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# SOTF

## WORLD-CLASS SPECIAL FORCES



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Delivering The Next Lap



# Armour Celebrates 40 Years

Story by Chia Han Sheng / Photography by Wan Zhong Wei



"In the future operating environment, we will find threats becoming increasingly complex. The ability to innovate and adapt is a very important characteristic that we want from our people as it will allow us to quickly identify problems and develop unique solutions to tackle them. This is a very critical attribute which our Armour officers and men have."

BG Philip Lim,  
Chief Armour Officer  
26 June 2009

It was the age of Jimi Hendrix, Bob Dylan and bell bottom jeans. As the first Automatic Teller Machine (ATM) was installed in the USA and the Beatles were releasing their acclaimed album Abbey Road, something even more monumental was happening right here in the SAF. Our Army's first Armour unit, 41<sup>st</sup> Battalion, Singapore Armoured Regiment (41 SAR) was being formed. Birthed in 1968, the battalion operated our first armoured platform, the V200 Armoured Personnel Carrier (APC) and laid the essential Armour tenets of lethality, mobility and survivability which are still relevant today.

40 years down the road, the first few V200 APCs have given way to a whole new 3rd Generation Armour Formation. This 3<sup>rd</sup> Generation journey is represented not only by the advancements in fighting systems but also vast improvements in Armour training and the development of its people. This remarkable progress was celebrated on 26 June when the Armour family marked its 40<sup>th</sup> anniversary with a big bang at Sungei Gedong Camp. The celebrations began with an impressive live-firing demonstration of manned and unmanned platforms. The

simultaneous exploitation of Bionix II IFV, Leopard 2A4 MBT, remote controlled M113 and Unmanned Aerial Vehicle to overwhelm the targets showcased the seamless battlefield synergy among an array of various platforms.

What followed was a parade where armour men stood side by side with the massive beasts they operated. The Primus Self-Propelled Howitzer, Trailblazer and the Apache Attack Helicopter were also on parade to clearly underscore that the 3<sup>rd</sup> Generation Armour Force operates in harmony with a network of precision shooters and sensors. Deputy Prime Minister and Minister for Defence Teo Chee Hean who officiated the event elaborated, "The past five years have seen steady progress in harnessing the power of communications technology to create network enabled armour battle groups. Success in the modern battlefield is increasingly being determined by how well various combat assets which used to fight as separate entities can now be integrated into a fighting system that leverages on a network of sensors, manoeuvre units and fire delivery systems."



DPM Teo gaining a better understanding of the Battlefield Management System

### A Blast from the Past

Today's networked armour force has certainly come a long way since the introduction of the V200 APC and AMX-13 tank in 1969. Army News got in touch with two retired armour commanders who can certainly attest to that. 1WO (RET) Mervin Galistan, who was the first Armour Formation Sergeant Major shared, "Looking at today's parade, we have improved tremendously with technology. Last time, we used to only focus on the physical training, but now that it's combined with technology, we are definitely better off."

BG (RET) Colin Theseira who was then Chief Armour Officer also shared that during his time, a key focus was to integrate the Armour Infantry and Engineers with the Armour platforms. "Now however there is integration at a much larger scale. The growth and capabilities today are tremendous. We're talking about greater integration with the rest of the Army, Airforce and Navy."



Armour Commanders and men standing tall and proud during the parade



The Bionix II was just one of the many platforms on display during the parade



The live-firing vividly demonstrated the fire power of our 3rd Generation Armour Formation



1WO (RET) Galistan is certainly impressed by armour's technological advances



BG (RET) Theseira fondly remembers the strong armour spirit that is still present today

Despite the many changes in the Armour Formation, both commanders are glad that the spirit of Armour has remained unwavering. 1WO (RET) Galistan shared, "There has always been a strong armour spirit and it makes me proud to know that I've played a part. We are always welcomed back in Armour and I feel great because we are like a family." BG (RET) Theseira reiterated, "The camaraderie in Armour from then until today is very strong. In Armour, you cannot achieve what you want unless you have teamwork. If a tank wants to shoot a round, the commander has to identify the target, the gunner has to aim, the loader loads and the driver manoeuvre. We must always operate as a team."



The SM-1 Tank and Apache Attack Helicopter on display represented the integration of our Army's fighting platforms

### 48 SAR Commissioned!

Besides officiating Armour's 40<sup>th</sup> anniversary, DPM Teo also commissioned 48<sup>th</sup> Battalion, Singapore Armoured Regiment (48 SAR). 48 SAR is the fifth active unit in the SAF's Armour force and the first to operate the Leopard MBT. Currently, 1<sup>st</sup> and 2<sup>nd</sup> Company have completed a company sized live-firing exercise in Germany and are ready to take on operational duties. The 3<sup>rd</sup> Company is undergoing training and will turn operational later this year.

Reflecting on the progress that the unit has made, CPT Veronica Tan Officer Commanding, 2<sup>nd</sup> Company shared, "Our training system has now been tried and tested with a pool of commanders and two companies. The beginning really wasn't easy because we had to start from scratch and design new training systems. Now that the system has stabilised, there is definitely a great sense of fulfilment."



DPM Teo placing 48 SAR's logo onto a Leopard tank

# Our Army is H1N1 Ready!

Story by Kelvin Kaw / Photography by Kelvin Kaw, Chia Han Sheng & contributed by Pioneer



COA emphasizing that our Army remains operationally ready despite the H1N1 outbreak.



3SG(NS) Johnson Phoon, HQ 2 PDF, taking his IPPT at Maju FCC. He has full confidence in the infection control measures taken by the centre

In today's complex and multi-faceted threat environment, anything that could compromise our security operations is a threat in itself. Our Army approaches the H1N1 situation as it does with other threats – methodically, efficiently and thoroughly. In a brief to the local media on 24 June, Chief of Army (COA) MG Neo Kian Hong reiterated that our Army will carry on with its operations and training despite the pandemic. Even as the number of H1N1 cases in Singapore rises, our Army remains operationally ready. We have in place measures to safeguard our servicemen's well-being and fulfill our social responsibility to the public.

### Operational Readiness : No Compromise

A slew of measures have been swiftly implemented to ensure our operational readiness is not affected by the H1N1 outbreak.

To maintain operational readiness, our Business Continuity Plan dictates that critical operating units with specialised skills be separated from other units. This prevents infection across units. Within units, soldiers are also separated spatially and temporally. Different groups work in separate locations and shifts, so as to minimise interaction and the possibility of infection.

Likewise, training activities are also separated by time and space. A company will come together only when necessary, such as for company live-firing. For platoon and section training, however, the company will not be in the same place at the same time. Even mealtimes within the units are staggered to reduce the possibility of community spread.

For NSmen, there will be no let-up in activities such as in-camp training, mobilisation exercises and the conduct of the Individual Physical Proficiency Test (IPPT). Officer Commanding of Maju Fitness & Conditioning Centre (FCC), 1WO Lem Yew Teck, shared, "An average of 600 NSmen come to Maju FCC daily for their IPPT, IPPT Preparatory Training and Remedial Training. This number has not dropped since the outbreak."

### Caring For Our People

At the 24 June press conference, then COL Benjamin Seet, Chief of the SAF Medical Corps, also stressed the importance of looking after the health of our servicemen. The strength of the



At the SAF Ferry Terminal, recruits from BMTc have to pass through a thermal scanner under the watchful eyes of a medic

SAF lies in our people and it is imperative that we safeguard the well-being of our servicemen. Our Army has been monitoring the H1N1 situation closely and has adopted several measures in accordance with Ministry of Health (MOH) guidelines to protect our servicemen. One such measure is active surveillance through daily temperature taking to enable the early detection of new cases.

Once a serviceman is identified as a H1N1 case, he will receive medical treatment in line with MOH protocol. The affected unit's premises will be disinfected and the unit's servicemen who have come into close contact with the infected personnel will be monitored very closely. Post-exposure prophylactic measures will be implemented as required. Our Army's measures are also in line with those of MOH to reduce community spread of H1N1 within Singapore.

### Ready and Alert

The success in dealing with the Severe Acute Respiratory Syndrome crisis in 2003 had given us invaluable lessons and better prepared the SAF for such eventualities. The measures in place today "have been planned beforehand and rehearsed several times across the SAF," in COA's words. The swift rolling out of the thermal scanners in high traffic checkpoints such as those at the SAF Ferry Terminal and Maju Camp can only speak of one thing: preparedness.

Nonetheless, past experience and efforts can only go so far if present efforts do not match up. All will be lost if we do not remain vigilant in monitoring our health, maintaining high standards of personal hygiene, and being socially responsible.



# MINDEF PRIDE Day

## Simple Ideas, Big Difference

Story by Ian Cheong / Photography by Wan Zhong Wei

“Simple Ideas, Big Difference” was the theme for this year’s MINDEF Productivity and Innovation in Daily Effort (PRIDE) Day. The event, which highlighted how simple innovative ideas can make a big difference in the SAF was open to the public from 2 to 4 June at the HDB Hub. This year’s event also demonstrated how MINDEF’s commitment towards fostering innovative mindsets in its people has manifested in practical improvements to daily work. An example of a simple but innovative idea is the Automated Cleaning Kit for Gun Barrels developed by 6<sup>th</sup> Army Maintenance Base (See Army News Issue 159 for full story), which won the Best Work Improvement Teams (WITs) Project Award and the MINDEF Innovation Award.

In fact, the PRIDE Movement, MINDEF’s cost efficiency and economy drive efforts in the Financial Year 2008 were so successful that \$139.6 million in cash savings was recorded. Speaking at the event, Deputy Prime Minister and Minister for Defence Teo Chee Hean said, “A strong culture of innovation and learning will allow the SAF to make better use of its resources so that the SAF is better equipped, trained, supplied and maintained. And ultimately, an SAF that is creative, innovative and able to think out of the box to win decisively in battle.”

Besides highlighting current innovative projects, this year’s MINDEF PRIDE Day also provided a glimpse into several upcoming capabilities such as the Robo-Mule. Currently in its developmental stage, the prototype electrically-powered Robo-Mule is able to carry up to 100 kilogrammes of payload and traverse more than 12 kilometres on a single charge. Equipped with advanced motion tracking technology, the



DPM Teo learning more about the Automated Cleaning Kit

Robo-Mule automatically follows the infantry leader wherever he goes, allowing him to focus on maintaining situational awareness and executing his combat tasks. CPT Gilbert Foo, a Weapons Staff Officer from Systems Integration Office shared,

“Our displays at MINDEF PRIDE Day demonstrates how technology development benefits even operational productivity. It showcases our capacity to envisage solutions to many challenges that our Army faces.”

