

## Best of the Best

Excelling in Operations, Training and Readiness



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# COA Speaks



SAF Day reminds us of the need for a strong armed forces underpinned by an unwavering commitment to defence. Across the nation, as our servicemen pledge and reaffirm their loyalty to country, it is essential to remember why we do this. It is only with the highest standards of professionalism that we can achieve our mission of deterring aggression, and should deterrence fail, to secure a swift and decisive victory.

We are also reminded that our Army as part of our larger society, actively contributes towards the social fabric of our nation. Indeed, after more than 40 years, National Service has become a way of life in Singapore. It has raised the consciousness of Singaporeans such that we understand what it means to sacrifice our time and effort for the collective security of our nation. It has also struck a chord with segments of the population who may not need to serve, but are nonetheless influenced by those who do serve, thereby making NS a national institution.

As we operationalise our 3<sup>rd</sup> Generation Army, people remain core to what we achieve. Ultimately, it is the soldier who operates our fighting platforms and our commanders whose leadership inspires the full potential of our people. Able and willing people are key to transforming platforms into full-fledged capabilities. An engaged and well-trained force is a combat multiplier and therefore key to our vision of a World Class Army that is Ready, Relevant and Decisive.

To continually reinforce our Army's strong emphasis on physical fitness, our annual signature event, the Army Half Marathon will be held on 24 August. Completing the 21-km is a defining moment for many of our soldiers, and reflects our Army's values and culture – physical discipline, fighting spirit and mental resilience. I look forward to seeing you at this year's AHM as we strive towards greater people excellence.

*MG Neo Kian Hong*

MG Neo Kian Hong  
Chief of Army

## Commando Excels at Ultra-Marathon!

Story by: Michael Thng



SSG Fabian epitomises the 'Never Say Die' attitude

At about 0300 hrs on Sunday, 1 June, under the night sky, SSG Fabian Willam Raj from Commandos triumphantly-crossed the finish line at the Ultra Marathon (84-km), taking first place in the men's category at the inaugural Adidas Sundown Marathon 2008. SSG Fabian was among the 216 participants who ran and completed the gruelling 84-km run and certainly did the Army proud with his performance.

Few might know that SSG Fabian's love affair with marathon running began when he was a full-time National Serviceman in 2000, and was chosen, by his then Commanding Officer to represent Singapore in the Oxfam Trailwalker, Hong Kong. The

year after, he captained the SAFRA Toa Payoh team for the same competition and after coaching them for about half a year, managed to shave off more than two hours from their previous years' timing. These early experiences got SSG Fabian hooked onto marathon running, and he has not stopped since.

All runners would know that marathon running is as much a mental challenge as it is a physical one. SSG Fabian attributes his mental strength to his Army training, "The Commando mindset of not setting limits for ourselves really played a part in shaping my mental outlook on the race." He readily cited his previous Commanding Officer, LTC Ang Yau Choon, as a source of inspiration for him. He recalled the wise words told to him by LTC Ang, "You are stronger than what you think you are". These words have definitely left an indelible mark on SSG Fabian. He explained that he found the truth in that statement especially through marathon running, "it's true that often the mind gives up before the body does, and it is really our mind that prevents us from pushing the boundaries."

Going into the race with two groin injuries, SSG Fabian acknowledged that he might not be able to perform at optimum, and lowered expectations for himself. However, despite not expecting to excel, he was determined not to give in to his injuries and pushed on when he saw that victory was within reach. He recalled that he was in the tenth position for the first 20 kilometers and only caught up with the front-runner at the 32-km mark. With his indomitable fighting spirit, he finished the ultra-marathon with a timing of 7 hours 37 minutes 15 seconds.

Despite his success, SSG Fabian ensures that he still continues to devote time to coach underprivileged kids in running. In fact, it was these kids and his family that kept him going during the challenging moments in his run. Not surprisingly, these kids were even on the sidelines of the race to cheer him on!

## Building Friendship and Professionalism

Story by: Chia Han Sheng / Photography by: Michael Thng

Initiated in 1996, the Professional Interaction Programme (PIP) between the SAF's 3<sup>rd</sup> Division (3 Div) and the 3<sup>rd</sup> Division of the Malaysian Army Forces (MAF) has strengthened the defence relations between the two countries. From 3 to 6 June, this long standing tradition of professional sharing was continued as our 3 Div hosted 29 MAF delegates led by General-Officer Commanding, 3 Div MAF MAJ GEN Dato' Ahmad Hasbullah Hj Mohd Nawawi.

Over the days, the MAF delegates were given an insight into a slice of our Army's 3<sup>rd</sup> Generation Transformation. Besides a briefing on our Army's Integrated Knowledge Command and Control (IKC2) system, the visitors also viewed a static display of sensor shooter systems. They later viewed a command post that showcased the growth of our networked force. MAJ GEN Dato' Hasbullah said, "The SAF's 3<sup>rd</sup> Generation Transformation is an excellent programme and has been both planned and executed professionally. Singapore is fortunate to have good leaders who are very strategic thinkers."



MAJ GEN Dato' Hasbullah was impressed by the professional execution of our 3rd Generation Transformation

Our Army's Warrant Officers also spent time sharing training practices of our Specialist and Warrant Institute. IWO Omar Bin Ali from the MAF observed, "Your training is very progres-

sive and professional. Your commanders are also supportive of their soldiers which is very good."

While understanding our Army's transformation was a main focus, this year's programme also provided many opportunities for the delegates to learn more about Singapore's history and policies. In particular, the battlefield tour to Kranji War Memorial and Bukit Chandu evoked heartwarming recollections of the shared history in World War II. At the visit to the Singapore City Gallery at the Urban Redevelopment Authority, the delegates were given insight into Singapore's land use policy.



A poignant moment for the delegates at the Kranji War Memorial

The PIP drew to a close with a visit by the delegates to the Army Museum of Singapore (ARMS). The ARMS tour traced the history of our Army, and even highlighted the inaugural Exercise Semangat Bersatu (Unity in Spirit) in 1989, the first bilateral exercise between the SAF and MAF. In his closing address, Commander 3 Div, BG Tan Chuan-Jin reiterated the importance of PIP, "We are very grateful to have this opportunity to host 3 DIV, MAF and must continue to foster this relationship. This is not a one-off thing, but hopefully we lay the foundations so that we can grow over the years as friends. We look forward to seeing you soon."

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## Scaling New Heights in the Army

Story by: Hui Nai Xiang / Photography by: Michael Thng

Every year, July has been a special month for many of our servicemen whose hard work, dedication and capacity for future challenges are recognised with a promotion. This year's promotion ceremonies were no different. MAJ Yeo Kia Kia from HQ Supply is an officer ready and excited to take on these new challenges. She elaborated, "With this promotion, I will have a chance to work at a higher level of challenge and exposure. It will be a good learning opportunity as I would have to inter-



MAJ Yeo Kia Kia believes in contributing her best to the SAF in whatever capacity she has been given

link agencies such as logistics and operations together." What drives MAJ Yeo is a firm conviction that one should contribute to the SAF in whatever capacity they have been given. She explained, "Rank or appointment does not affect my attitude towards work. Wherever I am, I just see how I can contribute back with the job scope that I have been given."

