arms and Infantry heritage.

The motto 'Forging Ahead' expresses 9 DIV/INF's determination and desire to defend our nation with courage, strength and tenacity.

VISION

A respected Division capable of accomplishing our mission without compromises, focussing on People, Values and delivering Positive Experience

MISSION

A Combined Arms Division that is operationally ready to fight and win decisively in a wide spectrum of operations so as to safeguard our nation's interest and sovereignty

9 DIV/INF will develop effective doctrine, conduct quality operational and leadership training, and deliver cutting edge capabilities to ensure the success of the Infantry units in battle

Did you know?



Photo reproduced from the book "The History of Changi" by Hendry Probert

Selarang Camp was built by the British in 1938, and was first occupied by the Gordon Highlanders, a Scottish Battalion. During the Japanese Occupation, about 15,000 Australian Prisoners Of War (POWs) were held in Selarang Barracks, while another 35,000 (mainly British) were imprisoned in the Changi Barracks. In the infamous "Changi Incident" of August 1942, the Japanese forced some 15,400 POWs into the areas around the barracks square for nearly five days with little water and no sanitation in a bid to extract an agreement that they would not escape the prison. After the war, the camp was home to Australian Army units from the ANZUK (a tripartite force which included New Zealand and UK). On 1 October 1971, the 6th Battalion Royal Australian Army officially handed over the camp to the SAF.

Since the merger on 17 August 2004, 9 DIV/INF has grown from strength to strength. Notable achievements in the areas of Operation, Capability Development, Training and Doctrine Development, Organisational Excellence Initiatives and WOSPEC Transformation have positioned 9 DIV/INF as a key pillar of Our Army.



The training institutes under 9 DIV/INF will continue to strengthen the various training requirements throughout the entire life-cycle of our soldiers. The four core training thrusts are Nation Building (BMTC); Sustaining the 3rd Generation WOs Corps (SWI); Training our Army's Fighting ORBAT (ITI and MTI) and the Development of our 3rd Generation Warriors (AFC). In addition, the newly established Motorised Infantry Training Institute will raise, train and sustain our Motorised Infantry capabilities and the Army Fitness Centre will spearhead the SAF Fitness Masterplan to implement vocation related fitness training for Our Army.

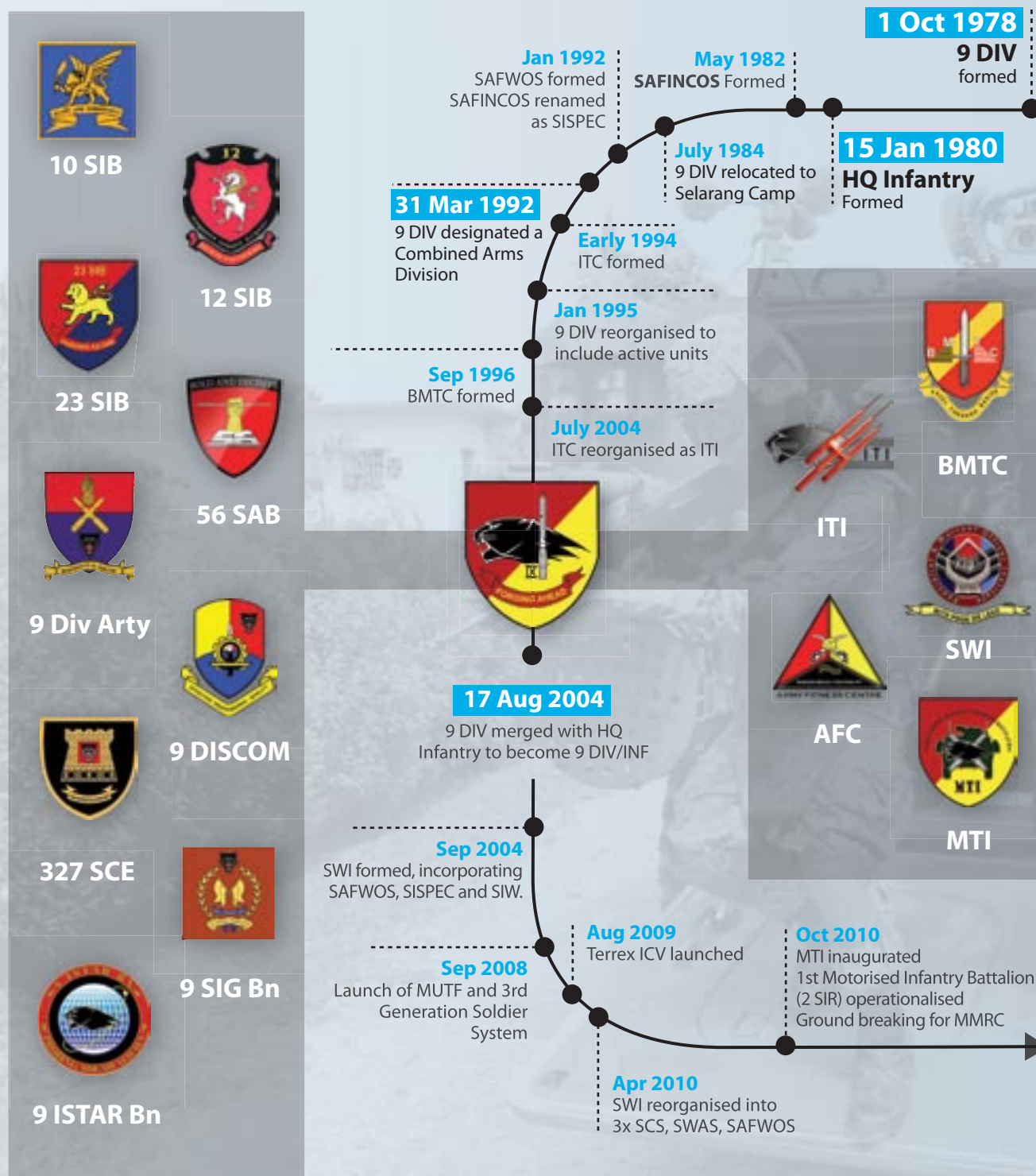
As we forge ahead to excel in our work, we must remember that our people will always be our greatest assets and their commitment and professionalism are keys to our achievements. Our people which include active and NSmen, Officers, WOSpecs, MDES and DXOs, stand ready and united by the common mission of giving their best to fly the flag of 9 DIV/INF high. We are committed to developing our people to their fullest potential so that they are able to contribute to the Formation and Our Army in meeting the challenges ahead.

