

armynews

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CSC: Learning as One SAF

125 officers graduated from the 38th Command and Staff Course (CSC) on 12 Sept at a graduation ceremony held at the Istana, where Minister for Defence, Mr Teo Chee Hean presented them with certificates that affirmed their abilities to assume mid-level command and staff appointments in the SAF. In his speech, Mr Teo spoke on the need for the SAF to constantly transform and develop the resources and capabilities to deal with various security threats. He said, "The knowledge and skills that you have developed will be invaluable to

the SAF's transformation journey. The full potential of the 3rd Generation SAF capabilities can only be realised if we have the right people to conceptualise and create this 3rd Generation SAF; and to creatively deploy and use these capabilities to derive the maximum benefits."

A Personal Discovery Journey for MAJ Lim

Among the 'right people' Mr Teo was referring to was MAJ Lim Lit Lam, the top Army graduate. MAJ Lim felt that he

had learnt a lot about himself at the personal level. He said, "We actually get a lot of feedback on ourselves and our leadership style, and that helps us to be more effective in different scenarios. Some people have a gift for being in the background to tie things together while others like me are more inclined to conceptualising ideas. This means that I'll have to find the right guy alongside to complement me. I think that being aware is a huge first step, and I've learnt the importance of finding out what people are good at and how to achieve the best effect as a team."

Learning and Working as ONE SAF

While teamwork at the interpersonal level was an important lesson learnt, its implications on how the three Services work as one SAF was also not lost on MAJ Lim. In a module called Joint Planning, the students looked at effects-based operations in which all three Services come together to contribute to the effect. He elaborated, "Joint-ness is one of the big features of this course - thinking how to operate as one and speak the same language. All the Subject Matter Experts from the Air Force, Navy and Army taught us about their various capabilities, providing a greater understanding of how we can work together to achieve the desired outcomes in operations. When an exercise has a maritime dimension, as well as the need to look at airbases, that's where the Army realises its place in the grand scheme of things."

Bonds that Last

'Joint-ness' was not limited to the classroom, as MAJ Lim also bonded with his course mates by training for the recent Army Half Marathon. The team comprised personnel from the Army, Air Force and Navy. MAJ Lim commented, "It was bonding in a special kind of way. What I would remember from the course is the people. The curriculum is very professional and rigorous, but it is the human relationships that made learning very memorable. Other than the guidance of our instructors, we had students helping each other to learn, and that made it very special."



MAJ Lim (second from right) and his wife sharing a light moment with Mr Teo (left)

SAF Sharpens its Intelligence Training

All Intelligence training will now take place in one location - the SAF Military Intelligence (SMI) Institute. Launched on 24 Aug, the SMI Institute will be the 'Spiritual Home' of SAF Military Intelligence.

As Commander of SMI Institute, Lieutenant-Colonel (LTC) Francis Yee commands both CIG as well as the SMI Institute. While being responsible for the training of Military Intelligence for the SAF, he still maintains a critical "Left Hand Side" responsibility to the Army to fulfil the original CIG function as the Specialist unit to raise, train and sustain the 3rd Generation Army Intelligence.

Director Military Intelligence, BG Bernard Tan, delivered the inauguration speech on behalf of Chief of Defence Force, LG Desmond Kuek. BG Tan said, "Intelligence is the cornerstone of the 3rd Generation SAF. A force that relies on information superiority to fight in a devastating, high tempo manner, must be backed by a first class intelligence organisation that can make sense of a chaotic environment."

BG Tan also elaborated on the formation of the Military Intelligence Organisation (MIO) earlier this year, which brought together all Intelligence Departments, Formations and Units in Joint and the Services as a single integrated organisation. He commented, "This integration enables us to drive capability development, structures and processes across the SAF to meet the 3rd Generation SAF's demands. But the transformation in technology and structure and processes will not be enough. The key in the 3rd Generation SAF is our people. People is at the heart of the 3rd Generation SAF. To achieve the Knowledge Advantage and win, we will need to

build in our people new competencies, attitudes and values. We need to engage our people and nurture a new generation of 3rd Generation Intelligence warriors. This investment in SMI Institute is, above all, an articulation of the willingness of the SAF to invest in its people."

The SMI Institute will be headed by LTC Francis Yee, Commander Combat Intelligence Group (CIG). He commented, "I feel very honoured to be given the privilege to command

both CIG as well as the SMI Institute. The establishment of SMI Institute will mark an important milestone for the Army and MIO. While being responsible for the training of Military Intelligence for the SAF, I still maintain a critical "Left Hand Side" responsibility to the Army to fulfil the original CIG function as the Specialist unit to raise, train and sustain the 3rd Generation Army Intelligence. The journey ahead is challenging but rewarding and I am committed to give my best to meet these demands."



BG Tan (left), accompanied by LTC Yee, launching the SMI Institute Logo

Upholding the Tradition of Leadership and Excellence at OCS



The future of OCS will continue to be in good hands as COL Chiang (left) takes over its command from COL Ong (right)

COL Ong Yu Lin handed over his appointment as Commander Officer Cadet School (OCS) to COL Chiang Hock Woon at a Change of Command Parade at SAFTI MI on 27 Aug.

In his three years as Commander OCS, one of COL Ong's key challenges was dealing with the reduction in National Service in 2004, which necessitated the OCS term to be cut from 42 to 38 weeks. Speaking on the OCS Transformation, COL Ong said, "We were very clear about what kind of officers we need to produce for the 3rd Generation SAF, because these officers would then go on to define the nature and characteristics of our future fighting force." He also commented, "In producing adaptive and open-minded officers for our 3rd Generation SAF, I don't think the work is done - we have laid down the foundation for the next management team to build upon. At the same time, this would not have been possible without the work of my predecessor and all the officers who were here previously as instructors."

For COL Chiang, it was the first time since he was commissioned in 1985 that he is posted back to OCS. He said, "It's a special and exciting feeling to be back as commander, because OCS is the birthplace for officers. I think that a large part of my personal values and attitudes towards NS as a military professional were forged here in OCS." Speaking on his vision for the years ahead, COL Chiang said, "OCS is already a premium institution, and it will continue to be one. As we transform, it must be for the better, and build upon our existing strengths in OCS. They lie in its culture of excellence - this place believes strongly in 'To Lead, To Excel, To Overcome', and this is the motto that guides the way we face and overcome challenges, and the way we lead our people. Other strengths are the values that our officer cadets and officers uphold and the attitude towards their profession. With all this in place, I think OCS will be in a good position to continue to produce the finest and most effective commanders to serve the needs of the 3rd Generation SAF."