# 1 AMB Bags IETEX Award



Story by Chia Han Sheng / Photography by Chia Han Sheng & Contributed by 1AMB

A project which saves money, time and trains servicemen all at once. Sounds too good to be true? Not for Team Transmission from 1<sup>st</sup> Army Maintenance Base (1 AMB). They managed to achieve this through an innovative project “Salvaging reusable components from decommissioned SM-1 Tanks.” The project was presented at the International Exposition on Team Excellence (IETEX) held from 9 to 12 June. Organised by the Singapore Productivity Association, the exposition promotes sharing by organisations from around the world on productive work processes.

This is the first year that MINDEF and the SAF have taken part in the competitive category of the competition and with cost savings of about \$335,000, the 1AMB project bagged the Merit Award. Reflecting on how it all started, LCP Rahil, an Armament Technician at 1AMB shared, “There was a National Geographic documentary on television and I saw that retired commercial airplanes such as the Boeing 747 were being salvaged for spares and other reusable materials. Then I thought, “Why can’t the same principles apply to our SM-1 Tanks?”

Project leader Mr Goh Sioh Chin elaborated, “Some of these components in the SM-1 tanks that are going to be scrapped are still good. Therefore, we decided to recover these components in-house and keep them for existing SM-1 battalions that need to replace damaged parts.” By keeping these spares, 1 AMB does not need to order costly new components which could take several days to deliver. Project Coordinator MSG Kenneth De Silva explained, “We wanted to reduce the Turn Around Time (TAT) for the units that come to us in need of spare parts. With these recovered components, they can give us their damaged piece and we give them a recovered component on the spot. It’s a very fast one-for-one exchange.” Besides replacing damaged SM-1 parts, some selected components can also be further upgraded for use in more advanced platforms like the Bionix Infantry Fighting Vehicle.



SSG Nathan instructing LCP Rahil (right) on a salvaging procedure

The benefits from this project go beyond 1 AMB. Trainees from Ordnance Engineering Training Institute and NSmen back for ICT are also involved in the daily salvaging efforts. MSG De Silva elaborated, “The NSmen and trainees get an enhanced training experience with us. They are able to take out a whole engine and turret suspension system and observe these parts in detail. Ultimately, we want to support the forward maintenance platoons. If they can do their jobs faster, it translates to enhanced readiness for the operator.”

The success of the project can largely be attributed to the innovative spirit and strong teamwork amongst Team Transmission. SSG Nathan shared, “Mr Goh and MSG De Silva are senior to LCP Rahil and myself, but during a discussion, we share openly. Innovation cannot be controlled using rank and we must continue to explore so as to materialise innovative ideas.”



Team Transmission proudly displaying their award at IETEX

# New Ranks, New Challenges

Story by Marcus Ho / Photography by Wan Zhong Wei & Chia Han Sheng

A promotion in rank often means two things - increased expectations and a greater sphere of influence. As part of the effort to continuously groom and renew its leaders, the SAF holds annual promotion ceremonies to entrust new responsibilities upon officers who are ready to take on the challenge. This year was no different, with the Army Officers’ Promotion Ceremony held on 24 June and the Senior Officers’ Promotion Ceremony held on 26 June. Speaking on the role of today’s Army officers, Chief of Army (COA) MG Neo Kian Hong said, “Today, our officers are employed for a wide spectrum of operations, are engaged in higher value tasks and play a greater role in shaping our organisation.”

Reflecting on this ability to help shape the organisation, newly promoted BG Ishak bin Ismail, Commander 6<sup>th</sup> Singapore Division shared, “Year by year whether I’m promoted or not, I feel that I have to ask myself, ‘do I add value to the organisation?’ When I’m promoted, of course I’m happy because of the recognition. But it is not just a recognition of what you’ve done in the past, it is also a recognition that you need to do more.” LTC Neo Chin Wee, Commanding Officer 1<sup>st</sup> Battalion



BG Ishak (second from left) in a light conversation with DPM Teo and other promotees



LTC Neo (left) is looking forward to his new challenges

Singapore Guards (1 GDS) echoed, “In terms of expectations, every officer has been groomed to take on the task. I believe that all of us are prepared and able to take up the challenges.”

Our officers are also continually developed to face the challenges of an increasingly complex operating environment in the 3<sup>rd</sup> Generation transformation. COA added, “We expect our people to be competent. We do this by developing our officers’ conceptual and critical thinking abilities and matching their skills to the correct jobs. Instead of simply telling them how to go about doing their jobs, it is more important that they understand why. We also expect our people to continually update their knowledge and stay relevant.”



MAJ(NS) Kwek receiving his promotion certificate from COA

MAJ Lim Wei Lin, who was also newly promoted, agreed. As a new Section Head in Joint Logistics Department, she often reads up on logistics supply chain and finance-related issues. “It introduces me to a new perspective because my appointment entails looking at the macroeconomic level of supply chain processes. Previously as a Supply Chain Manager in units, I managed things at a unit-level. But with this appointment, I’d be involved in a higher level of strategic planning, which includes coordinating with other organisations such as the Singapore Police Force.”

For NSmen like MAJ (NS) Melvin Kwek, S3 of 702<sup>nd</sup> Guards Battalion (702 GDS), the promotion signifies more than just their need to further contribute to the defence of our nation. “It is an honour,” MAJ (NS) Kwek said. “Having the ability to defend my country is of utmost importance. Although I have a hectic work schedule, that is always something that I can re-prioritise, because we’d never know when a conflict will arise. I just don’t want to be caught in a situation where I am not ready to defend my country. Simply because that this is where my life is, this is where I grew up, this is where my children will grow up.”

# Warrant Officers Promotion

## Potential for Excellence

Story by Marcus Ho / Photography by Wan Zhong Wei

“I’m grateful that the SAF recognises that I am able to contribute more to our Army,” began SWO Quek Ser Hiang, Division Sergeant Major of 6<sup>th</sup> Singapore Division. The 45-year-old is one of 208 Warrant Officers promoted this year. These warrant officers received their certificates of promotion from Minister of State for Defence, Associate Professor Koo Tsai Kee and Chief of Defence Force, LG Desmond Kuek at a ceremony held at The Chevrons on 19 June.

In July, SWO Quek will undertake the role as a Directing Staff at the Specialists and Warrant Officers Institute (SWI). He added that such key position underscores the confidence that the SAF has in him. “The appointment as a Directing Staff is a vital role,” SWO Quek continued. “Through this critical role, I am able to influence and play a major part in the professional development of more competent warrant officers and specialists in future. Therefore, I need to ensure that our current training systems are good, so that the warrant officers in training are properly equipped with the necessary skills to become better leaders.”

Warrant Officers have long been considered as the backbone of the SAF. With their wealth of experience, skills and knowledge, they play instrumental roles in contributing to the overall professionalism and operational readiness of our military force.

MWO Suhaimi, Regimental Sergeant Major of Transport Hub West is one individual who has contributed immensely to our Army. He recalled one of his major involvements, “During the International Monetary Fund (IMF) meeting back in 2006, I was in charge of over 500 limousines. The challenge then was to ensure that the foreign delegates could commute smoothly from the Istana to Suntec City. It was certainly not easy, since I



MWO Suhaimi has contributed much to the nation

had to train over 500 civilian drivers in two weeks and ensured that there were no problems. There were a lot of sacrifices made, including sleeping with the phone!”

The important contributions made by our NSmen to our Army’s progress were also recognised at the promotion ceremony. 1WO (VOL) Tan Sze Shan, Regimental Sergeant

Major of 821<sup>st</sup> Battalion, Singapore Infantry Regiment, is one committed serviceman who had decided to further contribute by extending his time with the Army. He shared, “One reason why I volunteered to carry on with the Army as a NSman is the close brotherhood within the battalion. We are so close that we even care for each other’s families! The other reason is the need to defend our nation. Very simply put, if we don’t defend our nation, who will?”

Under the new career scheme, warrant officers will undertake expanded roles and responsibilities. One key thrust is ‘Warrant Officers and Specialists (WOSPECs) leading and managing WOSPECs’. Sharing his insight, SWO Quek said, “I think it’s a good time for warrant officers to take on some officer-related tasks such as leading and managing warrant officers. By allowing senior warrant officers to be in charge of other warrant officers, we can relieve our officers to take on more strategic thinking and planning.”



SWO Quek is one of the six Master Warrant Officers who attained the rank of Senior Warrant Officer this year



# SOTF : World-Class Special Forces

Story by Ian Cheong / Photography by Wan Zhong Wei

“The integration of the Special Forces from the Army and the Navy into the SOTF gives the SAF the expanded capability to handle multi-faceted challenges, optimise our resources for training as well as open new avenues for capability development. With this task force, the SAF will definitely be in a better position to deal with any type of challenges that may threaten our homeland security.”

COL Lam Shiu Tong,  
Chief Commando Officer  
and Commander SOTF

*It’s 7 pm and thousands of stunned Singaporeans are glued to their television screens as the various channels sizzle with breaking news. Bands of terrorists, each heavily armed with AK-47s, hand grenades and rocket launchers, had earlier sneaked into Marina Bay before quickly seizing three iconic buildings in the Central Business District, including a famous historic hotel and a performing arts centre. With ruthlessness, they kill many civilians and take numerous hostages in each location. Panic spreads like wild fire among those caught in the pandemonium.*

*While the public remains shocked by this seemingly unreal drama unfurling on the television screen, the SAF springs into action. Almost immediately, members of our elite special force elements are activated. Their long rigorous training instinctively kicks in as they assemble and ready their special weapons and equipment. Arriving at the scenes, each of these men know that their hours of training and special skills would count for nothing if they fail in their mission. With the lives of many hostages at stake, failure is simply not an option.*

*At a precise timing, the green light is given by higher headquarters to commence the assault. With surgical precision, the special force troopers storm into the buildings, taking the terrorists by surprise as they had been expecting a long-drawn hold-up. Highly trained in close quarter combat skills, the special force troopers vanquish their foes and rescue the hostages. As mysteriously as they had appeared, the victorious troopers make their silent exit. Mission accomplished. Singapore is safe once more.*

## The SOTF is Here!

This riveting scenario provides a brief glimpse into the esoteric world of special operations. While this may appear like something out of a Hollywood movie, the newly launched Special Operation Task Force (SOTF) and its capability to mount a swift decisive response to such threats is a reality today. Comprising units from the Army’s Special Operations Force (SOF) and the Navy’s Naval Diving Unit (NDU), this task force is also supported by air elements from the Republic of Singapore Air Force. Besides its cross-service integration, a key feature of the SOTF is its ability to manage, coordinate and mount simultaneous assaults on different places, coordinated by an integrated headquarters.