I would like to take this opportunity to express my deepest heartfelt appreciation to all in 9 DIV/INF for their dedication, resolve and passion. You are indeed our ordinary people doing extraordinary things. Your strong mission focus and "can do spirit" have earned 9 DIV/INF the respect and trust of many in Our Army

Forging Ahead

BG Lim Hock Yu
Commander 9 DIV /
Chief Infantry Officer

OUR HISTORY AND FAMILY



THE INFANTRY DRIVING FORCE TOWARDS EXCELLENCE

Training and Moulding Our Soldiers

‘From boys to men’ is a phase often associated with National Service. It succinctly summed up the transformation of fresh enlistees into well-trained fighting soldiers, who will then continue to defend the nation for many years. In this respect, 9 DIV/INF plays an important role as it is responsible for various training requirements throughout the entire life-cycle of a soldier. Through its drive and commitment in training and moulding our soldiers, 9 DIV/INF helps to ensure that our nation continues to enjoy peace and stability.



A Tribute to Our People

For many, the old adage that quality is more important than quantity holds true. When it comes to human resources in 9 DIV/INF, both quality and quantity are important. Despite having a majority NSmen orbat, 9 DIV/INF continues to achieve success on numerous fronts. Its people, both active and NSmen, non-uniformed personnel, commanders and men are united by a common mission of giving their best to fly their formation flag high whenever they are called upon.

Training the Soldiers, Building the Nation



Basic Military Training (BMT) marks the beginning of military life for all Singaporean males. Beyond just transforming fresh-faced teenagers into combat-ready soldiers, BMT is a major pillar of nation-building whereby recruits learn not only how to fight, but what they are fighting for.

During BMT, recruits are taught various basic soldiering skills such as weapon handling, individual field craft, and bayonet fighting, to ensure their survivability in the battlefield. In addition, Physical Training (PT) lessons are also conducted to build up their physique and stamina. To fully optimise the recruits' training time and achieve maximum results, the SAF Basic Military Training Centre (BMTTC) also boasts a comprehensive range of training and general facilities. These include well-equipped lecture rooms, training sheds, rifle and grenade ranges, a sophisticated Marksmanship Trainer, and Obstacle

and Battle Inoculation Courses.