Another officer ready to maximise the opportunities given to him is MAJ Anand Sathi Kumar from the Joint Communications and Information Systems Department. Having pursued a



MAJ Anand Sathi Kumar is excited about the prospects that lie ahead with this new promotion

Bachelor of Computing under the Academic Training Award, MAJ Anand has been actively involved in our 3<sup>rd</sup> Generation Transformation journey. He explained, "When I first graduated, I found my studies very applicable to the technological transformation that the Army was going through. Since then, I have been involved in the 3<sup>rd</sup> Generation transformation and with this new promotion, I am excited about the further prospects that lie ahead."

One of the Warrant Officers promoted, SWO Tang Peck Oon from HQ 9 Division Infantry / HQ Infantry has truly enjoyed his time in the Army. One highlight in his years of service was his participation in the US Sergeant Major Course. Such overseas exposure has placed him in good stead to take on the highest rank in the Warrant Officers corp. He elaborated, "When I left for the US in 1994, the performance assessment of personnel was only done by commissioned officers in the SAF. I am glad that the SAF has adopted the US system, which allows Warrant Officers to undertake these assessments. This reflects our enhanced professionalism and the trust placed by the top leadership in us."



SWO Tang Peck Oon has truly enjoyed his time in the Army with the overseas opportunity that he has been given

Balancing family life with their work is a big challenge for NSmen. Newly promoted CPT (NS) Louis Tan has had to make the additional effort to balance his civilian career, family life and NS commitments. He said, "These commitments have



CPT (NS) Tan Slang Liew Louis (left) is grateful to his boss, Mr. Colin Chua, for the support given to his NS commitments and duties

been made easier with the support from my employer. For example, I was recently in Beijing for a project and Shell allowed me to fly back for In-Camp-Training. I am glad that my company has been very supportive. In fact, the London Vice President sent me an email of congratulations on my promotion."

As for balancing family life, CPT (NS) Tan knows that being away from his loved ones when in camp is not easy. He commented, "I know I have to be away from them for a few weeks and I am glad my wife understands. As my responsibilities increase, home support is definitely important." Despite his many commitments, CPT (NS) Tan has found his NS experience fruitful. He remarked "No matter how small or big an impact I make, I feel I am contributing towards the defence of Singapore. It is also beneficial for me, as through my training, I have learnt empathy and how to lead by example."

## Promoting International Learning

Story by: Chia Han Sheng / Photography by: Sebastian Ang

The International Lessons Learned Conference (ILLC) was held from 24 to 26 June at Grand Corphorne Waterfront Hotel, with 110 participants from the SAF, 15 other armed forces and the Home Team Academy. Organised by our Army this year, participants benefited from various discussions centred around its theme of "Operationalising Lessons Learned Systems." Chairman of the Organising Committee, COL Yong Wui Chiang said that this year's conference aimed to "facilitate the exchange of professional interest and further networking across the international lessons learned community through a conducive and high energy environment."



COL Mains was highly impressed by our Army's organisation of the event

COL Steven Mains from the US Army Centre for Army Lessons Learned said, "The organisation of the event was simply first-class. The SAF has really gone out of its way to make it a great conference. By the simple act of limiting the number of country representatives seated at each table, rich interaction was promoted between the different countries."

The participants also ventured outside the conference venue to visit the Infantry Gunnery and Tactical System (IGTS) and SAF War Game Centre which featured lessons learned systems through training simulators. This enabled the foreign partici-



Assistant Chief of General Staff (Training) COL Ishak bin Ismail (right) in discussion with foreign participants at the ILLC

pants to gain a greater understanding of our Army's 3<sup>rd</sup> Generation Transformation.

The conference has grown over the years, with 37 more members attending this year's conference compared to ILLC 2007. There were also three new participating countries - Thailand, Malaysia and South Africa. LTC (General Staff) Jochen Geck from the German Army Command said, "This year, the discussion was longer, more in-depth and we developed precise processes and tools. Developing a lessons learned cycle was a great takeaway for me." Reflecting on the importance of such inter-

national cooperation for the SAF, COL Yong said, "It is natural and essential for us to be part of the international lessons learned community to learn from the best practices of others as we constantly work with foreign military agencies. Such constant learning is a characteristic of our 3<sup>rd</sup> Generation Army and enables us to benchmark ourselves against international standards."

Participants can look forward to the launch of [www.ILLC2008.org](http://www.ILLC2008.org) in August which will ensure that the knowledge harvested during the conference is captured for continuous learning and sharing. ILLC 2009 will be held in Germany.



# Affirming Our Commitment to Defence

Story by: Chia Han Sheng / Photography by: Sebastian Ang & Wan Zhong Wei

1 July each year marks SAF Day. It is an important occasion as servicemen throughout the SAF take the opportunity to reaffirm their commitment to the defence of our country. This year was no different, with our soldiers from all the Services putting up a precise and well coordinated parade during the main celebrations held at SAFTI Military Institute. Besides the main event at SAFTI MI, rededication ceremonies were also held at four different locations across Singapore. About 1,000 NSmen and their employers were present at these symbolic ceremonies, which demonstrated the support that companies and businesses have for national defence.

### We Make the Difference

This year's SAF Day parade was a grand one, with the Colours Party, Guard of Honour and 13 marching contingents displaying the pride and professionalism of the SAF. The strong focus on the traditional parade helped to reinforce the theme of "We Make the Difference" signifying the indispensable role that the SAF plays in safeguarding the security and progress of our nation. After the march in, Chief of Defence Force, LG Desmond Kuek led the Service Chiefs and 4,000 servicemen present in a rousing recital of the SAF pledge to reaffirm their loyalty and commitment to defence. President S R Nathan officiated the day's proceedings and also presented the State Colours to this year's Best Combat Unit, the 1<sup>st</sup> Commando Battalion, Minister Teo later presented the Best Unit and Best NS Unit Awards to 21 SAF units.

Proud to demonstrate that our SAF does indeed "Make The Difference" was Conducting Warrant Officer 2WO Kng Ter Sern from Supply Hub (East). He said "I wanted to do my best at the parade to showcase to all present, especially the foreign representatives that our SAF is truly professional and world class." Making sure that the parade was of the highest standards involved intense preparation and stringent selection of participants. Throughout the preparations, Parade RSM MWO Wan Eng Bee motivated, inspired and coached all trainers and parade participants to put in their best efforts. 2WO Kng was inspired by this and said after the parade, "Participating in SAF Day has been a very good experience. Hopefully I can continue the process of nurturing future generations and pass on the skills that I have learnt." He also added, "I feel honoured to be one of the Conducting Warrant Officers and to be given the opportunity to represent all in the supply vocation."



