

army news

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COA Speaks



Since its inauguration in 1995, Army News has built up a unique identity as the "pulse of the Army" with its coverage on Army stories packaged in a distinctive A3-size format. This monthly newsletter serves to provide readers with updates on major Army events and developments and is distributed to a wide spectrum of readers.

As our Army gathers momentum in the journey towards being World Class, the need to keep our people informed and updated on developments becomes even more important. To do so, Army News has implemented two changes with effect from this issue. First, the 8-page format has been revised to 12 pages to carry a wider spread of contents. Besides news coverage, Army News will provide greater focus on NSmen-related issues and stories, and provide a channel for our Army Leadership to articulate its strategies and initiatives. There will also be more stories on ground units and servicemen, as our Army is ultimately about our people.

For the second change, I am pleased to announce that Army News will now be distributed to all NSmen holding the rank of 3SG and above. Active servicemen who receive Army News presently will also continue to receive the publication after their ORD. This is aligned to our efforts to continuously engage our NSmen and keep them abreast on key developments in our Army. For those who do not receive Army News, the online version can be readily accessed via the website www.mindtel.gov.sg/army.

Finally, this regular column will also serve as a platform for me to communicate with the Army community. I look forward to your feedback on the revised Army News and our continued engagement as we work towards realising the 3rd Generation Army, a World Class Army that is Ready, Relevant and Decisive!

Neo Kian Hong

MG Neo Kian Hong
Chief of Army

Looking Ahead with Military Medicine



Minister Teo delivering his opening address to an international community of military medicine practitioners

"Learning From the Past, Transforming Medical Teams for the Future" was the theme for the 18th Asia Pacific Military Medicine Conference held from 14-18 April. This conference co-hosted by the Singapore Armed Forces (SAF) Medical Corps and the United States Army Pacific Command (USAR-PAC) brought together over 600 military medical professionals to share their expertise on the future of military medicine.

Minister for Defence Mr Teo Chee Hean graced the opening ceremony at Shangri-La Hotel on 14 April. In his opening address, he highlighted that living in a globalised world means that there is greater "complexity in tracing the origins of an outbreak and containing the spread of disease across borders." It is therefore crucial that these medical professionals from more than 30 Asia-Pacific countries come together to share their experiences and knowledge. "Cooperation is key to help us tide over

the troubles we face," said SAF Chief Medical Corps, RADM (DR) John Wong when he spoke about the importance of international aid.

Over the five days, these military medical professionals attended an extensive array of modules ranging from humanitarian deployments to developing rapid response teams and learning how to deal with traumatic brain injuries. The value of such a conference in military medicine was underpinned by Minister Teo when he cited the 2004 Boxing Day tsunami disaster. He said, "The medical corps is uniquely poised to contribute significantly to any medical contingency because of its access to military resources. Our experience highlighted that smooth and effective cooperation between military practitioners can only be achieved through mutual understanding and friendship, fostered over years of bilateral defence interactions."

Advancing Our Trauma Care Expertise

Thanks to the peace that we enjoy in Singapore, shrapnel wounds, ballistic blasts and gunshot injuries are not commonly encountered by our doctors. However, knowing how to effectively treat such trauma injuries in the battlefield can mean the difference between life and death. Recognising its importance, the SAF had earlier signed a Memorandum of Understanding (MoU) with Tan Tock Seng Hospital (TTSH) in October 2007, paving the way for SAF surgeons to attend the hospital's Definitive Surgical Trauma Care (DSTC) course.



In November 2007, approximately 100 SAF surgeons attended the DSTC course conducted at TTSH

To further enhance the training of our SAF Medical Officers, a Military Surgery Module for DSTC was organised on 2 April by the Army Medical Services. Trauma care experts both local and overseas were invited to conduct lectures for 24 Army and Navy Medical Officers, many of whom were NSmen.

Chief Army Medical Officer, COL Benjamin Seet said, "Our In-Camp-Trainings have always focused on deployment training. In order to further the realism of our training, we must focus on value adding to the professional skills of our military doctors. Most of our NS doctors do not have exposure to military trauma in their civilian context and thus training them to be proficient in a more austere military environment is necessary." Such an environment is challenging as doctors face non-sterile conditions and lack the wide range of equipment that is usually avail-

able in hospitals. MAJ (NS) (DR) Guo Chang Ming, a course participant said, "These trainings allow us to have greater presence of mind when working in an austere environment. When our minds are properly settled, we will be able to react quickly and comfortably."



MAJ (NS) (DR) Guo (left) observing how an external fixator is used on a dummy leg

Professor Kenneth Boffard, Clinical Head of Department of Surgery, Johannesburg Hospital said, "Singapore is fortunate to enjoy so much stability. This means that most Singaporean doctors have never seen a gunshot wound and that is not good during war time. However, there is no doubt that your doctors can adapt quickly. You have a very good military that is prepared to listen and take advice." Professor Boffard commended Singapore for being one of the few countries pioneering military training in DSTC.

Becoming proficient in trauma care is not solely for war time. With our Army's expanding spectrum of operations, knowing how to handle trauma cases in an austere environment will prepare our Army for all contingencies. COL Seet emphasised how our medical service has grown to meet this increasing demand. He said, "It is only when we've matured as a medical service and in our training systems that we are able to enter this phase." This course is one small step in upgrading the skills of our people from the front line combat medic all the way to the hospitals."

Sharing Our NE Best Practices

Attended by 200 SAF commanders, National Education (NE) facilitators and Ministry of Education representatives, the SAF NE Workshop was an ideal occasion for commanders and facilitators to share how they have effectively communicated NE to their men. The event on 18 April saw a confluence of creative ideas as commanders actively contributed during various workshops such as the NE Best Practices, NE Storytelling and NE Film.



BG Ang emphasised that commanders must walk the talk for effective communication of the NE message

Deputy Secretary (Policy) BG Gary Ang who delivered the event's opening address stressed the importance of such creative

NE methods in building our soldiers' commitment to defence. He said, "For commanders, I cannot sufficiently emphasise the important role that you play in developing the steel in the soul of your servicemen and building a strong sense of purpose among them. If anyone says NE is not important in the SAF, we have lost the reason for our existence. If people are not committed to NS, then the whole issue of deterrence runs hollow."

Sharing methods to "develop the steel in the soul of our servicemen" was what the NE Best Practices Workshop aimed to achieve. The workshop, facilitated by COL (NS) Sadanand Varma, gave a platform for SAF and Ngee Ann Polytechnic representatives to share how their winning strategies have been implemented. Commenting on his takeaway from this workshop, S3 for 7th Singapore Infantry Brigade, MAJ Melvin Tan said, "NE is not didactic and has to be internalised by the individual. The NE workshop is very important as there is a huge resource of people and experience to tap on. Knowledge from the various units is unlimited and the lessons shared have definitely been useful."