Throughout their BMT, recruits from all socio-economic backgrounds mix and interact with each other; and in overcoming various challenges, they bond with each other and understand the values of teamwork and self-sacrifice. In providing a smooth and positive experience, BMTTC indeed has helped to prepare the graduating recruits well for their future challenges in their military journey and beyond.



Strengthening the 3rd Generation Warriors



As a 3rd Generation fighting force, our soldiers must be physically and mentally strong to fulfil their training and operational requirements. In this respect, Army Fitness Centre (AFC) plays a critical role in developing the fighting-fit Soldier of Tomorrow. The centre adopts scientific principles in developing the Army's Physical Training (PT) curriculum, so as to achieve a high level of physical and combat fitness in our mission-ready soldiers. By integrating AFC under the command of 9 DIV/INF, Our Army sharpens its focus on physical and combat fitness enhancement as part of the overall Soldier Systems development.

From its humble origins as a PT Section in SAFTI in 1966, AFC was established in 2005. Since then, it has launched many initiatives to enhance our soldiers' fitness. These include the Vocation Obstacle Course, Vocation Related Exercises, up-profiling of the Fitness and Conditioning Centres, and improving the IPPT training system. Beyond its immediate task of ensuring that our soldiers are fit for the battlefield, AFC also promotes long-term objectives with its efforts to foster a strong sporting culture and healthy living among the servicemen.

Sustaining the 3rd Generation WOSpec Corps



In Our 3rd Generation Army, specialists and warrant officers will undertake expanded roles and greater responsibilities. To better prepare them for these challenges, the Specialist and Warrant Officer Institute (SWI) has been re-structured. There is now better integration of training curriculum and collaborations between the schools on learning methodology, instructor training and enhancement programmes.

Previously consisting of the SAF Warrant Officer School (SAFWOS) and the School of Infantry Specialists (SISPEC), SWI today has five schools. It has been reorganised into three

Specialist Cadet Schools (SCS), the Specialist and Warrant Officer Advanced School (SWAS) and the SAF Warrant Officer School (SAFWOS). Together they provide holistic training and education for our specialist and warrant officers. The third school, SAF Warrant Officers School (SAFWOS) will focus on developing warrant officers for the SAF. The names of the new schools reflect a shift from the specialist training to a premier military leadership school for WOSpecs that produces fledgling leaders for our Army. (see Army News May 2010 issue No. 176 for details). All these efforts reflect SWI's holistic approach towards the upgrading and professional development of the WOSpec Corps.

Training Our Army's Fighting Orbat



Two-thirds of our Army's fighting orbat are trained by the Infantry Training Institute (ITI) and the newly inaugurated Motorised Infantry Training Institute (MTI). Both TIs have been configured to ensure better quality training for active and NS battalions as part of Our Army's training transformation efforts.

Both TIs have adopted a rotation training system that allows them to see through the training of units from their inception through to their last in-camp training. By extending the faculty approach of training NS units to active units, coupled with the provision of requisite training resources to deliver high fidelity training, ITI and MTI will be able to minimise the variation in training standards and enhance training efficacy. This will allow optimisation of training resources and engender positive

training touch-points.

ITI and MTI have also adopted a continuous evaluation system to better identify the strengths and weaknesses of a unit, especially during its formative stages beginning from company-level. The deep knowledge obtained by the training institutes has enabled the Army Training and Evaluation Centre (ATEC) to enhance its assessment of all battalions and substantially raised the bar for evaluation by orchestrating combined arms and two-sided force-on-force evaluations.

The newly established MTI provides the requisite and dedicated focus needed to develop motorisation in Our Army. MTI will be able to establish a training ecosystem to sustain and develop this new Army capability.



TOWARDS EXCELLENCE

Promoting Shooting Excellence



9 DIV/INF has always been at the forefront in promoting shooting excellence in Our Army. It played a major role in hosting the Asean Armies Rifle Meet (AARM) in October 2009, and has done the SAF and Singapore proud with a display of good hosting, organisational competencies, and sterling performance at the shooting range. AARM 09 was a highly memorable and enjoyable event for all participants, due mainly to the creative planning and thorough preparations by 9 DIV/INF. Besides the competitive shoots, novelty shoots were held for the Chiefs of Army and other senior commanders present. The meticulous planning and a 'can-do' attitude were indeed appreciated by the foreign participants. Said SGT Phaopan from Vietnam, "AARM 2009 was very well-organised. I especially liked the concept of having the prize presentation during the dinner function, as it fosters friendship and allows us to celebrate together."