MSG (NS) Chan feels that SAF Day is a time to celebrate the contributions of all servicemen



The grand and traditional parade demonstrated the professionalism and quality of the SAF



CDF LG Desmond Kuek (at rostrum) leading the service chiefs and servicemen in the SAF pledge

Another award recipient, MSG (NS) Chan Poh Leong, feels that SAF Day is a time to celebrate every NSman's call and commitment to national defence. He said, "Many NSmen have gone the extra mile in serving their unit beyond the required number

of ICTs. SAF Day is therefore about every NSman and reminds us of the important duty bestowed upon us and our role in defending Singapore."

### Exemplifying C2D



LTC (NS) Ong is glad for his positive NS experience

This year, our Army is proud to recognise nine Army personnel for their unwavering Commitment to Defence (C2D) with the NSman of The Year Award. The awards were presented at the post-parade reception by Minister for Defence, Mr Teo Chee Hean. One of winners, LTC (NS) Ong Kien Soo firmly believes that "a strong SAF is essential in deterring war, and NSmen who make up a big part of the SAF need to be up to mark." This was clearly evident when as Commanding Officer of 433<sup>rd</sup> Singapore Armoured Regiment, his unit excelled in its overseas Army Training and Evaluation Centre (ATEC) evaluation. He elaborated, "Successfully completing the evaluation with a high level of competency really built up our confidence. With confident and competent people, we can truly build an effective deterrence force." This fervent belief has driven LTC (NS) Ong to give his best to NS, rising to become the Second-In-Command for the 56th Singapore Armoured Brigade.



1WO (VOL) Koh is looking forward to many more years of service with our Army

Another recipient, 1WO (VOL) Frederick Koh Siak Boon is a Regimental Sergeant Major who believes in nurturing the next generation of soldiers. Having seen one batch of servicemen from their NSF days all the way to MINDEF Reserves (MR), 1WO (VOL) Koh is an experienced NSman who has truly enjoyed his time in the Army. He said, "Meeting up with old friends from my former unit, the 733<sup>rd</sup> Battalion, Singapore Infantry Regiment is always an enjoyable experience. NS is unlike the business world which can be competitive and very cut throat. In NS, we're comfortable with each other and build very strong bonds of friendship." Nevertheless, his NS days were not without its struggles. He commented, "Before I started my own business, it was really difficult meeting my sales quotas when I had In-Camp-Trainings (ICT). I however believed in what I was doing and pulled through."

### Demonstrating Support for NS

NSmen play a vital role in both the defence of Singapore and as contributors to its workforce. It is thus essential that they maintain a healthy balance between the two. As such, the SAF Day Rededication Ceremonies are fitting platforms for NSmen to reaffirm this commitment to defence and for employers to demonstrate their support. MAJ (NS) Ong Soon Kim, Principal of St Hilda Secondary School was present at the rededication ceremony held at Temasek Polytechnic. He said, "This ceremony serves as a timely reminder that although balancing NS, work, and family is tough, I believe in my commitment, and I will make an effort to do it."



2WO Kng (2nd from left) trained hard to execute his commands with precision

At the four ceremonies held throughout Singapore, NSmen declared the pledge of allegiance in the presence of their employers and the officiating ministers. Minister for Defence Mr Teo Chee Hean who officiated the ceremony at SPRING Singapore thanked employers and family members for their unwavering support for NS. He said, "Singaporeans understand that no one can underwrite our security except ourselves, and we appreciate the support given to building up the SAF through National Service."

ers. Rajan Pillai, a manager from GT Security Services said, "Our company is definitely very understanding towards NSmen. As a former regular, watching the video clip on the latest developments of the SAF evoked a sense of pride within me. I feel connected to the NSmen in my company as we've all been through the same thing." 1SG (NS) Soon Yi Bin was glad that his employer, Singapore Powers, was present at the ceremony. He said, "It's good to see so many employers supportive of national defence. Each SAF Day, I feel more closely bonded with the SAF and it's good to see my employers participating in such a symbolic act."

The SAF Day Rededication Ceremonies are a fitting reflection of the strong relationship between our SAF and employ-



"We will preserve and protect the honour and independence of our country with our lives!"



# Best of the Best

Excelling in Operations, Training and Readiness

Story by: Lim Wei Zhong / Photography by: Wan Zhong Wei & Michael Thng

From fast food chains to international airlines, many commercial organisations give out awards to recognise the good performance of their employees. Our Army's equivalent is the annual Best Unit Competition, where active and NS units are graded on their combat proficiency, physical fitness, combat fitness, administration, logistics and personnel management. The competition encourages units to undertake holistic training programmes, which build technical skill, fitness, good organisation and team spirit.

grammes, which build technical skill, fitness, good organisation and team spirit.

Army News visited several award-winning units to learn about their motivations and methods. The message that winning the award should not be an end in itself was echoed by both commanders and men. Instead, the award is viewed as a natural

outcome of doing a good job, like the icing on a cake. Commanding Officer 1<sup>st</sup> Commando Battalion, LTC (then-MAJ) Edwin Goh summed it up well, "We don't wake up thinking about how to win the Best Combat Unit Award. We wake up thinking how to be the best we can be – how we commit ourselves to our work and come up with new initiatives to better ourselves. When you do everything to your best, I think being champion comes inevitably."

## A Fulfilling NS Experience

Best Combat Support Unit - 24<sup>th</sup> Battalion Singapore Artillery (24 SA)

For 3SG Goh Ting Xuan, a Radar Specialist in 24 SA, one of the things he appreciates about NS is the chance to master cutting edge equipment and systems. At this year's Exercise Lightning Warrior in South Africa, 3SG Goh trained on the Artillery Hunting Radar, one of our Army's new platforms. He said, "We're training to track both enemy and friendly rounds, which will help our artillery to first locate and then accurately hit the target. We've also successfully tracked missiles. It's a good experience – my first time seeing the tracking of a missile."



At Exercise Lightning Warrior, men from 24 SA used the Artillery Hunting Radar to track multiple rounds at a range of up to 40 km

At Exercise Lightning Warrior, 24 SA worked closely with 3<sup>rd</sup> Division, 20 SA and other forces to break new ground in sensor-shooter coordination. They helped to test the capabilities of the new Division Strike Centre, which receives information feeds from sensors like 24 SA's radars. It compiles the information into a real-time picture of the battlefield and broadcasts it to all friendly platforms, allowing our forces to strike within seconds of detecting a target.

While Commanding Officer MAJ Thomas Wee agrees that new technological developments make it an exciting time for 24 SA, he did not hesitate to emphasise that his servicemen remain the key focus. He said, "The award is a testimony to the commitment of our people – the hard work that they have put in over the years. They are the single most important factor."

Comments from the servicemen themselves prove that the unit's focus on people has borne fruit. Most NSFs feel especially good about their overseas exercises, in particular their experience from the conducted live-firing. CPL Chan Pengli commented on his stint in Exercise Thunder Warrior, New Zealand, "This is the first time I've gotten to see our system in action, and the terrain allows us to train alongside the guns of 23 SA. The scenery here is great, and the amount of practice we get will really help in our operational experience."