Still Going Strong at Ironman

Many people would be hard pressed to complete a 1.9-km swim, 90.1 km on a bicycle and a 21.1-km run. At the age of 54, Mr Victor Chan, a Defence Executive Officer, completed this 70.3 miles in slightly over five hours and twenty minutes. He accomplished this feat at Asia's first ever Ironman 70.3 Race, held in the East Coast and Marina areas on 2 September. Mr Chan, who works in Pulau Tekong, did not encounter any difficulties during the race as he was well prepared for each stage. He said, "My fitness regimen consists mainly of cardio workouts, such as swimming, running and cycling. For the Ironman event, I increased the pace and distance of my cardio workouts. At the same time, I took sufficient rest and water to prevent injuries and did plenty of stretching to prevent muscle strains."

For Commander 3rd Singapore Infantry Brigade, COL Lawrence Teh, aged 38, taking part in the Ironman was even more challenging due to his heavy responsibilities as a Brigade Commander. On top of that, COL Teh was also involved in the organisation of the recent Army Open House (AOH), leaving him little dedicated time for exercise. He commented, "I had to work around these constraints, and make some personal sacrifices. For example, I would cycle home from office or from Pasir Laba Camp (where AOH was held) and then cycle back early the next morning. This enabled me to clock my bike training while not compromising my work schedule. During LIFE (Lifelong Investment in Fitness and Exercise) runs, I would come earlier for a swim and then join my men for the LIFE runs. Preparation for the Army Half Marathon also came in handy. So all in all, I managed to somehow string all the very ad-hoc bits and pieces of training together, and it worked well for me, although I won't recommend this to anyone."

Supportive Bosses Help

Both Mr Chan and COL Teh could not have completed the race without the support they had from their management. Mr Chan said, "The Army is unlike any other organisation in Singapore, as it is one of the few that actively encourage its members to constantly keep fit. At my workplace, this comes in the form of my understanding bosses who are very supportive of my training and participation in endurance races. My superiors constantly encourage everyone to keep fit, which is important as part of the image we project as members of the SAF."

Similarly, COL Teh was grateful that his Division Commander, BG Tan Yih San, allowed him 'time off' to participate in the Ironman in the midst of AOH. This knowledge helped



Our SAF athletes pushed themselves to the limit at Asia's first Ironman

COL Teh to keep going during the toughest period of the race. He related, "It was the first 10 km after transiting from bike to the run. The weather was extremely hot, and with my muscles aching by then, it was quite tough going for me. At no time did I have any thoughts of giving up, especially after all the hard work put in. As my brigade was heavily involved in AOH then, thoughts of my commanders and men working at Pasir Laba Camp kept me going. It would be an utter let down to them if I were to return 'empty-handed'."

Making Fitness a Way of Life

Age was obviously not a barrier for Mr Chan and COL Teh, as they both completed one of the toughest endurance races successfully. COL Teh summed it up best when he said, "Just like shooting well is a core competency for all our soldiers, fitness is likewise another core competency that we have to believe in, uphold and realise. It may sound idealistic, but if our full-time national servicemen were to ORD with a firm belief in the need to maintain a fitness culture, they would have little problems when they return for their In-Camp Training later. I am very glad that Our Army has provided a comprehensive and structured programme to promote fitness for all."



Mr Chan followed a progressive and structured training regime to prepare himself for the race

Call to ARMS: Preserving Our Heritage



ARMS was officially opened with a ribbon-cutting ceremony, led by PM Lee (third from right)

Fifteen months after its ground-breaking ceremony, the Army Museum of Singapore (ARMS) was opened on 27 September by Prime Minister (PM) Lee Hsien Loong. Located next to the Singapore Discovery Centre, ARMS is established to preserve the Army's heritage, honour the contributions of our soldiers and share their experiences.

In his keynote address, Minister for Defence, Mr Teo Chee Hean spoke on how ARMS is dedicated to our soldiers – “the soldier of the past, the soldier of the present and the soldier of the future”. He said, “The essence and strength of the Army lies in its people – the collective will and capabilities of its soldiers. The story of the Army over the past 40 years is the story of the people who make up our Army – the pioneering soldiers who served in our two infantry battalions, 1 SIR and 2 SIR; the first batch at SAFTI and our first National Servicemen who answered the call to defend our fledgling nation; our soldiers who built the Army into a combined-arms force in its second generation of development; and our current generation of soldiers who are transforming the SAF into an integrated and networked 3rd Generation force.”



COL (RET) Morrice felt that ARMS would be instructive to younger generations

One of these pioneers and a veritable trailblazer was COL (RET) John Morrice, who signed on as a regular in the 1st Battalion, Singapore Infantry Regiment (1 SIR). He served

as Officer Commanding of the first Officer Cadet Course and held many other notable appointments in his illustrious career. He commented, “The museum shows how the SAF started from the beginning; traces back the whole history of the SAF. It will teach the younger generation, most importantly, about how the SAF has come from its humble beginnings of two infantry battalions to the modern Army it is today.”

Head of the Army Museum Secretariat, LTC Kenneth Liow commented on the important roles that the museum will play, “ARMS exists to preserve the Army's heritage and honour the contributions of our servicemen. By actively engaging our servicemen and strengthening the Army's culture, the museum hopes to engender peak performance in mission effectiveness. At the same time, by actively reaching out to the public, we hope to strengthen their commitment towards National Service and the defence of Singapore. Moving ahead, ARMS will continue to evolve and add to what it has to offer. LTC Liow elaborated, “The history of our Army does not end with the opening of ARMS. Even in the span from the birth of our Army to our Army now, ARMS still has some way to go to convey the full richness of our Army's heritage and our National Service experience. We welcome feedback from the public, their contributions and their stories.”

Some of these stories are on the ARMS Website (www.armymuseum.gov.sg), which has received praise from many. One of them is Kenneth J. Heselwood from Belgium, who is especially interested in our Army. In a letter, he commented, “I learnt of ARMS's opening through the Singapore Army's website. Visiting the ARMS website, I found it fascinating and congratulate you for your great work. Your museum will have many visitors and you deserve it.”

Behind the Scenes

To work within the tight schedule of 15 months, both the building structure and internal exhibits were developed simultaneously. Upon approval of the key themes and storyline, the ARMS Secretariat went full steam ahead. Research began

with the collection of artefacts and stories, and plans were initiated to create public awareness for the launch of the museum.

There were numerous challenges in the process. Chief Researcher, MAJ Psalm Lew commented, “My job was to research the history of the Army as well as to collect stories and artefacts and present them in an interesting manner. The challenge was finding the relevant artefacts and stories that would support an engaging experience for our visitors. This was not easy as I was looking for personal accounts so that the overall story in the museum would be compelling. It was like looking for a needle in the haystack. The team's hard work paid off and we were able to locate sufficient contributors of artefacts and stories.”