As our SAF continues to strengthen its NE outreach, it is assuring to know that senior commanders such as Sergeant Major of the Army (SMA) SWO Jeffrey Chung place a high emphasis on NE. SWO Chung said, "I am attending today's workshops

because I want to know how connected our NE practitioners are to the ground. I would like to share some of my personal lessons and experiences with them." Certainly, such valuable sharing at these workshops have enabled our NE efforts to be continually improved for greater effectiveness and creativity.



SMA sharing his insights on some of the NE Best Practices

Spartans Strike a Chord with Students

During a visit to the 6th Battalion Singapore Infantry Regiment (6 SIR) on 18 April, 200 students, teachers and parents from four schools had a taste of Army life when they were given the rare opportunity to fire rifles, camouflage themselves and sample field rations. During their guided tour in Maju Camp, the visitors also learnt about 6 SIR's role and capabilities in protecting important installations like Changi Airport and Jurong Island. The visit aimed to boost understanding of National Education (NE) and confidence in the Army's ability to defend Singapore. It was the result of collaboration between St. Gabriel's Primary and Secondary, Zhonghua Secondary, Yangzheng Primary, NEXUS and 6 SIR.



Gevin (second from right) donning the Protection of Installation gear which our soldiers use in their defence of the island

kin from Yangzheng Primary said, "Shooting isn't that easy as we must use our brain to concentrate, and be careful not to shoot our friends. The camouflage painting was fun, and I liked the pasta field rations. Better than my canteen food!"

This was the first time 6 SIR had organised such a visit and Commanding Officer MAJ Ong Kok Wui explained, "It's part of the larger framework of strengthening commitment to defence. We're doing our part to engage key stakeholders - students, teachers and parents. We planned the visit as a guided tour to maximise the informal interaction and engagement between our soldiers and the guests." Some of the soldiers were heartened by the positive response of the students. 3SG Kenneth Lim, one of the presenters, said, "The older ones were fascinated about how the Army has progressed, such as the improvements in food quality. They were quite impressed and the visit was meaningful for them as most will be coming to the Army in a few years."



Nur Ashikin getting guidance from her shooting coach on the SAR 21 rifle

Teacher and visit coordinator Mr Chng Kiong Choon explained, "We chose 6 SIR because it showcases the Army's 24/7 operational capabilities - it's where the action is. The students will be able to see what the soldiers are doing, and link it to what they have learnt in NE about dealing with national threats like terrorism." For 11-year old Gevin Emilio Yareza from St. Gabriel's Primary, a Permanent Resident from the Philippines, the experience was a good introduction to what NS life is all about. He said, "When I grow up and do NS, I'll learn more about all this, so if there are enemies or terrorists, we can stop them. I'm looking forward to being a rifleman."

The girls also had a good time trying out the SAR 21 assault rifle, dressing up in Protection of Installation gear and gamely 'dolling up' with camouflage paint. While few will experience life full time in the Army, it was a chance for them to appreciate the sacrifices of our soldiers in defending the nation. Nur Ashi-



Face painting was a hit among the younger ones and helped them to connect with their Army 'brothers'

806 SIR Trains With Pride



Men from 806 SIR man their coastal defence positions against possible seaward attacks

When MAJ (NS) Chris Foo was given the opportunity to extend his NS and be the Commanding Officer of a new NS unit, the 806th Battalion Singapore Infantry Regiment (806 SIR), his top priority was to assemble a highly cohesive and experienced command team. Thus, he approached officers from his previous unit, the 524th Battalion Singapore Infantry Regiment, whom he felt had the persona and passion to take command. He said, "That made it a breeze for me to get everyone to share the same objectives for the new battalion. All good practices were brought over." He added, "The new members naturally reacted by joining us, like small bubbles joining to the slightly bigger one to form a large united bubble. It was easy for us to form our battalion's vision and values.

men of 806 SIR had to dig trenches and raise coastal fortifications, as part of Island Defence in wartime. A new member of the unit, Platoon Medic CPL (NS) Neo Wei Chung, commented, "I've only been here for three days, but my impression is that the unit is quite on the ball and working hard. Being the medic is a heavy responsibility and I'm glad to have treated some of the guys successfully." A teacher in Nanyang Junior College, CPL Neo enjoys his job and felt that the school was supportive in making arrangements for his 2-week absence. He added, "My students were surprised when they heard that I was going for ICT. When I get back to school, I will tell them that I've been getting in touch with nature."



While CPL (NS) Neo is new to the unit, his buddies are helping him to catch up on the training he's missed

His Battalion 2IC MAJ (NS) Tan Cheng Chua, who also extended his NS, explained his motivations, "I volunteered as I felt it a waste to just do the minimum. I want to make use of what I've learnt in the Battalion Tactics Course and other training. Somebody needs to stay on and pass on knowledge and skills." He also added that extending NS is not only about giving back to the nation, "The benefit is that you get to meet a lot of new people and build camaraderie with them. It's also fulfilling to see the unit turn operational."

As this is 806 SIR's third year of In-Camp Training, they were 'turning operational' to mark their completion of basic training and readiness to defend the country. During the exercise, the



MAJ (NS) Tan (standing, second from right) is proud of his men's ability to bond quickly despite their diverse backgrounds

NSmen Thank CIS Instructors

LTA (NS) Ian Chia and his Brigade Reconnaissance Company (BRC) from 5th Singapore Infantry Brigade had this year's In-Camp Training (ICT) in the Combat Intelligence School (CIS). They were so impressed by the instructors from the NS Recce Training Wing that he wrote a letter to praise the professionalism and patience of the instructors, especially LTA Hirapal Singh and SSG William Ho. In the letter to CIS, LTA (NS) Chia elaborated, "I've received many positive comments from my fellow NS colleagues about the lectures and discussion we participated in during the ICT. The trainers have been of immense help to the BRC as a whole in preparing for our combat readiness by way of conducting revision training on tactical skills and equipment. They also shared invaluable insight and experience on current reconnaissance concepts."

In a subsequent interview with Army News, LTA (NS) Chia explained why he felt the need to write the letter, "Our Army's main fighting force consists of operationally ready NSmen, and these instructors are charged with the special duty of making sure that the NSmen are kept in shape and remain relevant with the current warfighting concepts and techniques. These trainers do their best to make sure that we develop and retain our skill-sets, and without them, we wouldn't have a credible fighting force."



LTA (NS) Chia feels that our Army's instructors are vital to maintaining the operational readiness of NSmen

Doing their Best for the Trainees

LTA Singh, the CIS Company Trainer, was surprisingly modest about the letter, "It feels good that the effort that we put in is recognised, and motivates me to work harder. At the same time, we were just doing our jobs." This included extra coaching for the NSmen's combat shoot, resulting in 100% passes and over 50% marksmen. LTA Singh elaborated, "It was the first time that CIS was conducting a combat shoot for NSmen, and also the first time that they were doing it in their NS cycle. As this was different from the trainfire package of their Full-Time NS days, we made sure that they were familiar with the practices and procedures for the shoot. Whatever we could do to help them to prepare, we did to the best of our ability."