Men from 24 SA setting up the TPO 37 radar at Exercise Thunder Warrior in New Zealand, where they gained valuable experience tracking live rounds

## Fighting Fit

Best Combat Unit - 1<sup>st</sup> Commando Battalion (1 CDO)

With an impressive record of 15 Best Combat Unit titles in the last 20 years, 1 CDO obviously has a winning formula for success. This achievement is even more remarkable because the unit takes in fresh recruits every year, and has just two years to turn them 'from boys into men'. Unlike a star athlete defending his title, 1 CDO has to start from scratch every time – making it crucial to have a finely tuned training system which maximises the potential of our full-time national servicemen.

Explaining his training rationale, Commanding Officer LTC Goh said, "Know the objective and work towards it. Once we have achieved it, move on to the next mission." He also stressed the importance of engaging the men, "You can have all the equipment you want, but without the people, it is very difficult to be a special force unit. There's no secret to success – in everything we do, we do it to our best." CPL Joshua William added, "We come from all walks of life and are instilled with character, ethics, esprit-de-corps. The unit has made me what I am."



A picture of intense concentration, reflecting 1 CDO's commitment and dedication to achieving the best



Our Commandos storm the beach, weapons at the ready

## Committed and Ready

Best NS Combat Service Support Unit - 31<sup>st</sup> Forward Combat Service Support Battalion (31 FCSSB)

The phrase 'going beyond the call of duty' often brings to mind images of battle-scarred troopers sacrificing their lives for country, family and friends, especially to fans of war movies.



We are family! This strong spirit in 31 FCSSB has kept them committed to the unit, through thick and thin

However in reality, it can be something as simple as organising a get-together, as shown by 31 FCSSB. Transport Operator LCP (NS) Mohammad Rizal bin Yahya explained, "Before our In-Camp Training, we always gather and discuss what to prepare. We contact each other and have family outings. That's how we bond ourselves – so when we come for training, everyone is like family."

According to OC Maintenance Company CPT Nelson Chia, these unofficial gatherings "build strong bonds which in turn increase fighting spirit in tough times." Commanding Officer LTC (NS) Gerard Tan also commented, "People come back because of people. If you can foster that sort of cohesion and team spirit, wanting to be part of the gang, people just come back automatically. This is one of the key reasons why many of my men enjoy coming back, even extending their service." Regimental Sergeant Major SSG (NS) Sukhwinder Singh is a good example of this dedication to duty. He said, "I've extended for three years, because the motivation, guys and leadership are tremendous. I'm



Heavy duty work - 31 FCSSB's ability to recover damaged vehicles makes them a crucial force in transport operations

not the only one. There is a family spirit, a bond that is built in us."

## Moments of Pride

Snapshots and reflections from some of our Best Units

Best NS Combat Engineers Unit - 327<sup>th</sup> Battalion, Singapore Combat Engineers

"More than winning awards, it's the experiences we shared in the battalion, the training and exercises that are memorable. Yes, there were tired, grumpy times. But whenever you see people from drivers and signalers to section commanders putting in effort in their tasks, naturally you will feel the push to play your part. It is this strong spirit that binds the unit together and drives the unit to perform well on missions. This award is a real bonus!"

- CPT (NS) Lim Chong Seng, Officer Commanding



One of the unit's memorable training experiences was constructing a 9-bay double-storey Acrow Panel Bridge at Transit Gap in Nee Soon Camp.

Best Infantry/Guards Unit - 3<sup>rd</sup> Battalion, Singapore Guards

"What's our driving force? Each other. No matter what obstacles we face, or how tired we are, we will encourage and push each other onto greater heights. It is in each other that we find strength and courage to press on."

- 2SG Aaron Bok, 84mm Section Commander



The indomitable team spirit of the Guardsmen has brought them through many tough times, such as the search for escaped fugitive Mas Selamat

Best NS Armour Unit - 442<sup>nd</sup> Battalion, Singapore Armoured Regiment

"During our active service, we had the unfortunate reputation of being one of the few, if not the only battalion that did badly for our assessment. However, after becoming a NS unit, with the highly effective motivational abilities displayed by key figures within the battalion, this negative reputation eventually became a springboard for a dramatic turnaround. We did not let this defeat us, but spurred ourselves on to greater heights."

- SSG (NS) Goh Kah Ho, Company Sergeant Major



In the midst of preparations for a battalion assessment, the guys are pictured here with their good ol' SM-1 tank

Best NS Infantry/Guards Unit for 9<sup>th</sup> Division - 596 Battalion, Singapore Infantry Regiment

"Being with this unit has made me proud of what I can achieve and contribute, and learn to operate in a group. The most important aspect is that I learn to respect everybody regardless of station. The common man may seem insignificant during ordinary days, but when the worst arrives, his best appears."

- SSG (NS) Colin Ng, Intelligence Specialist



Shouting a war cry at the Infantry Training Institute

Best Combat Service Support Unit - 3<sup>rd</sup> SAF Transport Battalion

"The thing I like most about my unit is the diversified nature of our service. Known as the 3-in-1 Transport Hub, we perform air, sea and land transportation, which I am very proud of. I used to think that army life was going to be mundane, but after I came to this unit, I realised it can be full of vibrancy and excitement."

- CPL Ong Jin Qiang, Coxswain



Land ho! The Lighter Amphibious Re-Supply Cargo Ships prepare to beach up at Exercise Sea Thunder this year

### Other Winners

Best Signals Unit	2 SIG
Best Armour Unit	40 SAR
Best Engineers Unit	30 SCE
Best NS Inf/Gds Unit for 3 Div	652 SIR
Best NS Inf/Gds Unit for 6 Div	622 SIR
Best NS Inf/Gds Unit for HQ Guards	634 GDS
Best NS Inf/Gds Unit for 2 PDF Comd	663 SIR
Best NS Artillery Unit	280 SA
Best NS Signals Unit	6 SIG BN



# Raising the Professionalism of our Transport Operators

Story by: Hui Nai Xiang / Photography by: Wan Zhong Wei & Lim Wei Zhong

A 3<sup>rd</sup> Generation Army requires a transport force that can reliably and efficiently supports its various needs such as ensuring that our soldiers are transported efficiently to their destination and supplies to where they are needed. To achieve this, it is important that our Transport Operators undergo comprehensive training. This includes both simulation and on the road driving. The Driver Training Centre located at Kaki Bukit Camp is a centralised training facility for our Transport Operators. Housed within this Centre is the sophisticated Driving Training Simulation System (DTSS) which provides trainees with important essential vehicle handling skills. This gives trainees the added confidence when they go on the road to practice these skills.