MAJ Lew further shared, “In the course of conducting the interviews, I was most inspired by the spirit of our National Servicemen. Whilst we may not have fought wars but our people came through difficult times. For example, I would always remember the stories told by the interviewees of our soldiers involved in the rescue operation following the Hotel New World collapse, and how they refused to rest when they were rotated off shift. They were indomitable and I learnt that Singaporeans can be passionate and persistent when faced with such challenges. This has inspired me to be a better leader and soldier.”

Events @ ARMS



The Values Wall enshrines the values that each and every Army servicemen ought to practice

One of the first ceremonies to be held at ARMS was the Commissioning Ceremony for the 17th batch of NS Medical Officer Cadets on 4 October. It was fitting that the newly commissioned medical officers took their oath in front of the Values Wall, which enshrines the values that each and every Army servicemen ought to practice. The next day, the 6th Singapore Division (6 Div) held their 31st Anniversary Celebrations at ARMS. With past and present members of 6 Div present, ARMS was the perfect place for them to ‘Honour the Past, L.I.V.E the Present, Inspire the Future’.



6 Div was one of the first to host an event at ARMS

Would you like a tour of ARMS?

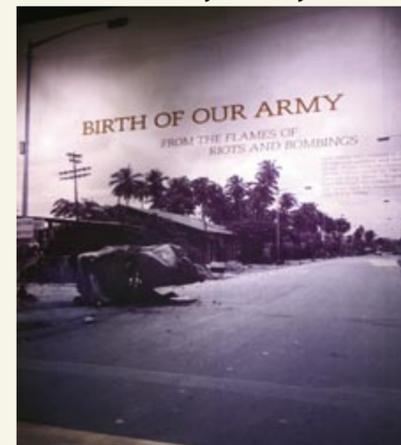
Let Army News bring you around.

Orientation Gallery



The highlight of the first gallery is undoubtedly the steel wall, which is clad with steel tiles made from smelted SM-1 tanks. It is embossed with the Army's mission in golden lettering, which is made of the brass from 5.56mm cartridges expended in live-firing exercises. All these signify that our Army's mission statement is backed by the steel of our Army and the mettle of our people. The Orientation Gallery also contains a ‘Platoon of Screens’ – its 40 screens showing a short video clip depicting 40 disparate individuals coming together for National Service and forming a cohesive platoon. The screens also showcase the equipment and capabilities of our Army's various Formations.

'Birth of Our Army' Gallery



The second gallery highlights the challenges that Singapore faced following its independence. The mock-up of an overturned bus serves as a stark reminder of the social chaos and instability of the 1960s. It also pays tribute to the pioneer batches of servicemen – through their stories, they display the vision, courage and perseverance that saw Singapore through in our early years.



'Making of a Soldier' Gallery



In this third gallery, you can walk the same path as our forefathers. On top of the mock-up of an original 1970s Pulau Tekong bunk, where recruits still have their Basic Military Training, you are also greeted by a poster of CPT (RET) ‘Tiger’ Hong, the feared no-nonsense Regimental Sergeant Major of the 1960s and 70s. For greater authenticity, the windows and doors of this gallery were taken from the old Central Manpower Base – Block 17 of what used to be known as Tanglin Camp. This was the location for NS enlistment in the 1970s and 80s.

'Our Army Today' Gallery

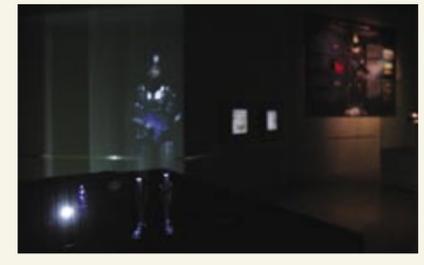


Before you enter the fourth gallery, be sure to experience the 4-dimension show in the object theatre – entitled ‘From 1st Generation to 2nd Generation’. Showcasing the integrated and combined arms capabilities of our Army today, your senses will be fully engaged as you experience the down draft as the helicopter lifts off, and the acrid whiff of gunpowder after the SM-1 tank and Field Howitzer 88 fire at the enemy.



This gallery showcases the different operations which the Army have been involved in, reflecting the operational readiness of our soldiers. Of note is the SQ117 incident, where our Commandos secured the hijacked plane in less than a minute. For this anti-hijack operation, you can recline in an air plane seat and relive the incident with a docu-drama reenacting that fateful day's proceedings.

'Creating Our Future' Gallery



Behold the future of our Army in the fifth gallery – where you are greeted by a hologram of the future soldier, who will be more lethal, has greater survivability and sustainability and enhanced situational awareness. The gallery also allows visitors to manoeuvre a miniaturised robot or Unmanned Aerial Vehicle, or try out futuristic platforms first-hand at the LAN Gaming Area.



'Our People' Gallery

National Service is a shared experience that bonds Singaporeans across generations. This comes across strongly in the sixth and last gallery, especially with Royston Tan's After the Rain, a short film that portrays the commonality of NS that transcends generations of Singaporeans. National Servicemen can also register at the NS Connection Database to retrieve photographs taken during their NS.



Touring ARMS was a walk down memory lane for SWO (RET) Gungadaran, the first-ever Sergeant Major of the Army. He said, “The emotional feeling was tremendous, especially the father-son film at the end. I could relate to it personally as my son also went through NS. Overall, the museum is a good effort – you do not only see the exhibits, you feel the exhibits. I'm very happy with the way the Army is being presented here, and I will definitely bring my son to show him the history of our Army.”

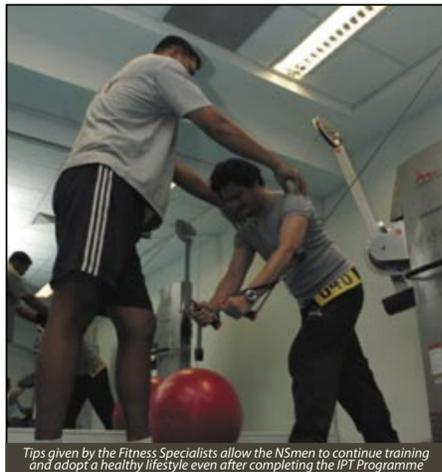
ARMS is open every day (except for Monday) from 1000 hrs to 1800 hrs. Entry is free-of-charge till 31 December 2007.

Thumbs Up For IPT Programme a Year After Launch

A fully equipped gym with personalised attention from well-trained and knowledgeable fitness trainers is an attraction one would come to expect in any country club. NSmen can also enjoy such a facility and services with the IPPT Preparatory Training (IPT) Programme. Held at Fitness Conditioning Centres at Bedok Camp and Khatib Camp, the IPT Programme provides a structured physical training programme designed to help NSmen improve their fitness levels and pass their IPPT. It complements the existing Remedial Training (RT) for IPPT failures – those who complete at least eight out of the ten required IPT sessions will be exempted from RT in their next IPPT window regardless of their IPPT result.