A CIS instructor coaching his men during training

For SSG Ho, the Company Sergeant Major Trainer, it was about being responsible for every single man on the ground. He elaborated, "I believe that without the men below, the top will never work. I've known these NSmen since they were under me in 3rd Singapore Infantry Brigade, and I believe in treating each of them differently. For some, you have to treat them as a friend, while for others, you have to remind them that it is their personal duty to train hard."

He added, "My policy is that safety always comes first, but safety will never stop training. Training will still carry on to prepare for operations, but I will always be looking out for their safety. This is so that they can have a safe and meaningful ICT."

Enhanced COS Recognising Contributions

Upon completion of their full-time National Service, all servicemen receive a Certificate of Service (COS). This simple but important document has been revamped to provide greater recognition and value to deserving servicemen. Among the first batch to benefit from the enhanced COS were the servicemen from the 1st Guards Battalion. In November last year, they were pleasantly surprised – before their Operationally-Ready Date Parade, they received a certificate detailing their achievements and qualifications acquired during their two years of National Service. This enhanced COS also includes a qualitative assessment of the serviceman's character, abilities and work ethics. With gold lettering and a classy red folder, the certificate is a marked improvement over its predecessor, which merely listed the courses the serviceman has attended. Outstanding servicemen will receive an additional testimonial recognising their contributions to their unit or department. The enhanced COS



SSG Teo (right) felt that the Army brought out the best in him and is pleased that this has been captured in his enhanced COS

will be useful to servicemen seeking employment, and help them gain admission to further studies

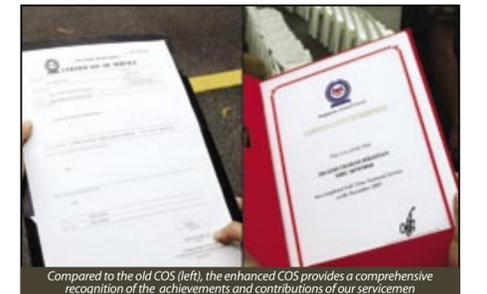
3SG Teo Xuan Hui, a Section Commander, believes that the new COS provides deep character insights. He said, "It is different from the certificates and testimonials given by our schools as it reveals certain personality traits that our teachers and lecturers will not be able to see. My COS says that in tough situations, I am disciplined and able to exercise control. Only in the Army, when you are taken out of your comfort zone, will others be able to see these qualities in you." He added, "My Officer Commanding is someone whom I have spent one year of my life with, 24 hours a day and five days a week. He has gone through every experience with me, be it painful or sweet, and this has enabled him to write a testimonial which accurately reflects my character and abilities."



CPT Tang (left) presenting the enhanced COS to one of his outgoing servicemen

For CPL Suresh, a Platoon Medic, the enhanced COS will come in useful when he looks for a job. He said, "Compared to the old COS, this one states a lot more about my character and how I have performed for these two years. It tells the employer that I am not just qualified academically – it shows my fighting spirit, leadership abilities, and how I work with my peers."

Officer Commanding Charlie Company, CPT Tang Chee Wei summed up the improvements to the COS, "I think that the new certificate does more justice to our men's contributions for their nation as it actually elaborates on their character. It paints a better picture of what they have done throughout their two years in National Service, and reflects our appreciation for their efforts."



Compared to the old COS (left), the enhanced COS provides a comprehensive recognition of the achievements and contributions of our servicemen

Parent Compliments BMTC

The Basic Military Training Centre (BMTC) has long been the initiation ground for newly conscripted recruits. For the first time, these recruits are exposed to the regimentation of Army life, moulding them into disciplined and committed soldiers. The commanders and instructors have put in many hours of hard work and planning to ensure the successful conduct of each course. It is therefore heartening for these dedicated staff to receive letters of commendation from the recruits' parents who feel that the rigorous training has transformed their sons from "Boys to Men."

One such example is a recent letter from Mr Patrick Chia who wrote to Commanding Officer BMTC School 2, LTC Tang Kar Kee. He said, "The Passing Out Parade held on March 11 was indeed memorable, impressive and well organised. It is my personal conviction that my son's successful completion of BMT would not have been possible without the dedication, care and professionalism of your training staff." These compliments paid to the school's instructors certainly reflect the holistic training approach taken by BMTC. While being strict and demanding a high standard of discipline, BMTC instructors have always upheld the SAF Core Value of "Care for Soldiers".



The Passing Out Parade is a joyous milestone for all servicemen who completed their BMT

As these soldiers passed through BMTC, they will certainly remember the first days of Army life as they experienced life in the jungle and ate cook house food. Mr Chia said, "There was undoubtedly a sense of pride and elation on the face of every parent who attended the parade...Even after the ceremony, my wife

and I detected a spirit of camaraderie as the soldiers bid farewell to each other."

Truly, BMTC will always be a memorable starting for our recruits as they transform into the fighting soldiers of tomorrow.

Accelerating Our Transport Transformation

The old saying "Give, and you shall receive" reflects the concept of mutual sharing which can be seen in our Army's Integrated Motorised Transport Line (IMTL). In order to increase the overall efficiency of resource utilisation, the new transport system provides for a constant 'lending' of vehicles and Transport Operators. When a unit is experiencing a lull in demand, it will share its transport capability with units that are overloaded with transport requests. Subsequently when the unit is in need, it will receive help from the others.

The IMTL also makes use of the Integrated Transport Management System (ITMS), a network-centric information system which provides real-time asset visibility, command and control and management capability to our Army's Land Transport System. Following the successful trials over the past year, the ITMS was commissioned at Transport Hub (West) on 11 December by Chief of Defence Force, LG Desmond Kuek.

With the greater efficiency offered by the ITMS, our Transport Formation has been able to handle a 10% increase in demand for land transport from August 2006 to July 2007, using the same amount of resources. The next step is to integrate the Army's Motorised Transport Lines with those of the Navy and Air Force, moving towards our vision of a ONE SAF Land Transport System.

This concept is formalised by dividing Singapore into zones controlled by Hubs and Nodes, which are linked by an electronic Fleet Management System to automate resource assignment. 2WO Tong Lay Tin, a Transport Operations Planning Warrant Officer commented, "In the old days, borrowing resources was only based on our personal network. Today, we centralise and fully optimise our resources so that everybody can share."



The ITMS is an information system linking hardware like this automated book-out scanner to make transport service more efficient across the Army

ITMS

The ITMS provides real-time capabilities which are a marked improvement from its predecessor, the Centralised Fleet Management System. It consists of various devices and systems which are synchronised to each other, allowing for seamless and automatic information exchange. This reduces mundane work and allows focus on fulfilling the Army's requirement.