The state-of-the-art DTSS consists of a computer generated visual environment with the actual truck cabin being placed on a 6-DOF (Degree-Of-Freedom) motion platform. The 6-DOF motion platform gives the trainee a highly realistic feeling of driving the actual vehicle on and off the road. The DTSS is able to simulate different weather conditions and also incorporates left-hand driving conditions to provide training in a wide range of scenarios. The DTSS has electrically-driven motion, resulting in less maintenance needed. More importantly, it reduces the incidence of motion sickness experience by trainees because of the shorter time lapse between their action and the simulator's response.

Commenting on why it is important for trainees to learn vehicle handling skills before they go on the road, Head DTSS, Mr Kanapathy said, "The real benefit of the simulator is that trainees get to handle vehicle controls and get to know the vehicle so that when they go on outfield training, they will focus more on situation awareness on the road rather than learning how to drive the vehicle." The trainees' experience supported this. PTE Wee Shi Hao said, "The simulator has given me confidence when I drive on the road. It familiarises me with all the buttons and functions on the vehicle such as the hazard lights and the clutch. I am better able to control the vehicle because I have done similar training on the simulator."

The DTSS has also helped to raise the safety awareness among our Transport Operators. Mr Kanapathy explained, "The simulator has a database of accident scenarios that are based on real



Transport Operators are exposed to cross country conditions to equip them with the necessary skills in handling different terrains

accident cases. These can be simulated during training. When the trainees are exposed to these scenarios, they will know how a potential accident could occur and what to do to avoid it." REC Jasel added, "It makes my actual driving experience safer. On the simulator, I learn about defensive driving, like how to cope with pedestrians crossing the road and other vehicles cutting lanes."



PTE Muhammed Aslan found the driving course interesting

Besides simulation, the comprehensive training includes training in different terrains. This equips the trainees with the necessary skills to handle the challenges of different terrains. PTE Muhammed Aslan said, "I have been on the course for about a month and the most interesting parts were the advanced skills training and cross country training. We learnt to drive Class 3 vehicles like the Land Rover and Class 4 vehicles like 5-tonners." Course instructors also play a crucial role in the training process. PTE Eric Yung felt that instructors, such as Mr Mohammed Rosman Sambri were very clear in their teaching which helps enhance his learning experience.

The SAF's rigorous training has equipped our Transport Operators with the necessary skills to drive competently and safely in various situations. They can now also convert their licences

to Civilian Class 4 licences if they meet certain requirements. Deputy Superintendent Ben Chua, Head Testing and Licensing of the Traffic Police Department explained, "We are satisfied that the SAF's training programme and testing regime are comparable to those in the commercial driving training centre."

Transport operators, 3SG Muhammed Alfian bin Choma't and LCP (NS) Yusuf bin Matsuni, who were awarded their Civilian Class 4 vehicle licences, were very pleased. LCP (NS) Yusuf Bin Matsuni commented, "I am extremely happy to be part of the pioneer batch in obtaining the Class 4 licence. This licence is definitely worth the effort I have put in during my two years of service."



PTE Eric Yung felt that instructors such as Mr Mohammed Rosman Sambri helped enhance his learning experience.

to them." Explaining why he continued to donate blood over the years, IWO Manoharan said, "The ability to save lives is one of the highest callings for any person and I am glad that by making that simple donation of blood, I can fulfil that calling."

It was reiterated during the ceremony that just one additional blood donation yearly from each of the 60,000 donors in Singapore would be enough to ease up the blood shortage locally. IWO Manoharan had this in mind when he said, "I often encourage people in my camp to give blood, especially at the blood donation drives that our Army organises."

IWO Manoharan has shown how with a little effort and some determination, it is indeed easy for us to do our part in helping to save lives. So the next time your camp organises a blood donation drive or you are presented with the opportunity to donate blood, don't hesitate. Give Blood, Save Lives.

# MINDEF PRIDE Day Involve, Inspire, Innovate

Story by: Lim Wei Zhong / Photography by: Wan Zhong Wei

While MINDEF Productivity and Innovation in Daily Effort (PRIDE) Day happens only once a year, PRIDE is far from an annual affair. As the name suggests, our PRIDE movement fosters a creative mindset in our people, encouraging them to think out of the box to find efficient solutions to everyday challenges. PRIDE Day recognises the many personnel and units who have contributed to maximising our defence dollar, directly resulting in cost savings of \$343 million in 2007. The award presentation ceremony was officiated by Minister for Defence Mr Teo Chee Hean, at Toa Payoh HDB Hub on 28 May.

Innovation comes in many sizes. Whether the projects were grandiose ideas to improve the SAF's network-centric warfare capabilities, or simple improvements to routine administrative tasks, they were all given due credit. In his address, Mr Teo cited the Marina Bay floating platform as a good example of daring to dream big. He said, "It was an ambitious idea and an immense engineering challenge – the epitome of the can-do spirit of innovation and creativity in the SAF." Using our iconic skyline as a backdrop and the surrounding waters as an extended stage, the floating platform overcame land constraints to deliver a memorable National Day experience for Singaporeans.

At the PRIDE Day exhibition, also held at Toa Payoh HDB Hub, many interesting and innovative projects were showcased. Army News looks at two of these.

## Military Police Shine With New Vest

One project was the 'Detachable Luminous Vest for Load Bearing Vest (LBV)', which provided cost-effective improvements to the daily duties of our servicemen. During their marshalling activities, our Military Police are required to wear luminous vests for visibility. However, the previous vest design was not breathable and did not complement the LBV, which is worn at the same time. Developed by the servicemen themselves, the new vest has breathable netting for greater comfort and prevention of heat exhaustion. It is worn over the LBV for greater visibility, while still allowing easy access to the pouches. On top of all that, the new vest costs \$5 less than its predecessor – a classic model of PRIDE efficiency!

Gombak Base Section Commander 1SG Goh Soon Lee was one of the servicemen who developed the product. He com-



BEFORE: When worn under the LBV, the old vest is less visible and increases the risk of heat injury



AFTER: The new vest can be clearly seen, is more cooling and allows easy access to the LBV pouches

mented on the practical applications of the new vest, "In operations, we often have to wear or remove our LBV quickly, and the velcro on the vest makes that easy. The new vest also allows the soldier to have comfort and safety from heat exhaustion."

## Speedy and Secure Evacuations

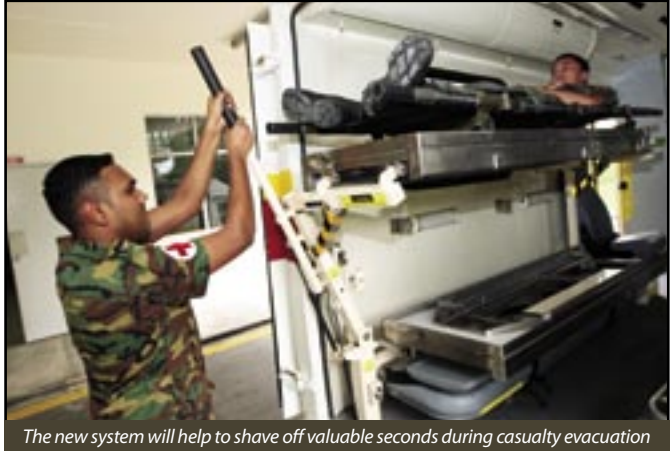
Another project, '123@Ford Lock', superbly illustrates how simple and inexpensive solutions can make a big difference to safety and efficiency in our Army. When our medics evacuate casualties in the Ford Ambulance, they have to secure a series of locks to secure the stretcher in place. If just one lock is not

secured, the stretcher may come loose and safety will be compromised. Thus in the past, medics had to thoroughly check on all the locks, and this would delay the evacuation process.