The pass rates for all IPPT stations have improved following the IPT Programme



Tips given by the Fitness Specialists allow the NSmen to continue training and adopt a healthy lifestyle even after completing the IPT Programme

One year after its launch by Second Minister for Defence, Dr Ng Eng Hen, the IPT Programme has proven its effectiveness. Thousands of NSmen have benefited from the IPT Programme, and it has even changed their outlook on fitness. In Army Fitness Centre's post-IPT survey, conducted three to six months after NSmen complete their IPT Programme, more than 80% of respondents continued to do their own training at least once a week. One of them, CPL (NS) Chu Meng Chan was full of praise and commented, "IPT is a well organised programme for people like myself. It motivates people who do not exercise and help us to get fit. I've picked up many valuable pointers during my training here, and I'm confident that I will continue to improve my fitness level."

CPL (NS) Chu was also impressed with the professionalism of our Army's Fitness Specialists. He said, "The preparation and effort of the Fitness Specialists made me look forward to every training session. They were well-informed and knew what they were doing – pacing us so as to prevent us from straining and injuring ourselves. I am currently recovering from a knee injury and the Fitness Specialists specially took note of it. They showed me ways to continue my regular training and how to reduce the strain on my knees. Compared to Remedial Training, IPT is definitely a better option."



CPL (NS) Chu feels that the IPT Programme has motivated him to continue improving his physical fitness

A Fruitful Alaskan Training Experience

From 8 to 28 August, soldiers from the 4th Battalion Singapore Infantry Regiment (4 SIR) joined the 1st Stryker Brigade Combat Team and 25th Infantry Division from the US Army for Exercise Lightning Strike in Fort Wainwright, Alaska, USA. Our Army's contingent was led by 4 SIR's Commanding Officer, LTC Brandon Lee. The exercise focused on urban operations and deepened our soldiers' understanding of such warfare. It also enhanced the understanding and relationships between the two armies.

CPT Clifton Tang, a Platoon Commander, commented that Exercise Lightning Strike showed him the effect of a combined arms assault in an urban setting. He said, "The exercise brought to life the idea of a combined arms fighting capacity and networked warfare in a built-up area. In particular, the real time information network allowed the commander on the ground to obtain knowledge of movements and events that occurred merely seconds ago." CPT Tang added that the exercise had provided opportunities for benchmarking of training standards. He said, "I find myself with an even stronger belief in the capabilities of our Army. This exercise showed that our weapons systems, organisational structure and information networks are comparable to some of the more advanced military forces."

Besides a professional exchange of knowledge, the exercise also allowed our soldiers to interact with their US counterparts. Section Commander 1SG Lee Hongji said, "As the US Army has been through many battles in Iraq, their soldiers were able to share real life situations with us. However, my

most valuable takeaways were the friendships I built with the US soldiers."

Contributed by 4 SIR



Exercise Lightning Strike fostered better understanding between the Singapore and US Armies

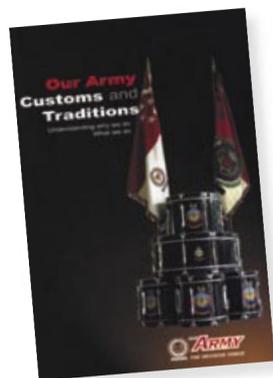
Coming Soon! Series on Customs and Traditions of Our Army

Every soldier recognises the salute as a form of basic military courtesy, but how many of us are aware that its origins can be traced back to the Middle Ages? It seems contradictory that a Lieutenant-General ranks higher than a Major-General, until one realises that the term 'Lieutenant' refers to a deputy, hence a Lieutenant-General is only one rank below a full-fledged general. These nuggets of information can be found in the "Our Army: Customs and Traditions" handbook, put together by a dedicated team made up of servicemen drawn from vari-

ous units in the Army. It is, however, more than a collection of trivia. In a note by SWO Francis Ng in his previous capacity as Sergeant Major of the Army, he describes the contents of the book as invaluable reference material "that connects the past with the present".

True to its intent of explaining "why we do what we do", it goes beyond providing detailed descriptions of Army practices to demonstrate their relevance to our Army today. This makes it an enlightening read for the soldier seeking to understand the rationale behind the myriad Army symbols and practices. There is even a segment entitled "Origins of Military Words" which sheds light on the derivation of many military terms whose meanings may not be obvious at first glance.

Army News will be featuring many of these customs and traditions in our future issues. Look out for them!



Army Fitness: Understand Your IPPT

Ever wondered how the Individual Physical Proficiency Test (IPPT) came about? This installment of the Army Fitness series will explain the rationale behind the IPPT, which all combat-fit servicemen have undergone for the past 27 years.

Upholding Higher Standards of Fitness

The IPPT was introduced in 1980 to ensure that soldiers attain a desirable level of fitness. Test standards were revised in 1982 along with those of the National Physical Fitness Award (NAPFA), after a comprehensive scientific study on the fitness profile of Singaporeans. IPPT standards are higher than NAPFA standards as our operationally ready soldiers are expected to be fitter than their civilian counterparts.

The IPPT consists of five exercises which measure the overall physical fitness level of an individual soldier. These exercises were not randomly devised, but chosen carefully to assess specific abilities or muscle groups which are important in a combat environment.

Sit Ups

Sit ups rely on the core muscles, which brace the spine, rib cage and pelvic girdle. They increase physical power and stability for all physical activities. Core muscles also provide a protective shield for the spinal cord and internal organs, and help to reduce the risk of spinal injury.



Sit ups train your core muscles which give your body power and stability

Standing Broad Jump

The standing broad jump utilises plyometrics, or the explosive power of the leg muscles. Such jumping abilities gives the soldier confidence when clearing obstacles such as drains and trenches.



The Standing Broad Jump assesses the soldier's jumping abilities, which are essential to clear obstacles in the field

Chin Ups

Chin ups train the latissimus dorsi muscles (or wings) which are necessary when the soldier climbs a rope or clears a wall obstacle. Biceps also play a significant role in chin ups.



Doing chin ups will prepare the soldier to climb high obstacles like walls

Shuttle Run

The shuttle run tests the soldier's speed, agility and coordination. In the field, these abilities are required to evade obstacles and move quickly while remaining under cover.



The speed, agility and coordination required for the shuttle run also come into play when evading obstacles outfield

2.4-km Run

This run measures the endurance of the soldier, which is necessary to sustain prolonged activity in the field. Almost any kind of outfield training and operations will draw on the soldier's endurance, whether it is a 24-km route march or an attack on the enemy using the fire movement tactic.



The 2.4-km run tests the soldier's endurance, which is important for any mission

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Army News thanks CPL Sean Seah for his contribution to Army News over the past 16 issues. We wish him all the best for his future endeavours!