Radio Frequency Transponder

The transponder automates data logging such as vehicle mileage and task completion, which is then wirelessly uploaded into a server. This saves Transport Operator the trouble of manually recording their trip details in a log book. Additionally, the transponder helps to maintain driver proficiency standards through its monitoring of driver performance. An In-Vehicle Device records the Transport Operator's actions, such as sudden braking and speeding information, and facilitates After-Action Reviews of his performance. If necessary, remedial training specific to the Transport Operator's problem can then be introduced. In the unfortunate case of an accident, a blackbox function saves the last five minutes of vehicle speed data to allow a more scientific analysis for proper investigation.

Mobile Display Terminals

These are small LCD screens mounted on the dashboards of selected vehicles. The terminals use the Global Positioning System to constantly track each vehicle's location, allowing the Transport Hub to alert the Transport Operator when he is approaching traffic hazards such as construction sites or road works. The real time traffic situation is provided by Land Transport Authority through the use of the OneMotoring website, which monitors traffic conditions, allowing the Hub to divert the vehicle away from jams or accident areas. Vehicle tracking also helps the Hub to send immediate assistance in case of a breakdown. Besides the mapping functions, the terminals allow drivers to communicate with the Hub via text messaging.

Tetra Radio System (TRS)

This provides hands-free communication between the Transport Operator and the Hub and Node. CPL Ganesh, a Transport Operator from Jurong Node, praised, "It's a very easy way of reaching the Hub HQ or our superiors. Before the TRS came, we were actually using our handphones and could only use them when we were not driving."



CPL Ganesh finds the TRS (in his ear) an invaluable communication tool when he is on the move

Fully Digitised Systems

At the Hub, processes such as vehicle book-outs and indents have been made electronic, and can be completed in seconds. 1SG Chong Boon, one of four Hub Executives at Transport Hub (West) who monitor vehicles on assignment, commented, "The system is clear and efficient, allowing us to process tasks in a few steps. If a Transport Operator encounters difficulties, we can communicate with him instantly and pinpoint his exact location to send assistance."



The Mobile Display Terminal updates Transport Operators on current traffic conditions

Optimisation Engine

All data on vehicle and Transport Operator's availability, including the mileage recorded by the transponder and records on Transport Operator's fatigue and vehicle servicing, is fed into this program. The Engine then assigns vehicles and Transport Operators to tasks in the most efficient way. When suitable, it can also recommend 'milk runs' - a single vehicle completing several deliveries in one trip.

The **Radio Frequency Transponder** allows details such as vehicle mileage, task completion, sudden braking and speeding information to be wirelessly uploaded to a server, which can be accessed by the hub for monitoring of the driver's performance and availability

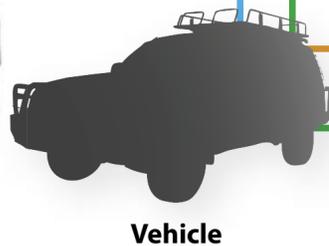
Via the **Mobile Display Terminal** that's mounted on the vehicles' dashboards, the transport hubs are able to use GPS to track each vehicle's location and also to divert them away from jams or accident areas

Drivers are able to communicate hands-free with the hub using the **Tetra Radio System**

The **Mobile Display Terminal**, mounted in certain vehicles, also allows drivers to communicate with the hub via text messaging

The **Optimisation Engine** receives data on the vehicles' availability and mileage travelled, and assigns the vehicles and transport operators to tasks in the most efficient way possible

The new **Fully Digitised Systems** at the Hubs make processes such as vehicle book-outs and indents electronic, allowing them to be completed in seconds



Vehicle



Transport Hub



Outgoing Vehicles

Our Army Salutes Professor Lui Pao Chuen

After helming the post of Chief Defence Scientist (CDS) for 22 years, Professor Lui Pao Chuen stepped down on 1 April. Professor Lui was responsible for initiating many projects which have resulted in significant operational capabilities for the SAF. These included many Army platforms such as the Bionix Infantry Fighting Vehicle, Mini-Unmanned Aerial Vehicle, and infrastructure including the recently opened Underground Ammunition Facility.

At the national level, Professor Lui was called upon many times due to his proven vision and systems engineering abilities. He made significant contributions to the studies for the Electronic Road Pricing systems for the Land Transport Authority and the protection of vital facilities against terrorism. He also proposed to the government the use of underground Mass Rapid Transit stations as Civil Defence shelters and initiated a pilot programme for construction of Civil Defence shelters in HDB flats.

Facilitating the 3rd Generation Transformation

COL (NS) Leong Kwok Lung, who was formerly Head Army Weapons Staff Branch, has worked with Professor Lui for more than a decade. COL (NS) Leong felt that the Army and SAF had benefited significantly from Professor Lui's extensive network, "CDS's network was extremely large - he was able to link up our Army with relevant people to solve all kinds of problems. In December 2000, he helped our Army to open the doors to overseas research laboratories. Through his effort, our research activities and collaborations grew rapidly."

COL (NS) Leong also shared, "CDS gave us a lot of room for research and development (R&D). He gave us the right attitude towards R&D and let the R&D momentum build up. From the many overseas collaborations, our Army was soon able to start working on our own fighting concepts. CDS did not stop there. Many of our new ideas were discussed with him and he often expanded our ideas further. Now, the quality of Army R&D is significantly higher."

Dr Aaron Chia from the Defence Science Technology Agency (DSTA) College commented, "He urged us to learn from the different Services and disciplines. For example, in the conceptualisation of the new Armoured Fighting Vehicle, he encouraged the Army to learn from the F-16's development and design. Many of the Army's superior capabilities today can be attributed



Professor Lui enjoyed being out in the field to understand soldiers' operational requirements

to the greater operation-technology integration and learning from each other."

Understanding the Ground

Prof Lui was also known for his admirable work ethic, including his many visits to the ground. COL (NS) Leong explained, "CDS would join us for many live-firings. During those live-firings, he would walk the ground with the troops and stay with the troops to observe. Whenever we encountered problems, we could be sure that he would confer with us to identify the problems and offer possible solutions. He even preferred to sleep over at the camp or out in the field although he could have stayed at the nearby hotel. These activities allowed him to understand operational considerations very well."

COL (NS) Leong was also inspired by Professor Lui's energy and passion. He recounted, "His overseas schedules were extremely packed! For example, he would give a talk at Baltimore in the morning, make the 1-hour drive down to join us for a meeting at Washington D.C. in the afternoon, and then rush over to another place in the evening. Since then, many of our overseas trips were also fashioned after his tight schedules to get maximum returns. All of us in Army Weapons Staff Branch learned a lot from him." Professor Lui's contributions were summed up by Chief of Staff, General Staff, BG Hugh Lim who said, "Professor Lui has proven a great friend of our Army and many of us have benefited from his insight, guidance and friendship...He exemplified what it means to be a mentor and a teacher and we look forward to his continued friendship."