The brightly coloured stickers makes securing the stretcher simple and systematic

The proposed system involves labeling all locks with numbered and colour-coded stickers to make them easily accounted for. Trials over the past five months have shown that the system can reduce evacuation time by as much as two minutes. It may not seem much, but this difference could be crucial in a serious emergency. Team member LCP Charles Lesmana, a Medic at Maju Medical Centre, said, "My fellow medics fed back that the project is very effective, as it is a simple reminder of the things they have to do. Now, we don't have to waste time memorising the sequence, and are also more operationally ready."



The new system will help to shave off valuable seconds during casualty evacuation

# Give Blood, Save Lives

Story and Photography by: Michael Thng



IWO Manoharan (left) receiving his Champion of Champions Award from Health Minister Khaw Boon Wan

Against the backdrop of the picturesque Mandai Reservoir, the World Blood Donor Day 'Champion Blood Donor Recognition Ceremony' was held on 14 June. Doing our Army proud by receiving the Champion of Champions award during this occasion was IWO R Manoharan, a Tech Warrant from HQ Armour. The award recognises individuals who have reached their milestone 150th blood donation and at age 53, he is to date the youngest recipient of the award. To achieve this, IWO Manoharan donated blood diligently four times a year from 1972 to 2005. Today, he contributes twice yearly in his donation of platelets and plasma.

IWO Manoharan, who was first motivated by his Officer Commanding (OC) during his recruit days to donate blood, believes that the commanders play a vital role in rallying their men for this noble cause, "I always tell my commanders on the ground that they should encourage their men to donate blood because they know them best and are in the best position to talk

# Engaging Pre-enlistees with iPrepNS

Story by: Lim Wei Zhong / Photography by: Wan Zhong Wei

Getting ready for full-time National Service is now a breeze, whether you are a healthy and fit sportsman, an avid computer gamer, or even a Singapore Permanent Resident who grew up overseas. The new 'information on Preparation for National Service' (iPrepNS) website, which features interactive animations and videos, will tell pre-enlistees and their parents all they need to know about registration, Basic Military Training and other topics. The website was launched by Minister for Defence, Mr Teo Chee Hean at the 21st MINDEF Productivity and Innovation in Daily Effort Exhibition, held at Toa Payoh HDB Hub on 28 May.

While information on enlistment was previously available on the NS Portal, the team behind iPrepNS felt that the engagement factor could be boosted. Team Leader June Lim explained, "The challenge was to find the appropriate medium to reach out to young people. On the NS Portal, information is pretty static. iPrepNS makes a difference as it is more interactive, with the use of pixel art animations."

On the website, lively and colourful animations depict the process enlistees undergo in a logical fashion, making the information simple to understand. Team member LCP Chris Sng said, "It is able to break down information in chronological order. You can go into a particular portion of the website, such as enlistment day, and find out what is going to happen." Fellow full-time National Serviceman CPL Koh Swee Kheng added, "It's a nice website. You don't feel lost, even if you don't know

anything about NS. It tells you what to bring, what to wear and other necessary details." The text and animations are further complemented by photos and videos which provide snapshots of actual enlistment and training, demystifying the experience.



PTE Wong, LCP Sng and CPL Koh (left to right) provided many interactive ideas to make portal interesting and useful

For providing an engaging and useful learning experience to all pre-enlistees, iPrepNS won MINDEF's Work Improvement Teams – Outstanding Team Award. It was praised by Mr Teo Chee Hean when he said, "It is an outstanding example of how good ideas and innovative approaches can enable us to provide more efficient and effective services to the public, and widen our reach to the NS community. iPrepNS will provide an online interactive guide, together with videos and step-by-step instructions on pre-enlistment procedures, that will provide tips on

how to adjust to NS life as well as address safety, welfare and other issues."



The website includes information on welfare benefits for NSFs. Also, watch out for the animations at the top!

Check out iPrepNS for yourself at [www.ns.sg/iPrepNS!](http://www.ns.sg/iPrepNS!)



# NSmen Matters

## Mobilisation

**Mobilisation Systems**  
Every NS unit has a mobilisation plan. The NS unit will brief NSmen on their role in the mobilisation exercises. NSmen can be mobilised at any time. The two systems by which NSmen can be mobilised are the Silent Mobilisation and Open Mobilisation systems.

**Silent Mobilisation System**  
In the Silent Mobilisation system, the primary means of communication is via the eMobilisation system which will notify NSmen via their home, office or handphone number. NSmen are required to update their personal particulars through e-Self-Update in the NS portal.

**Open Mobilisation System**  
For Open Mobilisation, besides the means used for silent mobilisation, the mass media such as television, radio and cinemas will be used to inform NSmen that their unit has been mobilised. Code words will be announced.

**Actions upon Mobilisation**  
Upon mobilisation, the NSmen are required to report to their Mobilisation Centre for military service or exercises immediately in uniform with their personal equipment. Those NSmen who fail to report or fail to do so within the period allowed, will be regarded as absentees until they report to their NS unit to explain their absence. Disciplinary action will be taken against those NSmen without acceptable explanations. The effectiveness of the system and the operational readiness of an NS unit depends on its NSmen.

Mobilisation Orders (SAF 98A/B) or Mobilisation Notice (SAF 98C/D) will be served to the NSman's home if he cannot

be contacted through the primary means. The SAF 98A/B are used only during actual operations while the SAF 98C/D are used for practices.



NSmen are required to report immediately in uniform with their personal equipment.

**Operational Duties**  
All NSmen will be placed on operational manning. NSmen will be informed of their duties via the eMobilisation system, six months before the duty commencement. NSmen are required to acknowledge the notification. The six months' advance notification allows NSmen to make the necessary arrangements with their employers to ensure that they are available when mobilised. Under normal circumstances, they will not be mobilised outside of these manning dates.

**Mobilisation Briefing**  
Prior to their Operationally Ready Date (ORD) or their first

operational manning as a NSmen, the unit will brief the NSmen on their unit code words. Stickers will be given to help them remember the code words. NSmen will also be informed of the Mobilisation Centre location to report to during mobilisation.

**Frequency of Operational Manning**  
In a work year which lasts from 1 April to 31 March, manning will occur about twice. During this period, NSmen are liable for mobilisation exercises.