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Have something you wish to share with us?
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OUR ARMY IS BREAKING NEW GROUND ON POWER93.6FM!

TUNE IN NOW FOR MORE ON OUR ARMY!

Quiz Of The Month - SEP / OCT

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

Q: How many galleries are there in the Army Museum?

Closing Date: 15 December 2007

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. Winners will be notified by Email. Prizes are not exchangeable for cash.
4. The judge's decision is final. Please send us your entries via mail or email us at armynews@starmet.gov.sg
5. Prizes not collected within a month of notification will be forfeited.

JUL / AUG Quiz

Q: How many Commandos rappelled down Sheares Bridge during NDP07?

A: 40.

JUL / AUG Winners

- 1) 2WO PHANG SENG KEONG NRIC: S00009831
- 2) DKO SABRINA LOKE NRIC: S0000987E
- 3) 3SG TING YIN KUANG, SHAWN NRIC: S00009724J
- 4) CPT SHAUN LEE GUANG HUI NRIC: S0000507E
- 5) LCP GARETH TAN NRIC: S0000336I

AUG / SEP Quiz

Q: Which tank, seen at the AOH, is the latest addition to our armoured forces?

A: The Leopard 2A4.

AUG / SEP Winners

- 1) PTE ALVIN PUAH BENG SIONG NRIC: S0000497Z
- 2) 3SG JEOH WEE KIAT NRIC: S0000998J
- 3) 3SG LEE JING KUANG, ERIC NRIC: S0000290F
- 4) CPT(N) TAN KONG BING NRIC: S0000868H
- 5) DXO JOYCE NG NRIC: S0000570F

Winners are to contact Army News at 64270465 for collection of prizes.

Keeping Our Army Safe and Operationally Ready

Every army aims to fight and conduct its operations effectively. To be operationally effective, our Army needs to undertake highly realistic training. However, putting the mission objective first does not mean that safety takes a back seat. For any training or operation, the safety factor is always in the forefront of our Army's planning considerations. As Chief of Army, MG Neo Kian Hong, has emphatically stressed, "Safety is an operational requirement."

This feature highlights three key thrusts in our Army's safety framework put forth by Head General Staff Inspectorate, COL Eugene Cheong in this year's Army Safety Seminar. These are safety as an operational requirement, safety as the result of a comprehensive system and safety being everyone's responsibility.

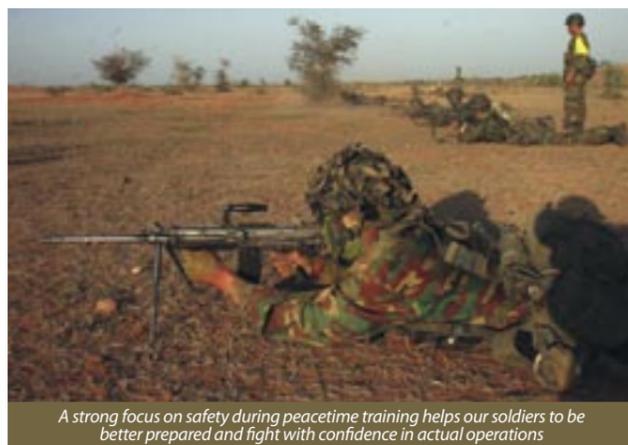


COL Cheong (right) believes that safety is an integral part of our Army's operations

Safety As An Operational Requirement

Sceptics may reason that the safest training is not to train at all. Paradoxically, realistic training and safe training do go hand in hand. In realistic training, the commander should take the relevant safety precautions that are required in real operations. This is because in a real operation, force protection is the responsibility of the commander. He has to ensure operational safety to gain his soldiers' confidence to complete the mission. Even in a seemingly routine operation such as moving vehicles from a camp to a training area, the commanders responsible should plan the routes and prepare for breakdowns. This will help to achieve a safe and smooth training experience.

In a real operation, force protection is the responsibility of the commander. He has to ensure operational safety to gain his soldiers' confidence to complete the mission.



A strong focus on safety during peacetime training helps our soldiers to be better prepared and fight with confidence in actual operations

In the Army Safety Video, Commander 3rd Singapore Division, BG Tan Yih San emphasised the importance of our people understanding the safety messages. He said, "One of the most critical success factors in our safety movement is our people. It involves a mindset shift to understand that training can be conducted realistically, as well as a behavioural change from viewing safety in an administrative way to really viewing it as part of our operations."

Safety Is The Result Of A Comprehensive System

Over the past year, we reduced training incidents in our Army by 40%, without compromising on operations and training. This was not by luck, but a result of a concerted effort to promote a strong safety culture and close compliance with our Army's Safety System. Our Safety System has several ele-

ments which complement each other to safeguard our operations and training.

The first element is compliance with authorised operating materials. We should adhere to the documents governing our training and operations, such as Ops Instructions and Lesson Plans. Secondly, it is important to comprehensively identify hazards and assess risks using the 5Ms – Man, Machine Mission, Medium, Management. Next, audits and inspections should be conducted to identify problem areas early and implement corrective/preventive measures. Fourthly, soldiers should learn from their mistakes. When something goes wrong, they should investigate the cause and share the learning experience with their buddies.



It is important to comply with operating procedures such as checking weapons before use

When something goes wrong, investigate the cause and deal with the problem. Then, share your learning experience with your buddies!



Check for potential hazards and implement pre-emptive solutions

Safety education is also a continuous process as there are always new servicemen joining our Army. Officers must be on the ground with their men to constantly remind and check them on safe practices. The Safety System must be applied during training to minimise accidents. For example, it is important to ensure that drivers during an exercise get enough rest. Vehicle Commanders should also be rotated to avoid fatigue.

On an exercise, always ensure that drivers are adequately rested before assignments. Vehicle Commanders should also be rotated to avoid fatigue.

Safety Is Everyone's Responsibility

A common fallacy is the assumption that safety is the sole responsibility of the Safety Officer. In fact, everyone has to play their part, both officers and men. The commander takes first responsibility, as the unit and its men are under his charge. In order to win the commitment and confidence of his men, the commander has to show that in tough training and operations, he holds the responsibility for their safety. After the commander, everyone else has to play their part to ensure safe conduct of the exercise. This means that they are responsible for ensuring that their equipment are functioning properly and keeping their eyes open for any potential safety hazards. Finally, the Safety Officer's role is to double-check on all safety concerns.



While the Safety Officer plays an important audit role, all commanders and men also have to look out for their unit's safety

In this year's Army Safety Video, Commander Training and Doctrine Command, BG Goh Kee Nguan reiterated, "The first safety check is at operational level where commanders carry out safety measures and ensure that all safety issues are taken care of. The next level of supervision makes sure these checks are carried out properly. Independent audit teams then ensure that safety measures are well executed on the ground."