In a CLASS of His Own

2WO Lum Kok Kin believes in constant learning and upgrading. From signing on about a decade ago with only a 'Normal'-Level Certificate, 2WO Lum is currently pursuing a Diploma in Multimedia and Infocomm Technology at Nanyang Polytechnic. He explained, "As Signals develops alongside the Army in its transformation towards a 3rd Generation Fighting Force, more sophisticated technology and equipment are coming in. I was motivated to further my studies, in order to keep up."

Going back to school has enhanced 2WO Lum's understanding of his work. He said, "In the past, I just knew which steps have to be followed. Having attended class on the theory aspect of it, I now better understand the rationale behind these procedures." He elaborated, "This makes it easier to problem-solve. In the past, I had to do this through trial and error. Now, equipped with this new knowledge from school, it takes a much shorter time to refine processes and identify lapses."

Best of Both Worlds

2WO Lum is a recipient of the Continuous Learning Academic Study Scheme (CLASS) award, which sponsors deserving Warrant Officers and Specialists (WOSPECs) to further their studies at Institutes of Technical Education (ITE), Polytechnics and other institutes of higher learning. 2WO Lum, who completed his ITE qualifications part-time from 2002-2005, was encouraged by his superiors to take up the CLASS award. He commented, "My superiors urged me to take up the CLASS award so that I could serve the organisation better. With my school fees all paid for, and a monthly allowance, I can focus solely on my studies. At the same time, the Vacation Attachments during the school breaks allow me to stay in touch with the latest technology and equipment."

Forging an Effective Partnership

2WO Lum also feels that the role of the WOSPECs has evolved over the years, "10 years ago, as a Platoon Sergeant in a Signals Battalion, I just followed orders from the officers. But as the Army moves towards a 3rd Generation Fighting Force, the WOSPECs Corps works with the Officer Corps to improve and

refine work processes. The WOSPECs no longer just listen and do - we listen, discuss and do things hand-in-hand with the officers. This is why it is important for my fellow WOSPECs and I to combine our operational experience with theoretical knowledge from the classroom to achieve the best results."



2WO Lum sharing his theoretical knowledge with signalers from the 8th Signal Battalion

Army Retirees Face Future with Confidence

"Our Army is a national institution that we are all proud to be associated with. For many of you, being in the Army is not simply a job. It is a calling and emotional ties run deep. We are indeed fortunate to have leaders like yourself." This tribute was paid by Chief of Army (COA), MG Neo Kian Hong to more than 150 retirees at this year's Army Farewell Dinner held at the Sheraton Towers on 5 March.

He further elaborated, "From the early days when you enlisted to now, our Army has changed significantly to become a full spectrum force with thinking soldiers and cutting-edge technology. This transformation journey was not easy especially when we had to juggle it with training, operations, and organising national events like NDP. One Warrant Officer likened the experience to flying a plane as it is being built. But you persevered and it is your efforts that have laid the foundation for the 3rd Generation Army."



1WO (RET) Nagarajah, accompanied by his wife, appreciates the valuable skills and knowledge gained in his Army career

One of the long-serving Army personnel at the dinner was 1WO (RET) Nagarajah Rajoo Segaram, who recently retired after 32 years in service. He commented, "I'm very proud that I've fulfilled my duty to Singapore. At the same time, I am happy with what the Army has given me - a wealth of knowledge and experience." 1WO (RET) Nagarajah, now a security manager at Siloso Beach Resort, had no difficulties in his transition to a

civilian job. He was well prepared as the SAF provides retiring personnel with training in resume writing, interview techniques, and other essential skills. This enabled him to secure a job almost immediately after retirement.

Similarly, 1WO (RET) Lee Lip Seng also found a job not long after retirement, and praised the SAF for its assistance. He said, "The culture of continuous learning in the Army has benefited me tremendously. In my 30 years of service, I was encouraged to upgrade myself in computers and technology. Likewise, I believe in teaching my subordinates well, especially in the areas of safety, quality control, and conducting their duties."

For MAJ (RET) Kamaludin bin Daud, he had absolutely no regrets about his 25 years in the Army. He said, "The SAF is an excellent organisation which develops individuals to become leaders and all-rounded people. I did not think twice after completing OCS, and signed on as a regular officer. I would encourage others to do the same: take up the challenge of becoming an Army Officer!"



COA (right) presenting tokens of appreciation to MAJ (RET) Kamaludin and his wife



Commander 9DIV/INF BG Chan Chun Sing interacting with one of the retirees, MSG (RET) Rajagopal at the Army Farewell Dinner

Ex-Army Officer Excels at Ministry of Finance

COA spoke about how soft skills and values in Army personnel are well valued and sought after by employers outside the SAF. He cited LTC (NS) Chin Sau Ho as a sterling example of an ex-Army officer who has secured a good job that capitalises on his experience and skills. LTC (NS) Chin, formerly a Branch Head in General Staff, is now Director of Corporate Communications and Services at the Ministry of Finance (MoF). Army News speaks to him to find out more.

LTC (NS) Chin is very appreciative of the help provided by the Army to prepare him for post-Army career. He elaborated, "This preparation starts as early as the age of 35, when we go for psychological profiling to learn more about what type of job we are inclined towards. This reflects the maturity of our Army as an organisation; understanding that we will wish to look for a second career, and providing us with the support to do so. Very few organisations would adopt such an approach."

He also commented, "The training that we receive in our Army is highly regarded outside of the SAF, especially in other ministries. We are regarded as people who are passionate about our work, and our training gives us the focus to go into details. This enables us to contribute greatly to any organisation. We also benefit from the Army system of being rotated to a new unit every few years. This allows us to quickly assimilate into a new

agency. For me, I'm taking this job as another posting into a new unit - it's just a matter of getting used to the new culture, bosses and system."

Our Army's training and the experiences provided certainly contributed to LTC (NS) Chin's ease in transitioning into his current job in Emergency Planning, IT and Corporate Communications. He mused, "I have been a Signals Officer for almost 20 years, and we focus on IT and info-communications. All through my career, I have been managing such systems. This experience of managing big communication networks and IT systems helps me to transit into my Chief Information Officer job here very comfortably." He also said, "The people management skills I've learnt in the Army, from my platoon commander tour in a Signals Battalion to my most recent post as a Branch Head, have taught me to manage the diverse group of people I have here under me at MoF."

What advice would LTC (NS) Chin give to Army personnel preparing for their post-Army career? He said, "Being prepared is one of the best lessons I've learnt in the Army, and this also applies to our career after the Army. I started my preparation early by going for the right courses which the Army offered, while focusing whole-heartedly on my work. As we look into the second half of our working life, it does not have to clash with our work

in the Army. In fact I've found that in the course of interacting with NSmen, we gain insights, perspectives and knowledge about other careers. We should also not limit our social circle to within the SAF."

Army News wishes LTC (NS) Chin all the best in his new job!



LTC (NS) Chin's training and experience in our Army has allowed him to undertake his new job with relative ease.

AHM: Tips From the Experts

With the Singapore SAFRA Sheares Bridge Run (SSBR) and Army Half Marathon (AHM) drawing closer, many participants would have ramped up their training in preparation. To bring you some tips on how to perform at your best, Army News caught up with several seasoned marathoners to find out what makes them great runners.