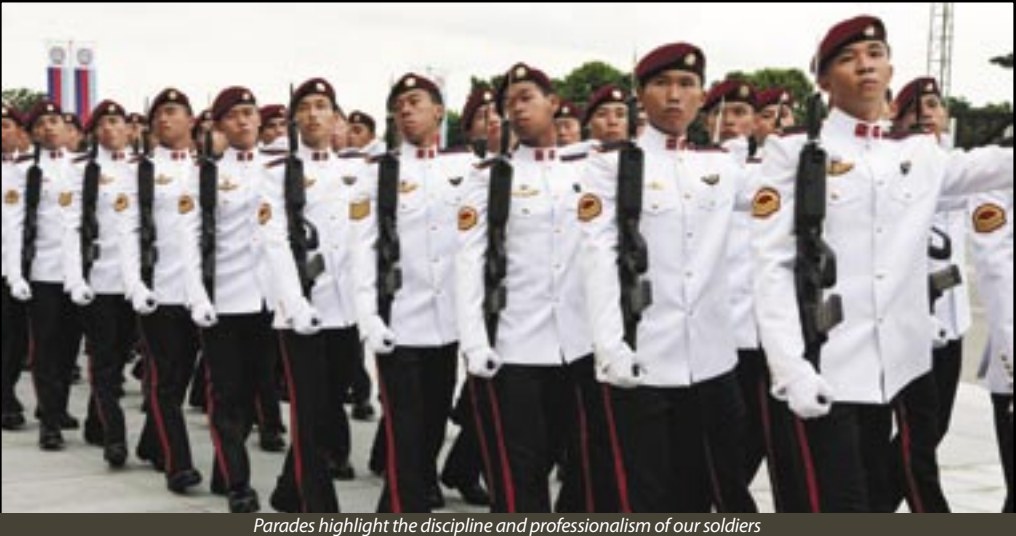
**Special arrangements**  
If NSmen are performing emergency services, or their immediate absence from their work place may be critical or hazardous to life, they should inform their NS unit. They should report as soon as they have satisfactorily handed over their civilian work responsibilities to someone else. During mobilisation exercises, the NS unit may be required to move out for field exercises after the normal reporting is done. The SAF is mindful of the varying commitments of NSmen, hence effort is made to minimise disruption to their civilian careers.

**Family Members' Participation**  
NSmen are advised to keep their family members informed of their whereabouts especially during Operational Manning Periods. Their family should be informed of how and where they can contact the NSmen to facilitate speedy mobilisation. Family members should also be aware of the NS unit's code words. They should know that NSmen are sometimes required to remain at the unit for a longer period when the mobilisation involves field exercises. Family members above the age of 16 can acknowledge any call-up notice when it is served at their residence. Upon receipt, they must contact the NSmen immediately.

# Customs and Traditions

## Paying Compliments

Story by: Tham Wei Yang / Photography by: Michael Thng



Parades highlight the discipline and professionalism of our soldiers

Continuing our feature on parade and ceremony, this issue we explain the history behind the turning of heads and sword salute during a parade

### Eyes Right/Left

In the past, a king would ride among his people to enlist soldiers when he wanted to raise an army. Only free men were allowed to bear arms, and they would indicate their status by looking the king in the eyes (serfs or slaves had to bow their heads and look to the ground).

Today, this gesture has been adapted for parades. In a parade, the command 'eyes right/left' is given when the contingent pays compliments to the Guest-of-Honour while on the march. A preparatory command is usually issued first, e.g. "Compliments on the march", followed by "eyes right". The contingent then looks in the direction specified while the parade leader salutes.

### Sword Salute

The first movement of the sword salute is the



The sword salute comes from a long tradition of history and symbolism

'recovery'. The sword, held in the right hand, is raised close to the front of the neck. This gesture originated from the Crusades. The hilt of a broadsword formed a cross with the blade so if a crucifix was not available, a Crusader would kiss the hilt of his sword before entering battle.

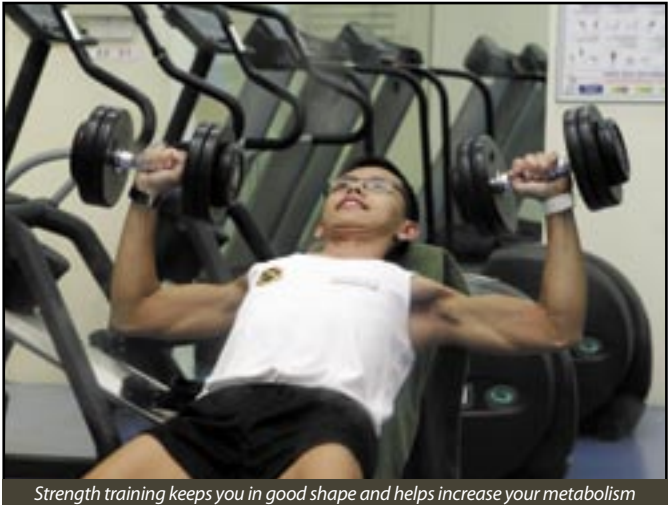
The salute is completed with the lowering of the point to the ground. The original purpose of this action was to show that the weapon-bearer had no harmful intentions.

# Army Fitness

## Strength Training and You

Contributed by Army Fitness Centre / Photography by: Wan Zhong Wei

Strength training is the basis for increasing the muscular strength of the human anatomy. Strength exercises actually build more than strength. It boosts bone density, metabolic rate, balance and self-confidence. Strength training helps curb depression, sleep problems, high blood sugar, arthritis pain, and possibly the risk of heart disease.



Strength training keeps you in good shape and helps increase your metabolism

### Why is strength training important?

Strength training allows a more efficient delivery of blood into the muscles to allow them to work longer without fatigue, and helping to keep them in good shape. The thickening and increase in the size of both the muscle and connective tissue increase the strength of the limbs.

### Why do muscles matter?

Muscle is the absolute showpiece for being healthy. It keeps us strong and mobile. Muscles and lean body mass makes up the metabolic engine in your body. More muscles means a higher metabolic rate which then makes it easier to stay trim. Muscles are also where some of our blood sugar goes. Glucose goes into the bloodstream and some of it gets stored in the muscles as glycogen.

### How frequently do you have to do strength training?

The American College of Sports Medicine (ACSM) recommends two to three times a week. If you consistently work out at least twice a week, you will obtain good results.

### How long do you have to train in each session?

It takes about 30 to 45 minutes per session. One needs to do between two or three sets of five to six exercises. The weights use should be such that you can lift them 10 to 12 times from moderate to high intensity in a good form. Remember to rest before you do another set.

### Do you have to progress to heavier weights to build muscles?

Yes. Once your muscles adapt to a certain load, you should increase to a heavier load so that your muscles can grow further and reap more strength gains.



Crunches work the abdominal muscles

### How many different exercises do you need to do?

For a whole body workout in one session, six to 10 exercises are recommended to work the different muscle groups. The following list provides the appropriate exercises for each muscle group.