Exploring Safety with Creativity

In a creative move to impart safety values in an interesting and refreshing way, Armoured Engineer Training Centre (AETC) organised a three-hour 'Safety Race' for its personnel at Fort Canning Park. During the race held in July, teams had to complete several safety-related tasks within a time limit. For example, one of the tasks was to identify the life cycle stages and methods of combating the Aedes mosquito.

Besides strengthening safety values in an innovative manner, AETC's Safety Race showcased key thrusts from this year's Safety Seminar. It stressed the knowledge and techniques required to maintain a comprehensive safety system, and the fact that everyone had to work together to ensure safety. Also, the time limits for each activity brought across the point that safety knowledge has to be ready at one's fingertips.

PTE Ho Chee Mun from AETC felt that the Safety Race was useful in emphasising the importance of safety. He said, "If we were to sit through a long lecture on safety, most of us might have lost interest halfway through. By presenting safety tips in a practical and fun way, I think the Safety Race really got the point across to all of us."



The Safety Race provided AETC personnel a fun way to familiarise themselves with safety messages

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NS 40 SUPPLEMENT



40 years ago, Singapore was a fledgling nation with a small population and virtually no resources. With economic survival staring in our face, we could not afford a large standing Army for our defence. National Service was the solution. Since its inception in 1967, NS has trained and equipped citizen-soldiers to form the bulk of the SAF. By bringing together Singaporeans of different races and from all walks of life, NS has not only provided us with a credible defence force but also contributed to nation building. Army News brings you a special supplement as a tribute to 40 years of National Service.

KICKING OFF THE NS40 CELEBRATIONS

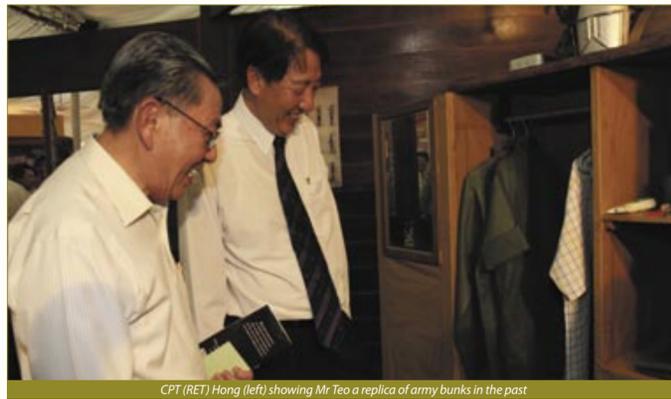
“Over the last 40 years, National Service (NS) has enabled Singapore to build a strong SAF with the critical mass to be an effective deterrent force,” said Minister for Defence, Mr Teo Chee Hean, at the launch of NS40 at Ngee Ann City on 12 April. He elaborated, “Our ability to deter external aggression, to protect our home and to preserve peace and security, is the foundation upon which Singapore’s continued progress and our ability to chart our own destiny is built. Thus, we have chosen the theme ‘Defending our Home, Securing our Future’ as the theme of NS40, to recognise the collective contributions of the more than 700,000 National Servicemen who have served or who are still actively serving.”

To commemorate 40 years of NS, a variety of activities were lined up, including the NS40 Exhibition that was launched by Mr Teo on the same day. The exhibition made stops at various public venues including Ju-

rong East Interchange.

One of the famous figures of the 1960 and 70s was CPT (RET) “Tiger” Hong, who earned his nickname for being a no-nonsense regimental sergeant major. He commented, “This exhibition is very good – it shows the old and the new side by side, and brings back many memories. Compared to the past, national servicemen these days are highly educated, receive good training, good administration and good food.”

CPT (RET) Hong also mused, “National servicemen and their parents now understand why they are required to serve National Service. In my time, the Chinese parents believed that only bad boys would join the Army. Today it’s automatic – the boys know that when they reach enlistment age, they have to go for training and uphold their responsibilities as national servicemen.”



CPT (RET) Hong (left) showing Mr Teo a replica of army bunks in the past

“National servicemen and their parents now understand why they are required to serve National Service. In my time, the Chinese parents believed that only bad boys would join the Army. Today it’s automatic – the boys know that when they reach enlistment age, they have to go for training and uphold their responsibilities as national servicemen.”

– CPT (RET) “Tiger” Hong



Minister for Defence Teo Chee Hean viewing one of the displays at the NS40 Exhibition at Ngee Ann City

FIRST NSMAN APPOINTED BRIGADE SERGEANT MAJOR

Before his enlistment in 1980, 1WO (VOL) Kalai had some trepidation about the vigorous training and strict regimentation. Nearly three decades later, his passion and drive for the Army has seen him complete two 13-year reservist cycles in the 2nd People’s Defence Force (2 PDF). He has opted to continue with his National Service, and was recently appointed Brigade Sergeant Major of the 22nd Singapore Infantry Brigade (22 SIB), one of 2 PDF’s NS Infantry Brigades. 1WO (VOL) Kalai is the first NSman to be appointed a Brigade Sergeant Major, a position traditionally held by a regular serviceman. He said, “This is not only an honour for me, but for the entire NS corps. I hope to be a role model for NSmen who aspire to higher appointments. If they share my passion and drive, and the willingness to serve, they will be recognised and rewarded.”



1WO (VOL) Kalai (right) assuming the appointment of 22 SIB Sergeant Major from 1WO Lee Hack Kim

1WO (VOL) Kalai spoke on the many reasons behind his extension of service, “I chose to continue serving mainly because of the camaraderie that I built up in the Army and the friends that I have in the 2 PDF community. On top of that, the passion that I have for the Army keeps me going; I appreciate the discipline that the Army instills in everyone – to follow certain regiments and to get things done. This is the quality that is developed in the Army. Furthermore, the leadership guidance that you get in the Army, and the chance to interact and work with people from different walks of life are invaluable.”



One major reason for 1WO (VOL) Kalai's extension of service is the camaraderie he has built up with his friends in the 2 PDF community, such as 1WO Gnana (left)

A Regional Warehousing and Distribution Manager with Swiss pharmaceutical firm Novartis, 1WO (VOL) Kalai also likens his duties as a Sergeant Major to that of an operations manager. He said, “The experiences that you gain as a Sergeant Major, which is like that of an operations manager, can be applied to a career outside. As an operations manager in a company, you are trying to bring management decisions down to the people, and make sure their decisions are followed and the operations run. This is similar to the job of a Sergeant Major, where you are getting commanders’ decisions which have to be brought down to the men. In the Army, you have

to deal with people of varying education levels and jobs, and this experience has helped me along in my career, where I have to work with both workers on the factory floor and liaise with higher management.”