An experienced marathoner, Mr Chan advises participants to stay focussed during the run.

"I've been running the AHM since 1999 and have competed in other long distance events such as the Ultra Marathon and Iron Man. To prepare for the longer events, I can clock up to 30 kilometres on weekends." This comment by Mr Victor Chan,

Swimming Pool IC, Pulau Tekong Service Support Unit is sure to draw respect from his fellow competitors. The amicable Mr Chan advised that the same principles used in preparing for the ultra marathon apply to the AHM. He shared, "Cross-training is important for preparing for the run. Cross-training means that you don't just keep running but also go cycling and swimming. This reduces the impact on your knees which reduces injury, so I alternate cycling with regular running. I used to just run very long distances but my timing did not improve. I then realised that runners must give their bodies time to rest and cross-train in order to enhance performance."

Another seasoned runner MAJ Chia Geok Koon, a Doctrine Officer from HQ TRADOC, advised the "start slow to go fast" approach to pacing for a run. He explained, "If you are thinking about going competitive, you should be running at about 80% of your maximum heart rate for the first three quarters of the run. Towards the last 5 kilometres, push above 90% of your maximum heart rate. Starting too fast can leave you feeling terrible midway through the run."

MAJ Chia also cautioned that one should not run without adequate preparation. He said, "Don't take chances and under prepare for the run. I had a personal experience in not preparing sufficiently for a full marathon. I felt horrible after and it put me off competitive running for 15 years. Don't take the chance!" Feeling good and maintaining a positive outlook throughout training and the actual run was also strongly emphasised by MAJ Chia. He elaborated, "Think of the run in three sections - before during and after. If you make deliberate effort to feel good in at least one section, you will start to look forward to your runs. Not feeling good can lead to a downward spiral in confidence."

Building strong "heartware" is also essential for performing well in the AHM. CPT Gerald Ang, S1, 1 Army Developmental Force bears testament to the fighting spirit and perseverance needed in the run. CPT Ang, who suffered from a blood clot in his brain and a tumour in the pancreas saw him undergo a highly critical operation in 2000. Despite his life threatening condition, he was back to physical training within two years. He said "If you're starting to run again after a long break, running



MAJ Chia cautions those who are planning on running without adequate preparation.

with friends helps as it prevents you from getting lazy. Also, keep changing your terrain to break the monotony of a run." CPT Ang also added that when he first came back to training, the runs were tremendously physically and mentally challenging. He said, "Despite the difficulties, our Army's fitness culture and my training from Officer Cadet School has led me to believe that when I start something, I need to finish it, and that is what kept me going."

Nutritional and Dietary Preparation for the AHM

To optimize performance, runners need to be disciplined in maintaining good hydration practices, preventing dietary disruptions and avoiding harmful supplements.

What Should You be Eating?

Carbohydrates are the preferred fuel for half marathoners because they are simple for our bodies to digest and convert into energy. It is suggested that 65-70% of food intake should be made up of carbohydrates. Protein should take up to 15% of total food intake as they are mainly used for growth and the repairing of tissues and hormone production. Good sources of protein are lean meat, poultry and fish.

Fat is where the most concentrated food energy comes from. In addition to providing energy during the later stages of run-

ning, fat is needed to regulate and transport fat-soluble vitamins through the body and regulate hormone levels.

Vitamins are required in small amounts for regulating metabolism, converting fats and carbohydrates into usable energy and producing strong bones and other tissues. Water hydration is essential in long distance running. Do take note that thirst is not a reliable indicator of how much fluid has been lost or needs to be taken, thus drink water even when you are not thirsty!

Should You be Taking Painkillers?

Some runners may take painkillers to relieve pain during training. While consuming these products may bear short term results, caution should be taken when thinking about consuming these agents.

Painkillers such as Ponstan, Synflex and Aspirin may be taken by some servicemen to suppress pain and allow themselves to continue training as they bring relief from discomfort and old injuries. This practice is however dangerous as continued training in the presence of injuries only worsens these injuries, possibly resulting in permanent disabilities. Do note that such painkillers should be taken in consultation with your medical officer!

"Human beings are made up of flesh and blood, and a miracle fibre called courage."

- General George Patton, who served in both WWI and WWII

Customs and Traditions

Military Music

In the past, military music played an important role in the battlefield; the band would march together with the troops and play music to raise their morale. As the conduct of warfare has changed vastly since, military bands no longer follow soldiers onto the battleground. Nevertheless, military music remains a significant part of military tradition. In this issue, we feature various aspects of military music which are closely linked to present-day army practices.



Our military band adds pomp and ceremony to special occasions

Bugle

The early bugle was made from animal horns and used to communicate during hunts. It was eventually adopted by the military to relay instructions during battle. It is now common practice even in the SAF for bugle music to be played in camps at 6 am and 6 pm everyday, and sometimes noon. This is inherited from the custom of sounding the bugle at certain timings while outfield.

Tattoo

A military tattoo is a military drum performance. It originated from a 17th century practice of the British Army when it was fighting in the Low Countries (Belgium and the Netherlands). Every evening, drummers would be sent out to the towns to inform soldiers that it was time to return to the barracks and request that the innkeepers stop serving alcohol for the night. The drummers would play for about half an hour until the curfew time. Over the years, the process evolved into a show featuring entire bands. Among the most famous of these is the annual Edinburgh Military Tattoo, which features the use of bagpipes and modern instruments. The SAF Military Band itself has

performed at events such as the Wonju International Tattoo in Korea, along with military and civilian bands from all over the world.

The term 'tattoo' also refers to a bugle call which signals that all lights should be turned off and there should be no more disturbances within the next 15 minutes.

Last Post

The Last Post is a bugle call played at military funerals to honour members of the SAF who have lost their lives in the course of duty. It was originally played in British Army camps to mark the end of the day after the last sentry post had been inspected, hence its title. The Last Post is a melancholic yet dignified tune which tugs at the heartstrings. Once used to signify the end of the soldier's day, it is a fitting

way to commemorate a soldier's contributions to his country.

Drum Corps

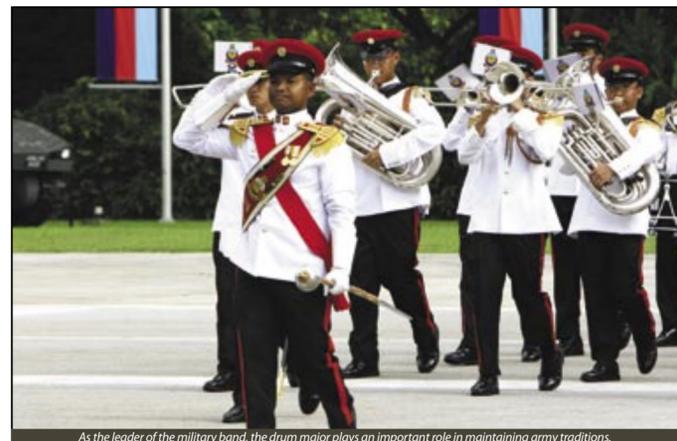
Drums and fifes (an ancient flute-like instrument) were used to drill soldiers and sound signals for various purposes, such as to indicate the time of the day. Before the drum corps was considered part of the regimental military band, the fife and drum corps marched in front of the band, hence the present-day practice of having the drums march at the head of the band.