## A Changed Security Landscape

The establishment of the SOTF is a clear response to today’s security challenges. Indeed, we live in uncertain times. Ever since the shocking terrorist attacks on the United States of America in September 2001, the world had witnessed a major security paradigm shift in which conventional threats have been replaced by potentially devastating attacks by terrorists using unconventional means. The Bali bombings in December 2002 and the London terrorist attacks in 2005 by various extremist groups vividly depict a world haunted by the grim spectre of asymmetric threats that can shatter the bedrock of any nation. At



SOTF is led by COL Lam Shiu Tong (right) and assisted by COL Tan Tai Tiong (left), Commander NDU



The newly-formed SOTF comprises troops from the SOF (top) and the NDU (below)



Dr Ng launching the Special Operations Task Force on 29 June

home, Singapore faces such threats. While a planned bombing of the Yishun Mass Rapid Transit Station by the Jemaah Islamiyah (JI) had been foiled in December 2001, this incident has showed us that our nation too, is not insulated from such threats. When we had our very first Singaporean casualty in the Mumbai terrorist attack in November last year, our vulnerability to such threats has strongly hit home.

The establishment of the SOTF will allow the SAF to continue its mission of defending our island nation. Interested to know who these ‘silent heroes’ are? Army News provides some insights into this special breed of soldiers.

## An Integrated Force for Diverse Challenges

In his SAF Day interview, Deputy Prime Minister and Minister for Defence Teo Chee Hean, explained more about



The Multiple Assault Ramp System (MARS) deployed by our Special forces allows them to storm two levels of buildings simultaneously

the SOTF. He said, “The SOTF brings together all the special operations forces in the SAF with the supporting elements so that they can work together much more cohesively, in a more integrated way and much more effectively.”

The SOTF will not only enhance the SAF’s ability to deal with the ever-evolving security challenges in today’s sea of uncertainty, but will also provide the SAF with the expanded capability to carry out special operations, counter-terrorism (CT) operations and contingency operations through the cross-service integration. DPM Teo further added, “One of its duties is counter-terrorism – storming buildings, aircraft, ships and so on. The technologies and techniques of these things evolve quickly.” Besides CT operations, the expanded threats of today also require a specialised force. DPM Teo expounded, “We may no longer be dealing only with people with guns, but we may be dealing with very powerful explosives and various kinds of other substances such as chemical, radiological and so on.”

## Structured for Efficiency

Launched by Minister for Education and Second Minister for Defence, Dr Ng Eng Hen on 29 June, SOTF is an operational task force with a standing headquarters (HQ). SOTF is led by COL Lam Shiu Tong, and is assisted by Commander NDU, COL Tan Tai Tiong, who is concurrently Deputy Commander SOTF. HQ SOTF will plan, command, control and conduct the relevant tasks that the SOTF is assigned to undertake. It will also integrate the operations, training and capability development for



“We need to develop the capability to deal with expanded threats and these require quite specialised capabilities. You have to deal with them at sea, at shore, buildings and aeroplanes, on ships, coastlines and so on. So you need to bring together these capabilities and develop them in a much more complete, coherent manner.”

Deputy Prime Minister and  
Minister for Defence Teo Chee Hean

8-month Q course will see troops from SOF and NDU coming together for a common Special Operations basic training.

Besides the Q course, both units are Subject Matter Experts (SMEs) in their own right, and will cross-train each other. For example, the commandos will be the SME in parachuting and free fall, while the naval divers with deep specialisation in diving can impart this expertise to the commandos. COL Lam said, “The training and doctrines related to each unit’s specific expertise will be shared. This will mutually enhance each other’s individual competencies and thereby gives us a deepened specialisation, capability and competency.”

Besides raising the expertise within SOTF, the close integration within the elements has brought about greater operational readiness. COL Lam shared, “In the past, we had many reporting channels to go through to mobilise assets of other services. Now, the NDU is practically a phone call away, I can enlist their aid within seconds.” This is especially so for operations that may require a specific skill set from other services.

## Culture of Excellence

The nature of special operations requires an adaptable and nimble mind. The introduction of the SOTF is a fine testament to this mindset. COL Tan shared, “Special operations itself requires the individual trooper himself to be adaptable to his environment.” Indeed, for both units, widely regarded as the ‘elite of the elites’, this close collaboration is a natural progression of their training and doctrines. Yet, even with these expanded roles and deeper specialisation, it is important for us to never lose focus on our best resource: that of our people.

## Working Together, Pooling Expertise

For our SOF troopers and naval divers, the cross-service integration has brought great benefits. COL Lam shared, “Under the SOTF, the SOF and the NDU are ready to work in a more integrated manner. In the early years, we’ve been building up our individual capabilities and I think it’s time we work together for better effect.” His sentiment was echoed by COL Tan. He quipped, “We’re not losing anyone but in fact, gaining someone in return. It’s as if we’re getting a new ‘in-law’ to our family! We’re actually very happy to be together and this has been a long time coming for us to have this outfit to combine our capabilities.”

However, for any partnership to work, it is important that a mutual understanding and common vision exist. This is critically so for the SOTF. COL Lam highlighted, “Once we establish and understand the common vision and goal, we can glean the benefits and value propositions that this new set-up brings. It is now so much easier for both commanders and men from both units to work together. The skill sets and proficiencies at the trooper level are already very similar, but now we have more opportunities for us to share this knowledge with each other.”

To see the fruits of this new level of cooperation, an immediate example is the Special Forces Qualification Course or affectionately known as ‘Q course’ by the special forces fraternity. Previously, both units would conduct separate training courses for their troopers to be Special Operations trained. This new



The SOTF is ever-vigilant, ready to respond to any threats



SAF-PLA Joint Counter-Terrorism Training Exercise

Story by Ian Cheong / Photography by Jonathan Ong

24 June witnessed the conclusion of the inaugural Singapore Armed Forces (SAF) - People's Liberation Army (PLA) Joint Counter-Terrorism Training Exercise, codenamed Cooperation 2009. The SAF participants were drawn from the 2<sup>nd</sup> People's Defence Force (2 PDF), the SAF Chemical, Biological, Radiological and Explosives (CBRE) Defence Group, and the Medical Response Force (MRF). They spent nine days in the Comprehensive Training Base of the Guangzhou Military Region in Guilin, China honing their CBRE and Medical Response capabilities in tandem with the PLA. The joint training exercise culminated in a joint demonstration of these capabilities on 24 June, which was witnessed by BG Chan Chun Sing, Chief of Staff - Joint Staff of the SAF and MG Qi Jianguo, Assistant Chief of the General Staff of the PLA.

In his closing ceremony speech, BG Chan emphasised the need for a close defence relationship between the SAF and the PLA. He said, "The challenges of tomorrow are difficult and transnational. With greater cooperation, our chances of overcoming the security challenges of tomorrow are bettered." This inaugural joint training exercise followed the signing of the Agreement on Defence Exchanges and Security Cooperation (ADESC) between Singapore and China in January last year and it was important that both sides could live up to the theme of "Cooperation". MG Qi expounded, "This joint training exercise symbolises that the practical cooperation between the two militaries is entering a new stage and is therefore of great



Medics from the SAF (in camouflage) and PLA (in blue) attending to a 'casualty' during the exercise

relationship between Singapore and China in recent years. Cooperation 2009 also provides a good platform for the officers and men of the two armed forces to interact and learn by sharing of professional knowledge, as well as establishing friendship between the SAF and the PLA."

COL Lee Heok Chye, Commander CBRE Defence Group, added, "Such an approach allowed us to interact very closely and have a very good understanding of each other's capabilities and

importance in the history of our military relations."

Cooperation 2009 also included a security operations seminar and a joint command post drill. These segments provided many opportunities for close working and bonding. COL Ng Soon Watt, Chief of Staff 2 PDF and Co-director of Cooperation 2009, said, "Cooperation 2009 marks the first joint training exercise between the SAF and the PLA and underscores the progress in the defence and China in recent years. Cooperation 2009 also provides a good platform for the officers and men of the two armed forces to interact and learn by sharing of professional knowledge, as well as establishing friendship between the SAF and the PLA."



BG Chan Chun Sing (standing) giving his address at the closing ceremony of Cooperation 2009

operating procedures at the tactical level. By the second day, many of our soldiers were comfortable interacting with each other, sharing their experiences in their areas of expertise." 3SG Faisal Johandi, a Medic in the MRF, felt that this experience allowed him to appreciate many of the processes and procedures he had learnt. He shared, "As medics, we all have the same objective - that of saving lives. Yet, the interesting thing is in the way we approach our mission and the way they approach theirs. It can be seen that their school of thought is different. By appreciating these differences, we can examine the way we carry out our operations and see whether we can make any improvements to them."

Partnership in Operationalising Our 3<sup>rd</sup> Generation Capabilities

Story and Photography contributed by HQ Armour

Despite the economic downturn and heightened fears of the H1N1 Flu Influenza, NSmen from various NS units participated in a Combined Arms Command Post Exercise (CPX) led by HQ Armour in May. The 17-day exercise marked a key milestone in our Army's Transformation journey as several aspects of the 3<sup>rd</sup> Generation capabilities were tested.

Through this CPX, the new Command Post (CP) setup for manoeuvre unit HQs using Containerised CP was validated. With improved ergonomics, increased automation and advanced C4 (Command, Control, Communications, Computers) & ISR (Intelligence, Surveillance, Reconnaissance) systems, the HQs now have smaller footprints. They are readily deployable using less manpower and are capable of command and control operations round the clock.

COL (NS) Varma commented, "This CPX was, in many ways, a culmination of the efforts of several generations of Regulars, NSmen, NSF's from the various units. Through a combination of technological experimentation, coupled with the benefit of learning from each other, an effective HQ mechanism that provides a competitive edge was established."

The commitment of our NSmen in particular was highly commendable. LTA (NS) Chin Chee Whye, a Deputy Intelligence Officer (Dy S2) remarked, "It was difficult for most of us to be away during this period of economic uncertainty. But we knew that this exercise marks an important milestone for the manoeuvre fighting units to operationalise and test the new CP setup and hone our competency to collectively command and control operations. It is a worthwhile sacrifice."



The new CP's modular and integrated design, with its air-conditioned environment, facilitates better command and control, collaboration, and sense-making

CPT (NS) Pierre Chew from NS Bde HQ reflected on his learning journey, "The new CP setup and reduced manpower manning required jobs to be reshuffled and new procedures to be quickly established. It is heartening to see feedback taken seriously and suggestions for changes adopted."

LTA Tobbie Poh, a Signal Officer, extended his full-time NS obligation as he was actively involved in adapting the Transfer of Command (TOC) procedures to the new CP setup and its validation. He said "Success was possible only after weeks of hook-ups, trials, training, and hard work put in by the many dedicated participants. It gave me a great sense of fulfilment to be part of this important exercise and great partnership. I had gained much valuable learning experiences."