### Upper Back

Seated Rows, Lat Pull Downs, Chin-ups

### Lower Back

Prone Row, Back Extension, Reverse Plank

### Chest

Bench Press, Dumbbell Flies

### Abdominals

Crunches, Trunk Twists, Leg Raise

### Hamstrings

Standing Leg Curl, Lying Leg Curl, Seated Leg Curl

### Quadriceps

Leg Extension, Squats, Leg Press

### Biceps

Dumbbell Curls, Hammer Curls, Preacher Curls

### Triceps

Dips, Triceps Extension, Diamond Push-ups

### Shoulders

Lateral Raise, Front Raise, Overhead Press

### Calves

Seated Calf Raise, Standing Calf Raise

### Gluteus (Buttock Muscles)

Squats, Lunges, Prone Hip Extension



See you there!



### Passing On The Baton

APPOINTMENT	INCOMING	OUTGOING
COMD 3 DIV ARTY	COL ANG HENG	COL SIOW MENG MENG TERRY
CO 30 SCE	LTC RAYMOND TEO CHIN CHYE	MAJ TAN CHIN TUCK
CO 20 SA	MAJ GOH SI HOU	LTC LIM WEI LIAN
CO 6 SIR	MAJ TAN HOCK LEONG	LTC ONG KOK WUI
RSM 6 SIR	1WO PANDIAN S/O SIVASAMY	1WO LIM SENG
RSM 5 SIR	2WO TAN KIAM SEONG DESMOND	1WO ROBIN YEO-LIM THIAM SENG
RSM 822 SIR	1WO POON WAI LEONG	—



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

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### Quiz Of The Month - JUN / JUL

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

**Q: Which new command centre speeds up sensor-shooter coordination by compiling multiple information feeds into a real-time picture of the battlefield?**  
Closing Date : 29 August 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 us your entries via mail or email us at [armynews@starnet.gov.sg](mailto:armynews@starnet.gov.sg).
- 5. Prizes not collected within a month of notification will be forfeited.

The winners for the MAY / JUN Quiz will be announced in issue 156.



# One-Stop Equipping Boosts NS Readiness

Story by: Lim Wei Zhong / Photography by: Wan Zhong Wei

To realise our vision of a World-Class Army, we need world-class logistics processes and HQ Supply has been working hard on them, as demonstrated in a recent series of exercises. By re-thinking warehouse arrangements, developing time-saving technology and centralising the NS mobilisation process in each equipping centre, it has significantly reduced the time taken to recall our NSmen and gear them for deployment. Army News takes a look at the new equipping process.

### Convenient and Efficient

When we need to buy household items, most of us head straight for the supermarket simply because it is a one-stop solution for our needs. Similarly, when NSmen are activated to defend our country, they want a convenient equipping experience where they can draw all the necessary items in one camp.

At today's Equipping Centres, the entire process takes place within the camp, in three pit-stops. Servicemen first register themselves and draw personal equipment, then they set up equipment like vehicles, and finally collect ammunition. (Process is explained below) This is a significant improvement over the old system, where units muster at one location and draw their equipment at a separate location.



### Pit Stop 1

Stores are now pre-sorted up to company level, speeding up the drawing of equipment

### In-Processing and Drawing of Equipment

Upon arrival, NSmen report their attendance at the in-processing counter. A photograph is taken and piped to the warehouses for verification when they draw their equipment. They then receive a short briefing on the equipping process, and proceed to the warehouses to draw their rifle and personal equipment. Previously, servicemen had to draw different items from different warehouses. Now, the warehouse stores are arranged for individual battalions and companies so that all the items can be obtained together.



With the new RFID, a simple scan will tell the staff what the serviceman needs, eliminating tedious paperwork

### Radio Frequency Identification Device (RFID)

The use of RFID is one of HQ Supply's new initiatives which will help to speed up equipping. Still in the testing phase, the RFID is a bar-coded equipment slip which tells the warehouse staff which equipment to issue to the serviceman, based on his vocation. The system also instantaneously updates the Operations Room when equipment is drawn, allowing full visibility of the speed of equipping. Head Assets Section, Supply Hub West, MAJ Ansel Lee is "confident that the RFID will cut down the time taken, and also increase the visibility of the process. When we account the stores during demobilisation, the RFID will also be able to help us," he added.



### Pit Stop 2

A NSman setting up vehicular communications at the holding area

### Troop Holding Area

The servicemen move to their holding area at a multi-storey carpark, where their vehicles and general equipment are kept. Each battalion is assigned to one level of the carpark, streamlining the setting up of vehicles, vehicular communication sets and support weapons. This also makes it easy for Section Commanders and Platoon Commanders to brief their men.



### Pit Stop 3

Stringent safety precautions are taken at the ammunition point

### Ammunition Point

Previously, units would send a contingent to the ammunition depot to draw their supplies and bring them back to the Equipping Centre. Under the new system, the unit simply informs the depot to send over the required payload, reducing the time taken. The ammunition is carried by High Mobility Cargo Transporters, complete with an armed escort. Safety coverage is taken seriously, with lightning conductors and fire extinguishers on-site. Finally, the servicemen collect their ammunition and are ready for deployment.

## NSmen Prove Their Commitment

Business was brisk for cabbies on one Saturday night when hundreds of operationally-ready national servicemen made their way to their Equipping Centre. They were responding to a mobilisation exercise, which requires them to report to camp within a stipulated time after being notified. NSmen bear an important responsibility – to keep themselves ready to respond in times of emergency. The ability to activate our forces speedily serves as a strong deterrent to potential aggressors, and will allow Singa-

pore to defend itself effectively in war.

Upon reaching the equipping centre, NSmen register themselves and go through three pit-stops to be fully ready for deployment. First, they receive personal equipment specific to their vocational requirements, whether they are reconnaissance troopers or machine-gunners. Second, they gather as a unit to draw and set-up general equipment, such as vehicle-mounted signal sets. Third, they collect their ammunition, and are then ready to deploy for missions.

At this particular exercise, equipping proved to be swift. Credit goes to the efficiency of our supply staff, and the commitment of our servicemen to report early. One of them, LTA (NS) Sean Tan said, "This is my third mobilisation, and it was much more organised compared to the previous time. All the guys in my platoon are here ahead of time. I'm okay with being called up as the equipping process is quite fast and easy – it only took me ten minutes."

Chief of Army, MG Neo Kian Hong visited the exercise to engage and seek feedback from NSmen on the equipping sys-

tem. When most of them told him that the equipping was fast and efficient, he emphasised that they should take ownership of the system to make it even better. He added that commanders should also take time to brief their men and explain the necessity of such activations. Once they understand their duties, they will be motivated to execute them quickly. COA also thanked the NSmen for their commitment to the defence of Singapore.



The ability to quickly activate and equip our NSmen is crucial to Singapore's defence



COA thanking the NSmen for their commitment and readiness during the exercise