9 DIV/INF also promotes shooting excellence through the SAF Individual Skill-at-Arms Meet (SAFISAM), an Army tradition upheld for more than a decade. Organised by the School of Infantry Weapons (SIW), it enables top shooters from all Army formations to pit their shooting skills against each other

in the various shooting disciplines. Nine formations participated in this year's SAFISAM in February, and the competitive shooters impressed with a powerful display of precision marksmanship. Adding to the excitement was the friendly shooting match organised for members of the Army Leadership Group (ALG).

On 4 October, 9 DIV/INF held a ground breaking ceremony for the construction of the new Multi-Mission Range Complex (MMRC). This state-of-the-art indoor range complex will provide quality and positive marksmanship training for all servicemen, including NSmen, in a safe and secure environment. When completed, the MMRC will have seven ranges capable of accommodating small arms and crew served weapons live-fire training, and will mark another milestone in the SAF's training transformation.

9 DIV/INF's dedication in promoting a culture of shooting excellence has produced positive results for both Our Army and the formation. At the 22nd Inter Formation Air Weapon Championship (IFAWC) held in January, the 9 DIV/INF shooters achieved the overall 2nd position, and continued to fly the formation flag high. Forging ahead!

NSmen Shine at Ex Tigerbalm



Exercise Tiger Balm 2010, an annual bilateral exercise between the SAF and United States Armed Forces was conducted in June in Hawaii, USA. Our Army was represented by HQ 9 DIV/INF and 10th Singapore Infantry Brigade (10 SIB). The NSmen from 10 SIB were exposed to a new realm of operations and they were able to learn valuable lessons from their US counterparts who has operational experience in

Iraq and Afghanistan. Through their vigour and enthusiasm, the NSmen impressed the US exercise participants with their many new ideas and alternate viewpoints. COL Brad Kohn from the US Army shared, "I have to tell you that working with the SAF has probably been one of my favourite exercises that I've ever done. They have performed very professionally."

The NSmen were also grateful for the opportunity to participate in this exercise. MAJ(NS) Lawrence Ng, Commanding Officer for a NS battalion appreciated the valuable knowledge garnered through such professional exchanges and he commented, "This exercise gave us a unique chance to operate with our US partners and gain a better understanding of how we will function in a real world scenario."

A Fighting-Fit Division



The fitness and sporting culture in 9 DIV/INF is a strong one, as exemplified by the various formation-wide and unit-level sporting events. They include the formation's annual Tekong Challenge. The highlight of this signature event is the Adventure Race during which participants have to overcome seven infantry-skill related obstacles, such as water obstacle crossing, closed terrain navigation, the standard obstacle course, shooting, and casualty evacuation.

Another major event is the annual Formation Sports Day, which saw participants from the various units under 9

DIV/INF participating in sports such as javelin, frisbee, and the traditional track and field events. These promote cohesion, a fitness culture, work-life balance and unity as a single community.

Activities are also organised at the unit level, such as the BMTC School 3's Biathlon Challenge held in July. At the Army and SAF level, 9 DIV/INF's sporting excellence can be felt in various signature events such as the Army Half Marathon and the National Runway Cycling and Skating Challenge Shield. This year, 9 DIV/INF won the Challenge Shield for having fielded the largest contingent, a testament to its sporting commitment.

A Recognised People Developer



Think-tank Engagement), Pay-It-Forward, WOSPEC Seminar and Spouse Ensemble, all of which are aimed at engaging its people, so that they can perform to the best of their ability and potential. CPT Spencer Giam, from Plans Branch, HQ 9 DIV/INF, who topped the 60th Advanced Infantry Officer Course, was grateful for the guidance he received from the Pay-It-Forward scheme which provides for top trainees from previous courses and senior officers to plough back their knowledge into students about to embark on their training. He said, "The sessions really prepared me well for the course by giving me a clear idea of what to

expect and the critical areas I should be focusing on to perform well. Without this, I probably would not have done as well as I did." Other Infantry fantheers like MAJ Peter Chee, CO 5 SIR, and MAJ Yee Kok Meng, Head Modelling and Simulation Branch HQ TRADOC, who excelled in their Singapore Command and Staff College courses, have also returned to share their experiences under the scheme.

In February 2010, 9 DIV/INF became the first Army formation to be awarded the People Developer (PD) by SPRING Singapore. The award which recognises organisations for their total approach in managing and developing their human resources underscores the formation's strong belief that its people will always be its strongest asset.