At the exercise closure, then Chief Armour Officer, BG Philip Lim remarked, "It is heart warming to see everyone working together round the clock with a common sense of purpose, to achieve mission success whilst ensuring force preservation and protection. This had been a great opportunity for Regulars, NSF's and NSmen to create shared learning experiences as they partner each other to move the exercise units towards greater heights."

In Conversation with CDF

Story by Marcus Ho / Photography by Jonathan Ong



LG Kuek sharing his wisdom with the junior specialists

Every month, Chief of Defence Force (CDF) LG Desmond Kuek hold an hour an a half dialogue session with a group of invited NSF's to better understand their sentiments and engage them on defence-related issues. Such sessions have invariably strengthened the NSF's' commitment to defence by allowing them to better understand the importance of National Service.

One such dialogue session took place on 25 May at the CDF Reception Room involving 15 first-year NSF specialists from the three services. Amongst the lucky few was 2SG Freddy Wong, Platoon Sergeant from 40<sup>th</sup> Battalion, Singapore Armour Regiment. "The session was definitely an eye-opener," he shared. "We touched on various topics but one of my biggest takeaways is to understand the significance of the SAF in

Singapore. In other words, without the SAF, Singapore wouldn't have achieved as much as it has today. Our nation needs a deterrent force to back us up."

Besides gaining a better understanding on the importance of national defence, the specialists were also given an insight into CDF's leadership role. 2SG Wong added, "During the session, we learnt that the CDF sees things from an organisation perspective. He went on to explain about how the three forces are working together and how we are becoming a more potent force. We also learnt about the many vocations within the SAF, and what they are all about. That would definitely be beneficial when we're working with other units and formations."

An ICT to Remember

Story by Marcus Ho / Photography by Wan Zhong Wei & Jonathan Ong

When 2SG (NS) Chew Wei Chieh returned to Singapore after completing his university studies in Australia, he was told that his NS unit's operational profile had been changed. Because of this, the training requirements had also changed. They were no longer required to undertake long route marches and undergo heliborne training. Instead, they would be training with armoured vehicles



2SG (NS) Chew believes that hard work will pay off eventually

to support their new operational profile. Upon learning this, the Operations Sergeant from 692<sup>th</sup> Battalion, Singapore Infantry Regiment (692 SIR) immediately realised that he had to start afresh, and learn everything all over again.

2SG (NS) Chew quipped, "When I heard these changes, I thought it was not going to be fun any more as we had to start from square one again. Nonetheless, we saw it as a new challenge and began training diligently."

The result? An impressive score of REDCON 2As in their Army Training and Evaluation Centre (ATEC) evaluation, which is the second best score any unit could achieve; a solid reflection of the unit's positive attitude, fighting spirit and sheer tenacity.

A Close Brotherhood

But it was not just about achieving stellar grades for the missions. The 1-week strenuous evaluation exercise amidst a 3-week long ICT also turned out to be a veritable testament to the unit's close brotherhood. "Our performance is a result of having very good teamwork within the unit," said MAJ (NS) Goh Chye Boon, Commanding Officer (CO) of 692 SIR. "Everyone did their parts well, and when that happens, it inspires others to do the same."

In addition, with an inspiring presence and strong emphasis on forging teamwork, MAJ (NS) Goh had performed exceptionally well during the ATEC evaluation, achieving an outstanding grade of REDCON 1. No mean feat indeed, and a true testimony of his great leadership. "I try to have informal conversations with the soldiers whenever I have the time," said MAJ (NS) Goh.

This was echoed by 2SG (NS) Chew who was heartened to see his CO returning back to Singapore just for his unit's ICT despite his heavy involvement in many overseas projects. He said, "The fact that he came back from overseas made us realise that even our leader, who is involved in so many duties in his civilian life, makes the extra time and effort to come back and lead the



V200s from 481 ASU showed their appreciation to the soldiers of 692 SIR by performing a vehicle salutation

unit. It got us thinking, 'if my CO can do it, why can't we?' He has truly won our hearts over."

2SG (NS) Chew also shared a memorable episode during the final moments of their exercise. "After the evaluation exercise, we were all tired and dirty. But instead of returning to our bunks, we waited for everyone to gather out in the field together for a 'celebration' to show our appreciation for one another. I could vividly remember that we were all cheering so loud. Our supporting crew, 481<sup>st</sup> Armoured Support Unit (481 ASU) joined in by doing a vehicle salutation. It was very meaningful, much more than ATEC's missions actually."



MAJ (NS) Goh is appreciative of the efforts and contributions by LTC Teo

Strong Partnership with Regular Corps

While a Commanding Officer plays an instrumental role to the success of a battalion, MAJ (NS) Goh also credited his unit's remarkable performances to the strong foundation built by his predecessor, LTC Teo Tak Kwan, who is currently in G2 Army. "LTC Teo has put in a lot of effort in ensuring that the right commanders were in the right place," MAJ (NS) Goh revealed. "He ensured that our training programmes were well-planned and his style of 'leadership by example' has



positively shaped not just me, but all of the commanders as well. Even when I'm busy with work, LTC Teo often lends a helping hand to attend to the affairs of the battalion."

COA Galvanises 692 SIR

On 20 May, Chief of Army (COA), MG Neo Kian Hong, visited 692 SIR amidst their preparation for the second mission of ATEC's evaluation exercise. For the soldiers of 692 SIR, COA's visit turned out to be a huge morale booster.

CPT (NS) Choy Chan Hong, S3, 692 SIR said, "COA's visit represented a very clear and strong signal of the recognition and support behind us. For that night he was there with us, both his discussions and presence gave us the encouragement to perform better for our ATEC's evaluation exercise."

Engaging Families and Employers of NSmen

Story by Marcus Ho / Photography by Chia Han Sheng

Whenever I have to attend In-Camp Trainings (ICT), my wife and children are often curious about what we as NSmen usually do," said 3SG (NS) Choo Ming En, Section Commander from 663<sup>rd</sup> Battalion Singapore Infantry Regiment (663 SIR), when asked to summarise his family's awareness of his roles during ICTs.

To help foster a better understanding on the roles of NSmen amongst families and employers, RECORD V (The fifth committee to Recognise the Contributions of Operationally Ready NSmen to Total Defence) visited the Infantry Gunnery and Tactical Simulator (IGTS) Centre at Pasir Laba Camp on 4 June, where the NSmen from 633 SIR were undergoing training. The event was graced by Minister of State for Defence, Associate Professor Koo Tsai Kee. They were joined by families and employers of the NSmen who took the opportunity during the visit to provide feedback to RECORD V on how to better engage NSmen during their ICT.

"I'm very thankful for this visit," said Mrs Choo Siew Fong, wife of 3SG (NS) Choo. "The IGTS has given me a better understanding of what my husband's missions are. I learned about the ways NSmen train and what they actually go through during their ICTs."

Mr Tetsuro Shibasaki, Managing Director of Sony Electronics (Singapore), who observed NSmen's ICT for the first time, commended our Army's state-of-the-art simulation systems. He revealed, "I tried the SAR21 at the Individual Marksmanship Trainer centre and I'm very impressed! The computer graphics are very good and everything is very high-tech."

RECORD was first convened in 1990 as a way of attaining feedback from NSmen, spouses and employers. Suggestions gathered during this visit, along with others received from earlier focus group discussions would be considered. Ms Indrane Rajah, Member of Parliament for Tanjong Pagar GRC, who chaired

the focus group with employers, revealed that recommendations will be released in a few months.



Commanding Officer of 663 SIR, MAJ (NS) Tan Yeo Tong guiding his employer, Mr. Shibasaki on the SAR21 simulation system at the Individual Marksmanship Trainer



# AHM

## Tips for Runners

Story by Marcus Ho / Photography by Wan Zhong Wei



Have you been training hard for this year's Army Half Marathon (AHM) on 16 August? Besides physical preparation, proper nutrition is equally important. For this, we have gathered some nutritional tips from Ms Ling Ping Sing, Senior Dietitian at the Changi General Hospital. Mr Christopher Song, Exercise Scientist from the Army Fitness Centre, also provided some recovery advice.

### Proper Nutrition

#### Carbohydrates

Your body requires sufficient carbohydrate before, during and after your exercise. Your daily carbohydrate requirements will depend on your training intensity. For recreational runners, it is recommended to consume five to seven grammes of carbohydrate per kilogramme of Body Weight (BW).

Good sources of carbohydrates that provide at least 30 grammes of them include:

- 300 millilitres of fruit juice
- 200 grammes of low fat yoghurt
- One slice of white bread with a tablespoon of jam
- Half a cup of low-fibre cereal with one cup of low-fat milk
- One small-sized pancake with a tablespoon of jam
- One roll of Chee Chong Fun with sweet sauce (no oil)
- One medium-sized baked potato
- One small lotus paste bun

#### Proteins

Protein is a key nutrient for runners as it helps in the production of new tissues and muscles. It also repairs the muscles damaged by distance running. Research has suggested that your daily protein intake should be between 1.2 to 1.6 grammes per kilogramme of BW for endurance running preparation. Studies have also shown that consuming a combination of carbohydrates and proteins after a training session promotes muscle recovery more effectively than just protein intake alone.

Below are some examples of protein and carbohydrate-rich food which are ideal for post-training consumption. Each of them provide at least 30 grammes of carbohydrates and 10 grammes of protein.

- 150 millilitres fruit smoothie
- Two slices of bread with 50 grammes of chicken-filling
- One small meat bun or red bean bun
- 200 grammes of fruit yoghurt

#### Fluids

Sufficient fluid intake will help to prevent heat injuries. Also, it promotes carbohydrate absorption which will improve your performance. Heat injuries occur when your fluid intake is unable to match your sweat loss.

To enhance your performance, you need to constantly rehydrate your body with fluid before, during and after your run. For low-intensity exercises that are shorter than 90 minutes, plain

water is the best replacement fluid. However, when the intensity and the duration increases, sport drinks such as 100PLUS and H2O are better replacement fluids, since they help to replenish salt losses and reduce urine production.

### Recovery after training

#### Sports Massage

Sports massage is a type of Swedish massage that stimulates circulation of blood and lymph fluids. It assists in relieving muscle soreness by removing metabolic waste. Recovery massage lasts between 30 minutes and an hour, performed at a relaxed tempo with emphasis on the stressed areas.

#### Cold Treatment (Cryotherapy)

Cold treatment is the application of ice to lower the temperature of injured areas. This will slow down the rate of chemical reactions, thus reducing pain and muscle spasms. For fast results, apply cold treatment immediately after training for 20 minutes to two hours, depending on the level of soreness.