The most memorable Army experience for 1WO (VOL) Kalai was in recent years when his battalion was involved in Protection of Installations duties at places such as Changi Airport. He related, “We were conducting a real operation to protect key installations and the civilians around us. The involvement of live rounds brought home to the men the importance and significance of the operation. It also brought across more strongly the role of NSmen in defending the country.”

In his twenty-plus years in the Army, 1WO (VOL) Kalai has seen a tremendous change in the way things are done. He summed it up best when he said, “From being a very regimental organisation which was strict, disciplined and feared, the Army today is more approachable; with a strong emphasis on ‘Thinking Soldiers’. There’s a lot of discussion rather than mere ordering and shouting. The people that you deal with are clearer of their roles and the rationale behind their actions, resulting in a much more professional organisation.”



The 40 Years of National Service (NS40) celebrations culminated befittingly in the NS40 Commemoration Dinner, held at Pasir Laba Camp’s Leaders Square on 27 September. Held to honour the contributions and sacrifices made by our Full-Time National Servicemen and Operationally Ready NSmen to national defence, the dinner was graced by Prime Minister (PM) Lee Hsien Loong.

The Continuing Need for National Defence

Speaking on the importance of national defence, PM Lee said, “We have been fortunate to have enjoyed 40 years of peace. The SAF and our national servicemen have not been put to the ultimate test of fighting a war. But I do not believe this was just a matter of luck. The SAF, by its existence, credibility and readiness, has contributed to the stable and peaceful security environment in South-East Asia, and helped us to maintain friendly relations with our neighbours. We have been able to deal calmly with situations which might otherwise have escalated into serious crises. Deterrence has worked. Without the defence capability that national service made possible, Singapore may not have survived, let alone prospered.”



2WO (NS) Koh, one of this year's SAF NSmen of the Year, was recognised for his extremely positive attitude towards NS

Recognising Our Outstanding NSmen

PM Lee also presented this year’s SAF NSmen of the Year Awards, which was introduced in 1994 to recognise outstanding NSmen who have displayed professionalism and commitment beyond the call of duty. PM Lee paid tribute to them, “More than anything else, it is the spirit and commitment of our NSmen that makes the SAF a potent and credible fighting force. Successive generations of NSmen have served readily, performing their duties professionally and with pride. Parents have understood the importance and necessity of NS. They expect their

Looking ahead, PM Lee painted a favourable picture of the world’s security climate for the next decade. However, he warned, “This does not mean that we no longer need the SAF, or that we can slacken efforts to strengthen our defence capability. New unconventional threats, including extremist terrorism, have emerged in recent years. Even for conventional security, we cannot take things

for granted. We work for peace and do not expect war in our part of the world, and we are friends with all our neighbours. But we cannot assume that the next 40 years will be as uneventful as the last 40, nor can we predict what South-East Asia will look like 40 years from now.

Regional countries are at different stages of development, and face different social and political challenges. With globalisation, our region cannot be insulated from the tide of events and ideas that sweep across the globe. How countries deal with these challenges will determine how they evolve, and shape the region that we live in. In this strategic situation, a competent and vigilant SAF will be a great source of comfort that enables Singaporeans to sleep peacefully at night.”



2WO (NS) Koh, one of this year's SAF NSmen of the Year, was recognised for his extremely positive attitude towards NS



SSG (NS) Arno (in uniform) and his wife interacting with PM Lee at the NS40 dinner

to wear the uniform and undergo tough training. Because of this spirit, no one doubts the SAF’s capabilities and its determination to fight and prevail in battle. Whenever the SAF is needed, it is there, ready to respond to the nation’s call. Any potential aggressor knows that if it takes on Singapore, it has to take on the whole population, for this is a united people ready to defend and fight for our country.”

Two of the NSmen of the Year, 2WO (NS) Vincent Koh and SSG (NS) Arno, both volunteered to serve beyond their training cycle to pass on their extensive knowledge to the younger batches. 2WO (NS) Koh, currently the Regimental Sergeant Major (RSM) of the 283rd Battalion, Singapore Artillery, commented, “I was enlisted in 1989, which was around the mid-point of 40 Years of National Service. For me, these celebrations are a good reminder that NS has touched every fabric of our society as every able-bodied Singaporean male goes through this rite of passage. NS is an unique experience, and I’m glad that I was positive about it and I’ve made positive contributions.”

SSG (NS) Arno, currently Company Sergeant Major at HQGuards, had a life-changing experience in the Army, “NS transformed me from a shy teenager who hid in the shad-

ows of others to someone who can talk to people of all ranks and from all walks of life. NS is good for every son of Singapore, as it makes us ready to contribute whatever we can to the country.” SSG (NS) Arno’s most memorable NS experience was going through his Platoon Sergeant course during fasting month. He elaborated, “It was extremely memorable to endure the training under the hot sun, with 5-km and 10-km runs. I still managed to make it through the 30 days of fasting without dropping one of them. That was a huge personal achievement.”

The Ties that Bind

For LTC (NS) Gerald Balendran Singham, another recipient of the NSmen of the Year Award, NS was about the people. Speaking on receiving the award, he said, “I was very honoured and privileged, and at the same time very grateful and thankful to the many people I’ve worked with. My cohort of buddies, soldiers and commanders were all very supportive and good mentors to me.”



LTC (NS) Singham cherishes the long-lasting friendships that he formed in the Army

LTC (NS) Singham elaborated, “My experience throughout my 27 years in the Army, without any exaggeration, has been only positive. A lot of my Army buddies are some of my best friends, so the Army over the years has not only maintained peace and security for Singapore, but also provided avenues to develop friendships that would last a lifetime. These long-lasting friendships are based on trust, where you find out that your buddies will look out for you and never let you down in any mission. Going forward, I’m just grateful that I’ve had the opportunity to serve, as I feel that there’s nothing more sacred than being able to defend one’s country – our home, our family, our way of life and our aspirations.”



PM Lee Hsien Loong signing a copy of the book ‘40/40: 40 Stories and 40 Years of National Service’, which was launched during the dinner

A COMMON NS EXPERIENCE



Through 40 years of National Service, our Army has witnessed significant advancements in its equipment, technology and training methodologies. However despite numerous changes, some things in the Army have remained constant. These are the values and practices that have ensured our Army's continual growth and professionalism. They include the proven training and development that turn boys into men, the physical and mental preparation necessary for NS, and the leadership qualities that drive our Army forward. Some of these transcend generations of servicemen. In June, Army News visited the Officer Cadet School (OCS) Commissioning Parade to find out more.