ORDINARY PEOPLE DOING EXTRAORDINARY THINGS

A train can only travel as far as its engine can take it. 9 DIV/INF's journey in Our Army's 3rd Generation transformation is possible because it has a strong and efficient engine manned by many servicemen and women who worked tirelessly on the ground or behind the scene to keep the division going. In this page, we pay tribute to some of our ordinary people doing extraordinary things.



Serving Far Away from Home

One important area of contribution made by many 9 DIV/INF's servicemen and women is in SAF's overseas training, operations and missions.

One such servicemen is LTA Syafiq Utama who recently served an overseas tour of duty. He recounted his experience, "This was a very valuable experience as it taught me leadership values and skills, and the importance of camaraderie." He also recalled the many memorable moments out in the field. But it is working with people there that left the deepest impression as he elaborated, "Those are the guys that make things happen. Everybody there has a sense of belonging and mission, which is to provide the best training



LTA Syafiq Utama learnt valuable lessons during his overseas stint

experience to every soldier who trains there. Away from families and friends, we got closer to one another and support each

other to the best we can. After this experience, I've also learnt to appreciate my family more."

9 DIV/INF is proud of the dedication and passion shown by its servicemen involved in Our Army's overseas operations and missions.

Truly Master Trainers



MWO Ronald Wee Tui Yong

9 DIV/INF is a unique division because it has major training institutes under its charge, which include the Basic Military Training Centre, Infantry Training Institute, Specialists and Warrant Officers Institute and the newly inaugurated Motorised Infantry Training Institute. They are staffed by dedicated trainers and instructors, many of whom had received the prestigious Letter of Commendation, recognising them as model trainers, methodology innovators or master innovators.

MWO Ronald Wee Tui Yong, SAF Chief Fitness Warrant and Officer Commanding of the School of Physical Training in Army Fitness Centre, was one such recipient. He said, "Physical fitness is an important soldiering requisite and in Our 3rd Generation Army. I am glad to be able to plough back my training experience to help soldiers improve their fitness. I appreciate the Letter of Commendation given and this encourages me further to do well in all aspects of my job, be it in training the trainees, giving lectures or developing physical training programmes."

Another recipient is 1WO Chan Yew Kong, Master Trainer 1, Headquarters Ba-

sic Military Training Center (BMTC). He trains Subject Matter Experts and junior commanders, and also facilitates the Commander Preparatory Course in BMTC. He shared, "I am really grateful for my superiors' guidance and the fact that they give me the space to try out new things. I am also very pleased that my hard work has been recognised and am motivated to work harder!"



1WO Chan Yew Kong

9 DIV/INF indeed has a pivotal role in Our Army's training transformation. By raising highly proficient trainers and launching more effective training pedagogies and facilities, it ensures that our soldiers are well trained and prepared for their various combat duties.

3 SIR Does its Part for YOG



At the inaugural Youth Olympic Games (YOG) held in Singapore this year, soldiers from 3 SIR were actively involved in the opening and closing ceremonies of this historical event. Plunged into preparation works since May, they accomplished their YOG tasks despite their heavy commitments in operational duties and exercises. Together with Transport Hub East and various other supporting units, 3 SIR ensured that the rehearsals for and the actual YOG ceremonies ran smoothly. Thousands of students

performing in the ceremonies were transported safely and on time between their schools and the Floating Platform, due in no small part to the excellent coordination and planning work. Besides taking care of important logistical needs such as sound systems and props, small details like the provision of drinking water for the performers were also given diligent attention.

The soldiers delivered in their various logistical and administrative tasks, and the outcome was the truly spectacular ceremonies that brought immense pride to both Singapore and Our Army. For the men of 3 SIR, their efforts and sacrifices were well rewarded with numerous accolades received from the participants and organisations.

Did you know?

Launched in 2005, the Combat Skills Badge (CSB) is proudly worn by those who had successfully undergone rigorous training to become a highly skilled Infanteer Warrior. CSB holders are proficient in many areas, including small arms weapons handling and navigation. To qualify for the badge, they also had to endure harsh combat conditions, complete a 32-kilometre march and crossing of water obstacle in full combat gear. For those aspiring to reach the pinnacle of their combat skills, the recently launched Advanced Combat Skills Badge beckons (story in Army News November 2010 Issue No. 182).