#### Heat Treatment

Heat treatment will encourage healing by dilating the blood vessels and increasing blood flow. This results in quicker delivery of nutrients for recovery from muscle soreness. Moist heat packs, saunas, steam-baths and heat lamps can be used for about five to 20 minutes. However, it is important to note that you should wait six to eight hours after training before applying heat.

#### Contrast Baths

Alternating between cold and hot treatment has been shown to be very effective in reducing muscle spasms and pain. Changes in the blood vessels from vasoconstriction (cold) to vasodilation (heat) cause a "pumping" action in the muscles which helps to speed up waste removal and nutrient delivery. Methods include soaking your lower limbs in cold water followed by warm water or using the shower instead, alternating between cold and hot. It is recommended to start and end with cold treatment, keeping one complete session to no longer than 20 minutes. For example, you could start with two minutes of cold treatment followed by six minutes of heat treatment, and repeat this cycle about three to four times, ending with cold treatment.

be ploughed back to their lives as soldiers. 1SG Lim said. "In our basketball team, we try not to let ranks get in the way. The younger players are encouraged to be spontaneous and speak up whenever they feel that they could suggest something or there is a certain flaw in our tactic."

The SAFSA Basketball Team's tremendous effort in the Grand Finals truly epitomised the fighting spirit of the SAF. Army News congratulates the team and wishes them the best of luck in the next season.



# Spiral Development Explained

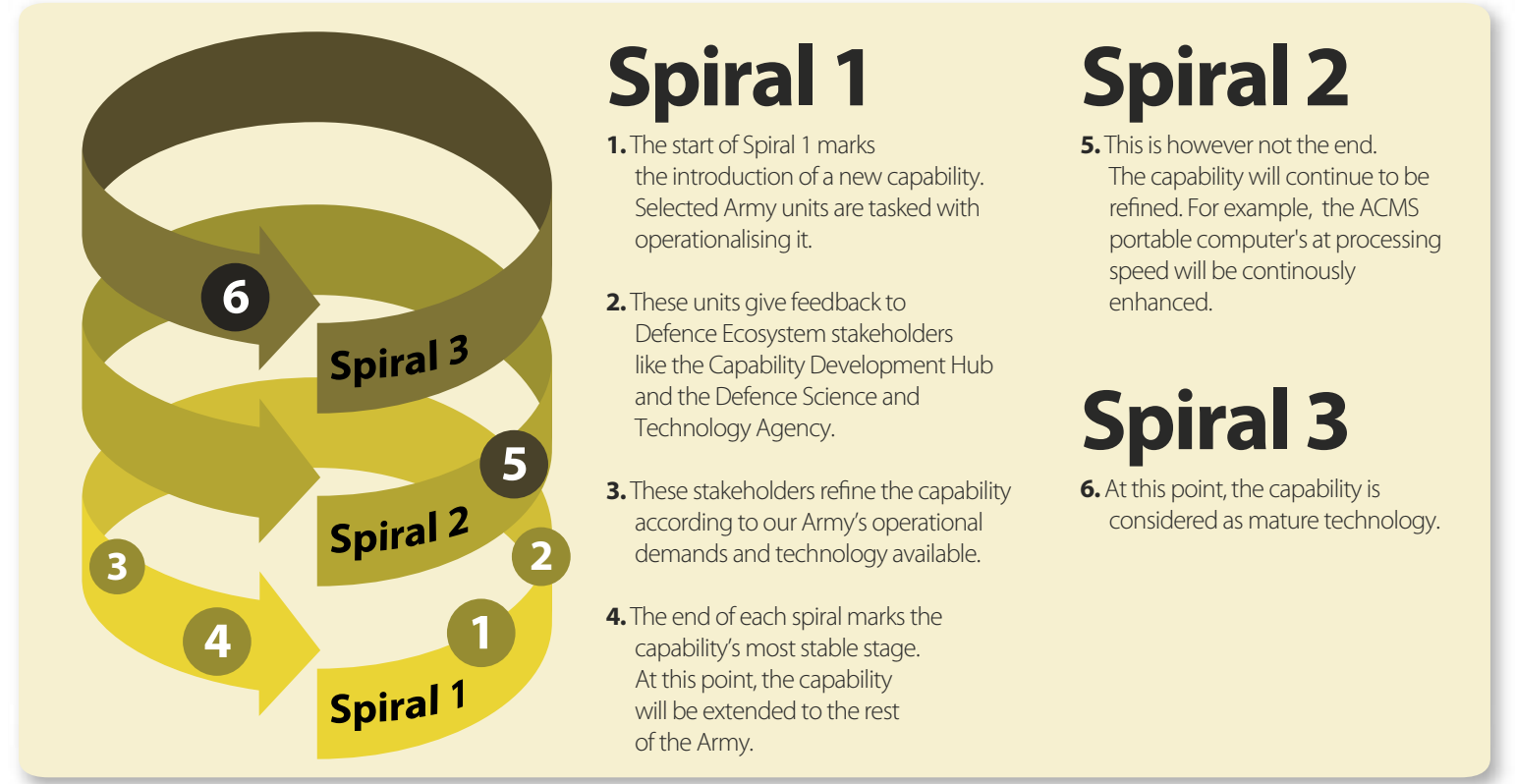
Text by Chia Han Sheng / Diagram by Jonathan Ong

A head mounted display with satellite images. Cameras mounted on each rifle. A portable computer which controls the entire network. This is the set-up of the 3<sup>rd</sup> Generation Urban Warrior equipped with the Advanced Combat Man System (ACMS). As we consider the technological advances of such a system, one might wonder,

"How was this capability developed? Will it continue to be refined? Will all infantry soldiers be trained in it?"

Military technology and the capabilities it brings are ever advancing. With innovative ideas frequently pushing scientific boundaries, it is essential that our Army

stays relevant by rapidly operationalising and refining state-of-the-art capabilities. However, this need to stay relevant must be balanced with prudent and long term investment. As depicted below, the Spiral Development Approach caters to these needs, ensuring consistent investment while rapidly developing new capabilities.



# Customs and Traditions

## Military Dining-in

Text by Marcus Ho / Photographs from 72/08 Infantry Officer Cadet Course Dining-in

### Origins

The origin of many of our customs and traditions can be traced back to the earliest warriors. Military Dining-in is one such tradition that has its roots as way back as the days of the pre-Christian Roman Legions. Since the inception of the Roman military in 800 BC, military commanders often held massive banquets to honour soldiers for their victories. During these celebrations, past feats were remembered and booty from recent conquests was paraded.

This tradition was eventually spread to ancient England by Roman and Viking warriors, and since then has evolved to its modern form. The Dining-in custom became increasingly



formalised after the first officers' mess was established in the eighteenth century.

Today, Military Dining-in is a formal function which is held in units to celebrate special occasions such as a unit's anniversary. It also provides an occasion for soldiers to foster team morale and esprit de corps.

### Attire

As Military Dining-in is considered a formal event, attendees are to wear the Mess Kit (No.2 Dress). Miniature medals are also worn in accordance with the SAF Dress Regulations.

Civilian guests may also be invited on special occasions, and their attire would be Lounge Suit and Evening Dress for men and ladies respectively.

**Posting of Colours**  
One of the highlights of Dining-In is the Posting of Colours. This is one of the occasions during which



Passing On The Baton		
APPOINTMENT	INCOMING	OUTGOING
CO 42 SAR	LTC BOO CHIN TUAN	LTC GOH HAN THONG
CO SOTSC	MAJ TAN ENG HU SIMON	LTC KOH SOON HENG ERIC
RSM SOTC	1WO THOMAS KWAN WAI CHOONG	1WO SELUASUNDRAM S/O NAGALINGAM
RSM TPT HUB(WEST)	1WO HOGAN DAVID GEORGE	MWO SU-HAIMI BIN SAPARI
ISM ITI	MWO TAN SIAK HWA	MWO ERROL NANAYAKARA

# SAFSA Crowned NBL Champions

Story by Marcus Ho / Photography by Wan Zhong Wei

One point. That difference was how close the score was during the Grand Finals of National Basketball League (NBL) Division 1. The finals saw the SAFSA Basketball Team defeating 5-time consecutive champions, Home United Basketball Club with a score of 64 to 63 on 17 May at the Singapore Basketball Centre.

This victory marked the very first time that the SAFSA Basketball Team had clinched the championship title of NBL Division 1, which is billed to be the most competitive basketball league in Singapore. For 1SG Derrick Lim, the team's Assistant Coach, and a veteran player in the scene, winning the NBL Division 1 could not feel any better. "I've been playing actively in this league for a long time and I've managed to achieve everything but the championship title," he said. "All I wanted was to win the league, so this victory comes as a very significant one to me and the team."

While the championship title is a testament to the team's high level of fitness and sporting abilities, many of team's traits such as their fighting spirit and self-discipline are drawn from their time serving in the military. 1SG Lim added, "One thing that the Army has taught us is fighting spirit. During the Grand Finals, we never give up even though we were trailing by huge margin of 18 points during half-time. Everyone in the team

was encouraging each other not to give up even though we were losing badly. In the end, we managed to catch up with Home United's score and win the match.

"The other lesson that the Army has taught us is self-discipline. Since our team is made up of regulars, NSFs and NSmen from tri-services, we can't set the attendance for our weekly trainings as compulsory. Yet, most of us still turn up every week and train for the entire night, even to the extent that the storemen had to stop our practice so that he could go home!"

Furthermore, the experience of competing in NBL Division 1 has provided the players many invaluable lessons that could

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

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If you have any articles to contribute or suggestions about our newsletter, contact us at: [armynews@starmet.gov.sg](mailto:armynews@starmet.gov.sg)

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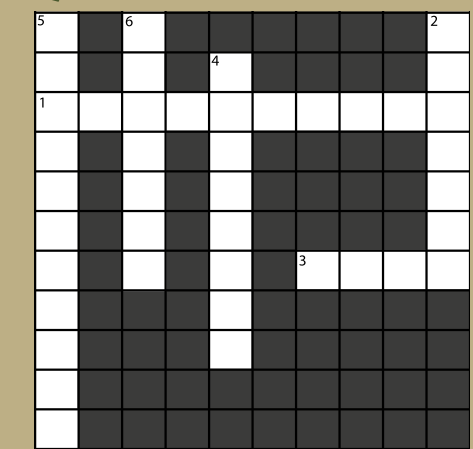
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### Quiz Of The Month - MAY / JUN

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

**Q:** Closing Date : 11 August 2009



#### Across

1. The Special \_\_\_\_\_ Task Force combines elite personnel from the Special Operations Force and Naval Diving Unit.
3. The prototype of Robo-\_\_\_\_\_ is currently able to carry up to 100 kilogrammes of payload.