The duty of the drummers, particularly the bass drummer, is to set the marching time of the contingent. The drum beat is not only heard, but also felt in the hearts of the soldiers, helping to instill courage and raise the morale of the soldiers.

Drum Major

The modern Drum Major is known to us as the appointed leader of the military band. He is seen marching at the head of the band during parades and ceremonies, using his mace to lead and direct the band. The Drum Major also maintains the discipline and drill standards of the band. Music is an essential part of military tradition and correspondingly, the Drum Major is a key military figure.

This was even more so in the past, when the Drum Major was also a negotiator. It was his duty to enter enemy territory to communicate any messages from his commander to the enemy (and vice versa) and make observations of the enemy surroundings. This demanding role required the Drum Major to be brave, trustworthy, observant, and proficient in several languages. As a relic of this defunct duty, drum majors in some other countries still carry swords, just as they used to for protection.



As the leader of the military band, the drum major plays an important role in maintaining army traditions.

Army Fitness Centre Is Now One Click Away!

The AFC (Army Fitness Centre) has launched its internet website to better provide fitness science information to all servicemen. AFC which already has an intranet website, aims to leverage on the widespread availability of Internet in offices and homes to boost its reach, especially to NSmen. This website will help promulgate useful fitness and physical training information to not only our own servicemen but also to the public. It will also serve as an avenue to establish links with relevant international counterparts and other health and fitness training agencies.

Besides providing training tips, the website features stories on soldiers who have adopted healthier lifestyles through frequent exercise and good nutrition and how they have benefited from it. These would serve as encouragement for others to do likewise. Visitors will find the contents highly comprehensive and useful as they include IPPT training tips, numerous fitness articles cov-

ering a wide range of topics such as strength training, stretching, weight management and sports drinks. E-books like the AFC's Army Fitness handbook are also available for download.

One highly useful feature of the website is the provision of Health & Fitness Calculators. One can calculate BMR (Basal Metabolic Rate), the amount of calories that the body burns per day, excluding physical activities. Calculators are also available for checking your BMI (Body Mass Index) and Heart Rate training zones. NSmen who need more information on the AFC's Fitness & Conditioning Centres can also find it on the website.

Visit the AFC today at <http://www.mindef.gov.sg/army/afc>

Contributed by AFC

MINISTRY OF DEFENCE SINGAPORE Singapore Government
Articles: Fitness Testing & Test Standards
Incident Events: Aug 12 General & S1/CO Visit to Main Fitness & Conditioning Centre
Apr 07 C1A: Chief Chaplain's Visit to AFC
Apr 07 AFC Summer Camp Activities 2007
Topics: GPT Tips
Featured Soldier: LTC Lum Hon Yuen
Commanders' Fitness Handbook

Corrigendum

The cover story in Issue 152 has a Structure of Our Army chart in which the logo for 2 PDF was incorrectly labelled as '2 DIV'. The correctly-labelled logo is reproduced here for clarification. In the "Passing On The Baton" section of Issue 152, the correct appointment for LTC Tay Teng Choon is "COMD ALIT" instead of "CO ALIT". We apologise for the errors.

Passing On The Baton

APPOINTMENT	INCOMING	OUTGOING
COMD 2 SIB	LTC CHIA CHOON HOONG	COL LEE WEI CHENG
CO 4 SR	MAJ LIM TECK KEONG	LTC BRANDON LEE THIAN BOON
DIV SM 9 DIV/INF	MWO TANG PECK OON	SWO KOA KENG SUN JOSEPH
RSM 42 SAR	2WO LEE TECK LEONG	2WO CHIA HAI TONG
RSM 46 SAR	2WO LEE CHEW LENG	1WO TAN SIANG LANG
RSM 417 SAR	2WO CHONG KIAT MENG	1WO CHAN KIM SOON
RSM 740 GDS	2WO LIM BOON HUAT MIKE	—
RSM 745 GDS	2WO LEONG MING HUAT	—

Quiz Of The Month - MAY / JUN

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

Q: What is the network-centric information system which provides visibility and control over our transport fleets?

Closing Date: 15 July 2008

Answer: 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 can either collect their prizes from Army News or arrange for mail delivery.
4. The judges' decision is final. Please send your entries via mail or email us at armynews@starmet.govsg.
5. Prizes not collected within a month of notification will be forfeited.

MAR / APR Quiz **MAR / APR Winners**

Q: Which Formation is responsible for the Joint Task Force (Operations Other Than War)

A: The Guards

1) CPL (NS) LAM HONG YE NRIC: S000198Z
2) 2WO SALOMA BINTE JOHARI NRIC: S000942J
3) LTC TANG KAR KEE NRIC: S000904F
4) 3SG IAN CHOW NRIC: S000584H
5) CPL NICHOLAS LIM NRIC: S000200F

Winners are to contact Army News at 67682206 for collection of prizes.

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Army News thanks CPL Tan Shuo Yan for his contribution to Army News over the past 22 issues. We wish him all the best for his future endeavours!

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Combined Hubs Workplan Seminar 2008

Rallying The Ground

On 25 March, Chief of Army, MG Neo Kian Hong explained the vision of a World Class Army at the 2008 Army Workplan Seminar. Two weeks later, the Army Leadership Group, commanders and personnel from various Army communities, including NSmen and partners from other Services, converged at the Leaders' Hall in Pasir Laba Camp for two solid days of sharing and discussions. The inaugural Combined Hubs Workplan Seminar on 10 and 11 April was a significant departure from the previous practice of separate workplan seminars by individual hubs. COA said, "In the past, we had everyone working in their silos. What we are trying to do is to allow everybody to see the entire picture, so that they can see where they fit in, and prioritise and organise themselves better."

COA addressed the various communities at the start of their workplan seminars to provide his strategic guidance. Hub managers then highlighted the past year's achievements and presented the new work objectives. Every hub seminar ended with a dialogue session which allowed pertinent issues to be addressed by a panel which included COA.



The Leaders' Hall provides a conducive venue for discussion

Operations Hub

COA commended the hub for its professionalism and readiness. Though unfortunate, the decisive management of the overseas F5 incident reflected our Army's ability to respond swiftly and efficiently during emergencies. Our units demonstrated their resilience and fighting spirit by moving on with training during these tough times. He also reiterated the importance of inculcating the mindset that intelligence is an integral part of operations, and called on the hub to share its ops learning with the wider Army community.

In his presentation of workplan objectives, Assistant Chief of the General Staff (ACGS) Operations, COL Benedict Lim, rallied the Ops community to reflect on the challenges in the new workyear, "We are 24/7, 365, always at the sharp edge, always at the highest level of situational awareness. This is the Ops DNA and this is the way for us to attain mission success in operations, ops readiness and capability development."

Army Intelligence

COA described the changes in Army Intelligence as very fundamental, and its challenges as a "whole new world". With IKC2 as a key enabler, the community needs to grow in its personnel strength and in the type of skill sets required. He further stressed the need to strengthen research and analysis as a crucial foundation and explained the need for the Army to take the lead in the area of intelligence training.

ACGS Intelligence, COL Yeo See Peng, spoke on the new challenges faced by the community as the modern battlefield's demand for intelligence has grown exponentially, especially in collection and analysis. Knowledge advantage will grant our Army a decisive edge on the battlefield. The use of cutting-edge technologies will enable us to cope with an increasingly complex and diverse operating environment.

Training Hub

COA reiterated the importance of training, "The 3rd Generation Army cannot come to fruition if we do not transform training." He stressed the need for a clear schedule and defined deliverables on what need to change. TRADOC together with the training institutes, including Officer Cadet School, Army Officers' Advanced School and Singapore Command and Staff College, will tackle this as one community. The other thrusts included the strengthening of doctrines, a knowledge management system, and learning and growth.

ACGS Training, COL Ishak Bin Ismail spoke on his "T3" - Training Transformation Today, to be achieved within two years. The need to change is inevitable due to three driving forces, the need to transform our capabilities, complexities of modern

battlefield and changing profile of our people. He elaborated on four key thrusts in our strategy for training the 3rd Generation Army. These involve developing our leaders, excelling in soldiering fundamentals, full spectrum operation training across arms and services, and growing the learning culture.

Capability Development Hub

One important outcome of the capability development hub is to produce new capabilities through innovation. COA explained that to support our Army's transformation, it is imperative that we leverage across the Army, SAF and even other agencies. With IKC2, the silo approach to development is no longer viable. We need a clear execution plan, supported by a process for innovation. As in the other hubs, the learning and growth factor is also of paramount importance, and strong emphasis will be given in the area of technology training.

Chief of Staff, General Staff, BG Hugh Lim recapped the major 2007 achievements and elaborated on the various objectives in organisational restructuring, training support, systems and platforms. To achieve success, the hub's strategy includes the three approaches of adopting spiral development, continuous improvement and system integration. To drive military innovation, three ingredients namely ideas, finances and people will be required.

HR Hub

COA believed that the blue print for HR transformation is now clearly in place, and the motivation should not be about right sizing but delivering better services to the people. With the coming HR Enterprise system, he called on HR practitioners to have the belief and conviction to develop a first-class system comparable to any. The establishment of the SAF HR Institute will raise the professionalism of the community. COA also stressed the need for effective internal communication so that our policies can be fully and correctly understood by all servicemen.

ACGS (Personnel), COL Tan Chong Lee, stressed that HR is "With our People, for our Army". He explained the three key thrusts of putting the right people in the right place at the right time to deliver a highly effective and professional force, strong emphasis on people development to ensure that the Army profession remains an attractive value proposition and engaging our people to strengthen the heartware.

Combat Service Support Hub

COA complimented the Combat Service Support (CSS) community for its dynamism and role in forging the way for transformation in the Army. He exhorted the community to achieve a service standard befitting our vision of a World Class Army, with organisational excellence as a key driver. We need to continuously upgrade our people and grow our capacity to support the range of task forces from peace to war.

Commander CSSCOM, COL Ngien Hoon Ping encouraged his men to act on their conviction and accelerate their branding with the rally cry of "One mind, one heart, one CSS!" The leaders must walk the talk and inspire their men.

They Like It!

The seminar drew highly positive comments from the participants who felt it was a very effective communication platform in helping them to understand the big picture.

"And it is tremendous to be able to get the whole Army Leadership together over two days to hot sync over across many areas of the Army and developments, from training to operations, to CSS, to Capabilities Development, to HR, and I think this is really one of the best educational opportunities for all the commanders."

- COL Ngien Hoon Ping,
Comd CSSCOM

"I sat through the past two days, and am privileged to see the spectrum of things that are happening and going to happen. These things will help me in whatever I am doing now which is HR to support the Army going forward."

- LTC Kob Chia Chee,
Commanding Officer, Control of Personnel Centre



LTC (NS) Mak (left) is encouraged by the emphasis placed on making sure that the right leaders are in place

"I think it is thought provoking as well and it gives us a better idea of where the Army is heading. I thought it is very encouraging that COA is willing to listen to us and encourage feedback... If we know that the Army is committed to supporting us in what we are doing, it gives us the confidence to know that when we move, the whole Army is behind us in trying to generate this transformation."

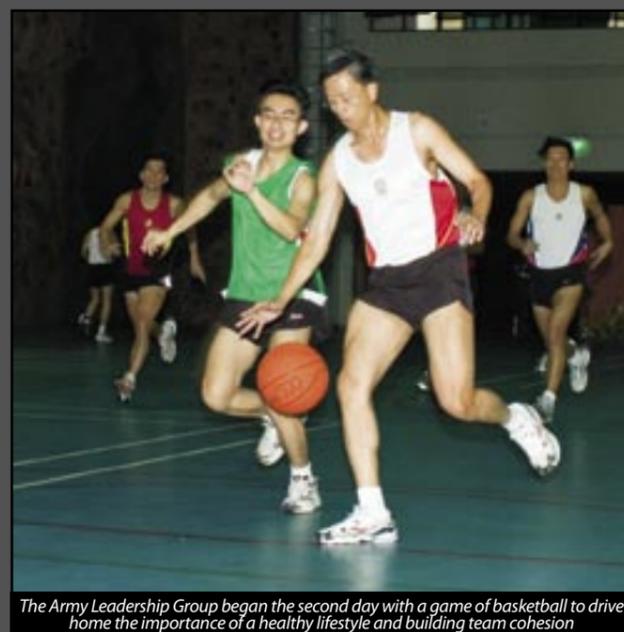
- LTC (NS) Kenneth Mak,
Commanding Officer,
3rd Battalion, Forward Combat Service Support Battalion

"It is good to have a combined workplan presentation. This has really enabled a lot of senior combat officers to really understand CSS better. CSS has transformed tremendously to become a partner on par with Combat Support."

- Mr Ng Gek Meng,
Fleet Manager, Sungei Gedong Transport Node

Learning To Relax!

While actualising our Army's vision of becoming a World Class Army is very serious business, having some fun along the way helps to reinforce the point that we need to lead balanced lives as well.



The Army Leadership Group began the second day with a game of basketball to drive home the importance of a healthy lifestyle and building team cohesion



A sumptuous buffet dinner organised by CSSCOM brought the seminar to a close



Aspiring Army Idols showing off their talents to the judging panel of ALG members