#### Down

2. One of the ways to recover from muscle soreness is through sports \_\_\_\_\_.
4. The second key thrust of WOSPEC is "WOSPECs leading and \_\_\_\_\_ other WOSPECs".
5. \_\_\_\_\_ was the first joint exercise that SAF had with the PLA.
6. Recruits pass through \_\_\_\_\_ scanners at the SAF Ferry Terminal.

Rank / Name:

Unit:

NRIC:

Email:

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](mailto:armynews@starmet.gov.sg).
5. Prizes not collected within a month of notification will be forfeited.

#### MAR / APR Quiz

1. Falling
2. Responsible
3. Everest
4. Defence
5. Experts
6. House

#### MAR / APR Winners

- 1) LTA (NS) GAN WEN JIA
- 2) 3SG (NS) KUAY HUI PIN
- 3) MR TED SOO HENG
- 4) CPL ZHANG KANGXI
- 5) LCP CHUA JONATHAN CLIFFORD

NRIC: Sxxxx988C  
NRIC: Sxxxx204E  
NRIC: Sxxxx280E  
NRIC: Sxxxx666H  
NRIC: Sxxxx817E

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



## AOH 2009 : Coming Soon

Story by Marcus Ho / Photography by Wan Zhong Wei

Resort Worlds on Sentosa will open in 2010. But you don't have to wait till then to experience great thrills and excitement! Come to the Army Open House (AOH) which will be held from 3 to 7 September. Best of all, it is absolutely FREE! AOH 2009 is organised along the seven "Worlds" spread out within Pasir Laba Camp. Depending on your interest and inclination, there is definitely something for everyone.

For action seekers, **Battle World** must rank high on their to-visit list. Back by popular demand, the Combat Safari Ride will provide visitors with a rare opportunity to experience the exhilaration of riding armoured vehicles such as the BIONIX Infantry Fighting Vehicles and BRONCO All Terrain Track Carrier. Along the way, test your ability to spot mannequins donned in the new SAF pixelised uniforms.

Military buffs will enjoy **Combat World** which will offer visitors a 3D simulated battlefield experience and demonstrate how our Army exploits its integrated fighting capabilities. To complement this virtual experience, Combat World's Battle Cry station will provide a more physical challenge, allowing visitors to do battle with M-16 propelled paint-ball guns.

**Action World** promises to wow audiences with two main shows that will demonstrate our Protection of Installation (POI) and Urban Operations capabilities respectively. In another more light-hearted show, be entertained by performances from the Red Lions, Military Police Command, Military Band and K9 dogs.

If you enjoy stage performances, games and festivities, **Fun World** is the place to be in. Visitors can purchase selected soldiering items at the SAF's E-Mart and savour the best of Singapore Food Industries at the 'Tuck Shop'.

See you there!

For more information, visit the AOH 2009 website on the Internet at [www.mindef.gov.sg/aoh09](http://www.mindef.gov.sg/aoh09)



### The fun and learning continue at these other Worlds:

**Mission World :** Learn about the wide range of operations undertaken by the SAF with the aid of interactive mock-ups

**Future World :** See how the SAF will continue to harness science and technology to maintain its fighting edge. Experience them first hand in a gaming corner.

**Our World :** Be touched by the Army's intimate connection with our lives, culture and history. Visit to the Army Museum of Singapore included.



We, the citizens of Singapore  
pledge ourselves as one united people,  
regardless of race, language or religion,  
to build a democratic society,  
based on justice and equality,  
so as to achieve happiness, prosperity and  
progress for our nation.

## THIS IS THE MOMENT.

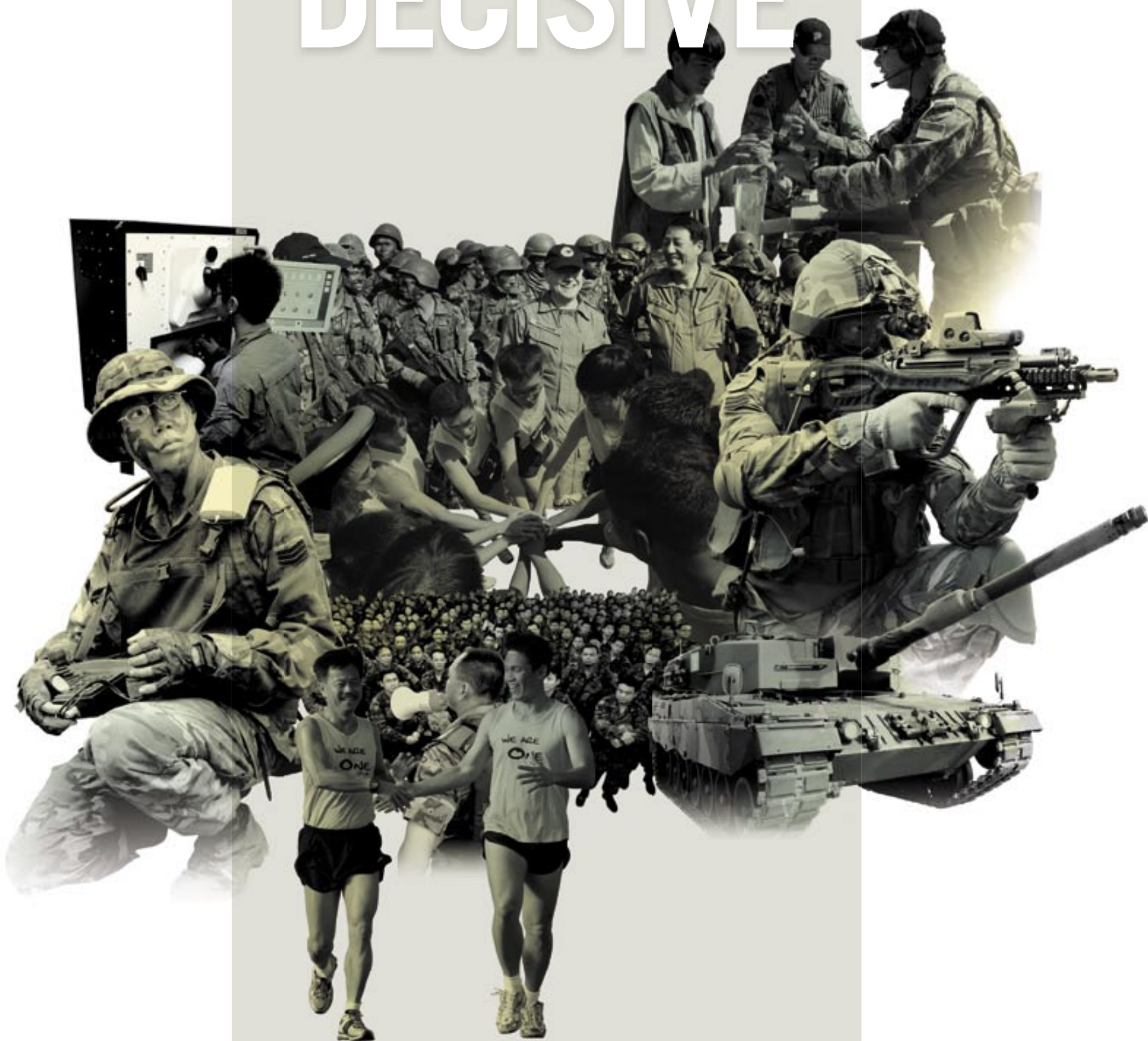
THIS NATIONAL DAY, WHEREVER YOU ARE,  
JOIN US FOR THE 'PLEDGE MOMENT,'  
WHEN EVERY SINGAPOREAN COMES TOGETHER  
TO SAY THE PLEDGE IN ONE VOICE.

8:22PM 9 AUGUST 2009





# READY RELEVANT DECISIVE



OUR ARMY  
ANNUAL REVIEW  
WY 08/09  
DELIVERING THE NEXT LAP







In WY08/09, our Army focused on completing the first spiral of development necessary for our 3<sup>rd</sup> Gen transformation. New capabilities were developed and rapidly delivered to enable our Army to prosecute full spectrum operations. With urban warfare becoming an ever greater threat, many efforts were made to improve our urban capabilities.

As we operationalise the 3<sup>rd</sup> Gen Army, we must continue to leverage on our people who are our competitive edge. Our Army continuously develops our people through reviewing our organisational structure, engendering our people's commitment to defence and improving work processes. A reflection of these advancements can be seen in the implementation of the Specialist Cadet Rank which gives recognition to our servicemen and also instills a sense of pride in them.

Interaction with foreign defence partners remains vital and beneficial to the sharing of operation experiences, research & technology and training space. It also reinforces our image and status as an

internationally networked army. The Enhanced Career schemes and Military Domain Expertise scheme will also be implemented to draw and retain talent.

This publication aims to give an overview of our past year's accomplishments and highlights the achievements of our people in our journey to become a World Class Army.

**MG Neo Kian Hong**  
Chief of Army

# ACHIEVING MISSION SUCCESS

Our Army has successfully conducted a wide spectrum of operations, reinforcing its credibility as an effective and capable force.

## A World Class Army - Ready, Relevant and Decisive in service to our nation

"World Class" communicates our desire to inspire trust and confidence in our operational readiness and cutting edge capabilities. We are respected as competent operators and thoughtful leaders of staunch character.

"Ready, Relevant and Decisive in service to our nation" communicates our Army's readiness to answer the call of duty. We are relevant and adaptable to the changing threat environment and emerging demands. We are flexible in peace and decisive in war.



## Mission Ready



## Relevant



## Decisive



# OVERSEAS MISSIONS



## Reconstruction Efforts & Humanitarian Aid in Afghanistan

With the aim of boosting healthcare standards in Afghanistan, our servicemen were deployed in Bamiyan to train local healthcare workers and construct the Regional Health Training Centre. Another team facilitated humanitarian aid distribution and provided medical care for both coalition and local Afghan forces. The National Support Element team also helped coordinate logistics deployment with coalition partners.



## Peace Monitoring in Nepal

During the deployment, our servicemen oversaw a successful cease-fire and peace process which contributed to the smooth execution of the nation's 1<sup>st</sup> democratic elections.



## Peace Keeping in Timor Leste

MAJ Ng Chion Chye and MAJ Ravichandran Govindasamy supported the UN mission in Timor Leste which focused on national reconciliation, restoration and the maintenance of public security.

# LOCAL OPERATIONS

Our Army continues to cooperate with Home Security Agencies to ensure security for both national and international events held locally.



## Manhunt for Terrorist Leader

The Army worked in partnership with the Singapore Police Force's (SPF) search effort for Mas Selamat Kastari, who was recently captured.

## Protection of Key Installations

Our Army continues to play a key role with the Home Security Agencies in protecting Singapore's key economic installations from potential terrorist attacks.



## National Day Parade

Our Army successfully orchestrated NDP 08, with its roles ranging from upholding security at the event to conducting the Parade. This demonstrated its effectiveness in organising nationwide events.

## 41<sup>st</sup> ASEAN Ministerial Meeting (AMM)

The Army managed the security for the 41<sup>st</sup> AMM, which is the follow-up of the ASEAN Summit held in 2007. The event promoted regional economic stability and security.

## Shangri-La Dialogue

Our Army's meticulous and effective security management was crucial to the smooth conduct of the region's key event for defence and security diplomacy.

## F1 Singapore Grand Prix

The Army supported the SPF in the security operations for the F1 Singapore Grand Prix 2008, ensuring the smooth execution of the event.



# DELIVERING OUR 3<sup>rd</sup> GEN TRANSFORMATION



## CAPABILITY DEVELOPMENT

### Operationalising Our Leopard Main Battle Tank

Our Army first took delivery of its Leopard 2A4 Main Battle Tanks in 2007. Within less than two years 48<sup>th</sup> Battalion, Singapore Armoured Regiment's 1<sup>st</sup> and 2<sup>nd</sup> Company have turned operational having completed platoon and company live-firings in Exercise Wallaby and Ex Panzer Strike respectively. 3<sup>rd</sup> Company will be turning operational later this year, underscoring our Army's ability to rapidly raise our latest armoured capability.

### Precision Fires

With the completion of the HIMARS Core Group Training in the US, our Army is one step closer towards operationalising our latest Precision Fires capability.

The Army also operationalised the Division Strike Centre which enhances our ability to execute integrated precision fires.

### Precision Information

Our Army delivered the new 3<sup>rd</sup> Gen Command Posts and Command, Control and Information System to enhance situational awareness and facilitate decision making.

At the ground level, the Advanced Combat Man System (ACMS) provides soldiers with greater battlefield awareness and allows them to call for higher echelon fires. This ability to tap on a wider information network and fires allows a significant leap in our integrated fighting capabilities.



### Personnel Equipment Enhancements

The Load Bearing Vest, Integrated Body Armour and ACMS increase our soldiers' survivability, situational awareness and operational effectiveness. They also boost their confidence in close-quarter firefights such as Urban Operations. The pixelised design of the new combat uniform provides our soldiers with excellent camouflage during operations.

## COMBAT SERVICE SUPPORT

### CSSCOM Integrated HQ

The physical co-location of CSS elements, namely, Supply, Transport and Maintenance & Engineering Support (MES) in one common location will increase effectiveness, enhance decision making and strengthen operational readiness



### Integrated Transport Management System

This digital system allows for real-time visibility and Command & Control over transport resources, thereby enabling optimal support across a full spectrum of operations.

### MES – Maintenance Services for SAF

The SAF's wheeled vehicle maintenance was centralised under our Army Maintenance Bases, thereby improving serviceability and increasing operational effectiveness.

### CSS Capability Development

Fast and effective medical support is of utmost importance to our soldiers in the field. Our Army's field medical support was therefore transformed through the modernisation of medical equipment e.g. the upgraded Main Support Areas and combat ambulances. Enhanced paramedic training also upgraded our paramedics' skills and proficiency.

### Benchmarking and Accreditation

#### Medical

The Army Medical Services formed a tripartite partnership for paramedic training with the Justice Institute of British Columbia and Nanyang Polytechnic. This partnership benchmarks our training practices with professional industry standards.

#### Training

The Army Logistics Training Institute was accredited as an 'Approved Training Organisation' by the Workforce Development Agency (WDA). The collaboration with the WDA aligned the accreditation of our CSS courses to compatible industrial competencies.

#### Transport

With the aim of enabling NSF's to harness skills for employment beyond their NS life, NSF transport operators who meet stipulated requirements can convert their military driving licences to civilian Class 4 driving licences upon fulfilling the necessary requirements.

## TRAINING



### Murai Urban Training Facility

In order to stay relevant and effective in an increasingly urbanised battlefield, our Army operationalised the Murai Urban Training Facility which offers a realistic training ground for Urban Operations.



### Infantry Gunnery Tactical Simulation (IGTS)

The IGTS is an example of how our Army constantly leverages on technology to provide realistic and challenging training for our servicemen. It allows commanders to hone their tactical decision making abilities while troops hone their weapon proficiency under realistic simulated conditions.

### Medical Training

Our SAF medics attended training courses in Nanyang Polytechnic where they practised new skills and learnt from best practices.

### Air-Land Integration

The SAF's vision of fighting as an integrated force took a huge step forward with the involvement of Leopard Tanks, Apache Attack Helicopters, Unmanned Aerial Vehicles and Light-weight Howitzers in an integrated live firing exercise in Ex Wallaby 08.



### Army Safety Board

The Army Safety Board strengthens the safety governance structure within the Army for greater control and synergy. It advises on issues related to safety management, safety guidelines and risk acceptance.

### Accreditation of Safety System

The Army's Safety System was re-certified as Occupational Health and Safety Assessment Series 18001:2007 (OHSAS 18001:2007) compliant in WY08. This internationally recognised accreditation greatly affirms the Army's commitment to organisational excellence and recognises its highly professional safety standards and systems.

### Expanding Training Space

Our Army signed Training Agreements with the US, India and Germany to increase training opportunities for our troops. These areas provide the necessary terrain and space for our diverse training requirements.

### Auditing NS Ops Readiness

The NS Operation Centre was established to track and analyse NS performance indicators across the SAF. This provides greater clarity and visibility of NS affairs and enables the development of strategies to improve NS affairs.





# OUR PEOPLE, OUR EDGE

Our people are our competitive advantage and the key to realising our Army's full potential. We continually seek to improve our

HR practices and deepen engagement to build a professional and dedicated workforce.

## Excelling in Professional Courses/Events



Demonstrating their parachuting prowess, our SAF's Red Lions Parachuting Team from the Commando Formation clinched 1<sup>st</sup> place at the 12<sup>th</sup> Asiana Four-way Formation Sky Diving competition. The team also clinched the 1<sup>st</sup> Runner's up position in the 1<sup>st</sup> Fujairah International Open Category Four-way Formation Skydiving.



**Award Winners**  
LTC Ang Soon Leong, Best Course Participant and in Commandant's List at MAF Defence College Course

MAJ Goh Si Hou, Distinguished Graduate Award at the US Marine Corps Command and Staff Course

MAJ Lim Lee Khan, Kennedy, Most Outstanding Overseas Officer and MAP prize winner, at New Zealand Command and Staff College Senior Staff Course

MWO Teo See Keong, Certificate of Commendation at the US Army Sergeant Major course

## Excelling in Sports

### Ultra Ironman Triathlon



Battling sleep deprivation and cold weather; and enduring hours of unending racing (running 126.6km, swimming 11.4 km and cycling 540 km), LTC Jack Lau became the second Singaporean to complete an Ultra Ironman Triathlon, held in Lensahn, Germany.

### 100-km Mongolian Sunrise to Sunset Ultra Marathon



Bashing through dense vegetation, enduring hailstones and running at high altitudes, Ms Jasmine Wong, Head Physiotherapist from HQ AMS, became the first Singaporean female to complete the 100-km Mongolian Sunrise to Sunset ultra marathon. She came in second for the women's category with a timing of 18 hours and 40 minutes.



## Fitness Culture - Army Half Marathon 08

AHM is our Army's signature fitness event. It demonstrates our strong fitness culture and encourages both servicemen and the public to adopt a healthy lifestyle.

## Recognising Our Specialist Cadets as Leaders of Men



The Specialist Cadet Rank is a visual symbol of the cadets' status as commanders-in-training and also serves as a constant reminder of the SAF's values, attitudes and professionalism.



*"This highlights the increasingly magnified role of each and every one of our WOSPECs. The Specialist Cadet rank is then, a fine reflection of the holistic development and transformation that our Corps undergoes."*

SWO Jeffrey Chung,  
SAF Sergeant-Major



*"With the Specialist Cadet Rank, our Specialists will be given the recognition of their evolved role, instilling in them a sense of pride and in turn, motivating them to give of their best in leading their men."*

SWO Joseph Koa,  
Sergeant-Major of the Army

## SAF Group Term Life Insurance Scheme

To recognise our servicemen's contributions and to look after their welfare, the SAF implemented a compulsory opt-out SAF Group Term Life Insurance for our servicemen. NSF's can use the increase in allowance to pay for the insurance premiums.

## Grooming NS Leaders



The inaugural Army NS Recommending Board was convened to identify deserving NSmen for Promotion, Awards of State and nomination for professional courses. This is a systemic process to identify, groom and develop NS leaders for key appointments.

## Enhancements to NS Unit Cohesion Funds

Building strong bonds within our NS units is critical for engendering commitment to defence. The enhanced NS Unit Cohesion Fund provides greater flexibility for NS Unit Commanders to plan for cohesion activities to build team work and commemorate unit milestones.

## We Salute You!

Best Unit Award Recipients 08/09

### Best Armour Unit



42<sup>nd</sup> Battalion,  
Singapore Armour Regiment

### Best Combat Unit



1<sup>st</sup> Commando Battalion

### Best Infantry/Guards Unit



3<sup>rd</sup> Battalion,  
Singapore Infantry Regiment

### Best Artillery Unit



23<sup>rd</sup> Battalion,  
Singapore Artillery

### Best Combat Support Unit/ Best Engineers Unit



39<sup>th</sup> Battalion,  
Singapore Combat Engineers

### Best Combat Service Support Unit



3<sup>rd</sup> SAF Transport Battalion

### Best Signals Unit



3<sup>rd</sup> Signal Battalion



# NETWORKING WITH OUR PARTNERS

Our Army has maintained a network of foreign defence partners to achieve the goals of continued peace and stability, as well as to strengthen bilateral and multilateral defence cooperation.



## Engaging Our Partners

Our Army continued to participate in various exercises, professional exchange programmess and army staff talks with key military partners such as Brunei, Thailand, Australia, New Zealand and the U.S. These bilateral engagements with our key defence partners also opened up new avenues for quality training exchanges through the transfer of knowledge and attendance of professional courses, seminars and workshops.

	<i>Bilateral Exercise</i>
<i>Malaysia</i>	Ex SEMANGAT BERSATU
<i>Indonesia</i>	Ex SAFKAR INDOPURA Ex CHANDRAPURA
<i>Thailand</i>	Ex KOCHA SINGA
<i>Brunei</i>	Ex MAJU BERSAMA
<i>India</i>	Ex BOLD KURUKSHETRA Ex AGNI WARRIOR
<i>US</i>	Ex TIGER BALM Ex VALIANT MARK

A multilateral exercise, Ex COBRA GOLD, involving Thailand, the U.S. and Singapore was conducted to co-ordinate planning efforts, fostering greater security and enhancing the inter-operability among participating nations.

Ex SUMAN WARRIOR also demonstrated our Army's close ties with Armies under the Five Power Defence Arrangement (FPDA), namely the U.K., Australia, New Zealand, Malaysia and Singapore. Formed in 1971, the FPDA plays an important role in maintaining our regional security architecture.

Exercises such as Ex SEMANGAT BERSATU (Malaysia), Ex SAFKAR INDOPURA (Indonesia), Ex TIGER BALM (US), Ex BOLD KURUKSHETRA (India), Ex THUNDER WARRIOR (New Zealand) and Ex WALLABY (Australia) have provided our Army with valuable training opportunities to benchmark our systems and capabilities with our defence partners.



## Fostering Defence Relations

Our Chief of Army's introductory visits to India, Germany, Vietnam, CONUS and South Africa paved the way for further bilateral interactions in areas such as training, knowledge sharing and technology collaboration. Our Army also recognised the strong multilateral ties with our defence partners by conferring the Meritorious Service Medal (Military) on Gen Anupong Paochinda, Commander-in-Chief of the Royal Thai Army and LTG Hans-Otto Budde, Chief of Staff, German Army.

## ASEAN Regional Forum Defence Dialogue (ARF DD)

The ARF provides an opportunity for members to build on trust and knowledge in order to contribute to peacekeeping and planning efforts. It also forges closer co-operation in areas of common interest.

## ASEAN Chiefs of Armies Multilateral Meeting (ACAMM)

The 9<sup>th</sup> ACAMM was held concurrently with the 18<sup>th</sup> ASEAN Armies Rifle Meet in Philippines. The event brought the ASEAN armies' senior leaders together to discuss issues on terrorism, transnational crime, maritime security and plans for defence cooperation.



## International Lessons Learned Conference (ILLC)

The ILLC 2008 allowed participants from 14 countries the opportunity to share experiences on Operationalising Lessons Learned Systems. The successful organisation and participation in the conference enhanced our international standing as a modern and learning Army.

# COMMITMENT TO DEFENCE

The Commitment to Defence of our servicemen is predicated upon the support they receive from their family and the society. It is therefore necessary to engage the wider group of stakeholders who will influence our serviceman's C2D in their NSF-NS cycle.

## Launch of Army Television Commercial - The Steel Within



Professional, disciplined and well-trained in the fundamentals of war fighting, our soldiers can stand their ground and accomplish any tasks assigned. These attributes epitomise the character of our Army. The quality of "steel" in our soldiers remains relevant to the success of our Army.

## National Day Parade



NDP 08 celebrated yet another year of independence with the theme "Celebrating the Singapore Spirit." Organised by the SAF, the nationwide event demonstrated the progress of our nation and instilled a sense of pride within all Singaporeans.

## Administrative Excellence

The Army HR Hub was reorganised into a 3-tier concept to better direct, design and deliver, and diagnose HR initiatives. The establishment of the MINDEF/SAF HR Services Centre, Div HR centres and Camp Admin Centres contributed towards the Army's drive for administrative excellence.

## C2D Camp Visits

Our Army seeks to strengthen Societal and Organisational support for National Service and engender their C2D through regular public engagement. Our Army conducts C2D Camp Visits for groups such as the Advisory Council on Community Relations in Defence, PRs, New Citizens, Pre-enlistees and Educators.

## Army Commanders' Seminar – Engaging NSmen



The Army Commanders' Seminar was a key platform for the Army to share organisational, personnel and NS training issues. It allowed our commanders to collectively derive a shared perspective in addressing these areas as we strive towards A World Class Army.

## Singapore Day at Melbourne

The SAF participated in Singapore Day 08 which was held in Melbourne. Thousands of Singaporeans living abroad gained a glimpse of the 3<sup>rd</sup> Gen SAF and our transformation journey.

## Individual Development Process (IDP)

The Training Hub's inaugural IDP Workshop for Supervisors (IWS) kicked off our Army's IDP implementation efforts. The IWS prepares Army leaders to engage their subordinates in continuous learning and leadership development.

## Display of Professionalism



2LT Kok Khew Fai demonstrated the core values of Professionalism and Care for Soldiers when he used his body to protect his trainee from a grenade explosion.

## Emphasising Human Capital Development

The Accredited Continuing Specialist Programme was launched to develop our people to be 'deep specialists' in the training community by keeping abreast on the latest technologies, knowledge and best practices. Participation in the programme will culminate in diplomas, degrees, and other types of academic certification.

## Strengthening Partnership with Employers

Our Army's employer outreach continues to strengthen relationships with business associations such as the Association of Small & Medium Enterprises, the Singapore Manufacturers' Federation and the Singapore National Employers' Federation.

## NS Service Quality Excellence & Singapore Human Resource Institute (SHRI) accreditation

The NS Service Quality Excellence 3-P framework which includes formalised training, Service Quality Process ISO certification and accreditation with SHRI was formed. In addition, an audit framework was developed to measure the success with the support of an IT project to equip key touch point areas (Eg. front desk and call centres) with audio/video recording for post-action reviews and service quality training.

## DNSA's Dialogues

The quarterly DNSA dialogues allowed SAF senior leadership to reach out and engage NS Key Appointment Holders (KAH) in an informal setting. Through the dialogue, NS KAHs were apprised on the latest developments and changes in NS policies. They were also encouraged to share different perspectives on issues raised.

## Total Defence Award

The annual Total Defence Award accords recognition to employers who have implemented pro-NS HR initiatives and demonstrated commitment and support for National Defence.

## Recognising our NSmen



To provide greater recognition to NSmen and strengthen employers' support, RECORD IV recommended informing employers of their NS employees' achievements in the SAF and the qualities/skills that they have acquired.



# THE WAY AHEAD

Moving forward, our Army will continue to maintain operational readiness and optimise our capabilities to prosecute full spectrum operations.

## Achieving Mission Success

### Expanding Operations Capability

Three Task Force Headquarters will be established as Executive Agencies. These agencies will be responsible for the tactical planning and command of local and overseas operations.

### Local Security Operations

Our Island Defence Task Force will serve as the overall headquarters to manage all local security operations. This includes functioning as the inter-agency body between the SAF and the Ministry of Home Affairs.



### Counter-Terrorism-Related Operations

The amalgamation of our counter-terrorism community into the Special Operations Task Force, promulgates an effective and efficient approach to counter-terrorism related operations.



### Overseas Deployment and Missions

The Joint Task Force monitors and coordinates all overseas' deployment and missions. This includes preparing our servicemen for Humanitarian Aid, Disaster Relief and Peace Keeping operations.

### Operationalising Our 3<sup>rd</sup> Gen Army

#### Army Leadership Development Strategy - LEARNet

Interactive digital content for the 3<sup>rd</sup> Gen soldier will be rapidly developed and made accessible online. Chatrooms and communities of practice will also become a norm. Furthermore, LEARNet also allows users to create new knowledge in real-time, keeping other users up to date with the latest information.

#### Operationalising Precision Manoeuvre

Our Army's Precision Manoeuvre and Urban Operation capabilities will take a significant step forward when our Infantry Battalions begin training as IFV (Infantry Fighting Vehicle) based motorised units. 48 SAR's attainment of a Fully Operational Capability status will add a decisive edge to our 3<sup>rd</sup> Gen Armour capabilities.

#### Operationalising e-TEAM for More Effective NS Management

The e-Training Evaluation, Administration and Management System (e-TEAM) is a computerised platform for NS training records. It will facilitate trend analysis for more effective NS training management. Units and training institutes will leverage on the integrated features of the e-TEAMS to facilitate training program planning during the NS training cycle.

#### NS Training Excellence

Our NSmen's time back at ICT must be optimally utilised to ensure the highest standards of operational readiness. The NS training system, syllabus and structure will thus be reviewed to ensure greater relevance and optimal time usage.

#### Operationalising Precision Fires Capabilities

Precision Fires Capabilities using tightly integrated air and ground shooters such as the High Mobility Artillery Rocket System (HI-MARS) and will be deployed during Ex Forging Sabre 09.

### Medical Transformation

The 3<sup>rd</sup> Gen Army medical support will see a further transformation in field medical capabilities and the medical corps.



### Networking with our Partners

#### Ex NORTHSTAR VII

Ex NORTHSTAR is a civil emergencies exercise which tests the SAF's inter-operability with homefront agencies such as the Singapore Police Force and the Singapore Civil Defence Force. This exercise will simulate the Mumbai terrorist attacks and will demonstrate our Army's operational readiness.



### International CBRE Operations Conference

Our CBRE DG will be jointly organising the 6<sup>th</sup> Singapore International Symposium for Protection against Toxic Substances/2<sup>nd</sup> International CBRE Operations Conference with DSO National Laboratories. A full spectrum of topics on the technical and operational aspects for CBRE issues will be discussed.

### Integrated Training with Defence Partners

Our medical teams will be training with the Netherlands Armed forces and the New Zealand Defence Force for further deployments in Afghanistan.



### Special Forces Commanders Conference (SFCC)

HQ Cdo will be organising the SFCC 09 in conjunction with the 19<sup>th</sup> ASEAN Armies Rifle Meet and the 10<sup>th</sup> ASEAN Chiefs of Armies Multilateral Meeting. Topics such as maritime counter-terrorism and counter-insurgency operations will be discussed to improve knowledge and future collaborations on such operations.

### ACAMM X

Our Army will be hosting the 10<sup>th</sup> ASEAN Chiefs of Armies Multilateral Meet and the 19<sup>th</sup> ASEAN Armies Rifle Meet in October 2009. The events will play a key role in reinforcing the strong bonds of friendship amongst leaders from the ASEAN Armies. The theme for ACAMM X is 'Fostering Defence and Security Cooperation among ASEAN Armies.'





# THE WAY AHEAD

*(continued)*

## Commitment to Defence



### Army Half Marathon 09

Participants will get to enjoy breathtaking views while running through iconic locations such as the Benjamin Sheares Bridge, downtown at Marina Bay and various other historical places.

### Army Open House 09

AOH 09 will showcase our Army's latest hardware and technology to the public and reaffirm their confidence in our Army's capabilities.



### C2D Camp Visits

Members of the Advisory Council on Community Relations in Defence (ACCORD) and employers are regularly invited for visits hosted by Minister of State for Defence MOS to be familiarised with MINDEF/SAF and its operations.



## Our People, Our Edge

### Enhanced Career Schemes

The SAF will implement the Enhanced Officer Scheme, Enhanced Warrant Officer Scheme and Military Domain Experts Scheme to meet individual aspirations and enhance their value proposition.

### Sharing Experiences

NS Connect serves as an interactive platform that enables users to share NS experiences through forums, capture fond memories through photos, search for buddies, and build communities to foster stronger cohesion and commitment to defence.