A Character-Building Experience

CPT (RET) David Lim, a former Minister of State, believes that standards in the SAF have gone up over the years. He said, "Back when I was serving NS, we were not as well equipped and training was less vigorous. Through the years, the SAF has improved to become a professional and well-run force." CPT (RET) Lim also commented that today's public is committed to NS and national defence. He said, "Parents nowadays are more supportive of their sons when they go for NS training. I think they appreciate the role it plays in developing the character, building a certain determination to succeed against the odds."



CPT (RET) Lim (right) feels that parents nowadays are more supportive of NS

CPT (RET) Lim's son, 2LT Simon Lim, is now serving as a Scout Platoon Commander in 3rd Guards Battalion. He agreed that NS is a character-building experience, saying, "My 38 weeks in OCS have taught me a lot. I have learnt to deal with stress, how to relate to others and to be more mature."

The Importance of a Solid Foundation

2WO Alagappan and his son, 2LT Saravanan both stressed the importance of bringing up good soldiers and officers. 2WO Alagappan said, "There have been tremendous changes in the SAF, but in the end it's how we train our soldiers to be officers that matters." 2LT Saravanan added, "From young, my dad has prepared me for NS both physically and mentally. Throughout my time in Basic Military Training and OCS, he gave me nuggets of wisdom that served me well."



2WO Alagappan (left): "It's how we train our soldiers to be officers that matters."



COL (VOL) Sng puts on his son's new rank

Leadership: A Heavy Responsibility

COL (VOL) Sng Cheng Keh feels that the qualities required of a leader in our Army have not changed. He said, "A leader has to be prepared and educated so that he can assume his responsibilities. Being an officer requires a lot of determination, perseverance and fortitude." His son, 2LT Benjamin Sun, also commented that leadership involves a heavy responsibility. He said, "To me, care for soldiers is a very important value and I will do my best to look out for the welfare of my men. This doesn't just mean giving them a lot of goodies, but also training them well and preparing them for the eventualities they may face."



CHRONICLING OUR TIMES

"Every story matters and every soldier has a story."

"I enjoy telling Army stories, and I thought it would be a good time to put a comic book of anecdotes together since it's the 40th anniversary of NS". It is this that led Corporal (NS) Benjamin Lee, better known as Mr Miyagi, to launch a comic book commemorating the 40 years of National Service.



Mr Lee posing in his bunk back in 1990

Titled 'In My Time', the book presents NS in a humorous and nostalgic light. Mr Lee, a freelance writer drew from his experience as an NSF in 46th Battalion, Singapore Armoured Regiment (46 SAR) to explore topics that all who have gone through NS can easily identify with. Recalling his NSF days as "a defining period" of his life, it is inevitable that his own Army experience has found its way into the pages of his comic book.

Mr Lee, identified "the characters which make up some of the panels in the comic book" as "real people" with whom he shared NS experiences and affectionately termed them "The Usual Suspects". About 80% of his NS experience is documented within the 118-page book that he said "contains snippets from my time in NS that recall how *siong* it was, how fun it was, and more importantly, how memorable it was."

Since his enlistment in December 1988, Mr Lee has always found NS life challenging. He said, "After completing my full time NS, I went abroad for about eight years, and on returning to Singapore, was posted to a different unit with NSmen younger than me.

I was a bit sad, but made new, firm friends at 433rd Battalion, Singapore Armoured Regiment (433 SAR), who've taken me in as one of their own, and I'm very glad to stand-down with them next year."

Echoed in his comic book are his reflections on the notion of NS40 and what it stands for. Describing it as the "forging of a tradition, more cultural than martial", he added that it is important to commemorate these milestones so that people become aware of its significance. "For the 40 years that NS has been in existence, it has also formed a common link among NSmen regardless of ethnicity and status", said Mr Lee.

Reminiscing in his foreword, Mr Lee wrote, "I'm almost at the end of my NS training cycle, and it has been a journey that I will remember for the rest of my life. Like many NSmen, who are sometimes a little shy to say it, I am proud to be part of four decades of NS and to have served my country in my own way, in my time."

'In My Time' was officially launched on 1 September at the Army Open House 2007.

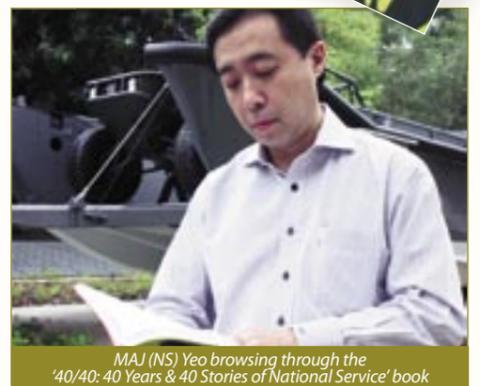
40/40: 40 YEARS & 40 STORIES OF NATIONAL SERVICE

"Your Story deserves to be in this book. It is as unique as those told here"

These are the words that greet readers as they open up the recently launched commemorative book, '40/40: 40 Years & 40 Stories of National Service'. This belief is clearly echoed throughout the book. It contains only 39 stories, with the 'missing' 40th story left out to allow each soldier to pen his very own. Although each soldier's experience is unique, it forms part of the collective NS experience as explained by Mr Goh Eck Keng, publisher of the book. "Each of our stories contributes to the fabric of the larger story".

Having been previously involved in the creation of the book that celebrated 35 years of National Service, Mr Goh has continually been impressed with the progress that the SAF has made over the past 40 years. He notes the way in which soldiers are treated as the key difference between NS of old and new, a refreshing change in training strategy from what he terms an "enlightened Ministry of Defence".

The 52-year-old – who served in the 70s – finds it "amazing to see the way people train today and the technology that the SAF has to defend Singapore". Describing the book as "honest" and "tell it like it is", Mr Goh assures us that the publishers "haven't hidden anything, and have even published stories of how soldiers used to be bullied and caned." Refraining from mincing the truth, this book aims to tell the age-old story of serving in the military from different perspectives through time. Through this, the book is able to discover the "extraordinary amidst the ordinary" and chronicle the transformation of the SAF.



MAJ (NS) Yeo browsing through the '40/40: 40 Years & 40 Stories of National Service' book

One story in the book is that of MAJ (NS) Derrick Yeo. He chose to enlist in 1977 when faced with the choice to take on Singapore citizenship and cites the Army as the force that "changed (his) whole perspective as a human being". MAJ (NS) Yeo recalls the difficulty of his first few weeks in NS. He explains, "I had to decide either to regret for the rest of my life (enlisting in the Army), or to make a choice to do your best. I think I chose the latter and I thank God for that." Reflecting on the unifying power of the Army himself, he writes in the book that "once you are in green, there is no distinction between Regulars, NSF or NSmen."

The NS40 commemorative book, 40/40, has a great importance in Mr Goh's opinion. "Celebrating 40 years of NS is not effective if you don't understand what it means in the greater context", he says, clearly indicating that these personal stories would be a window to greater understanding of NS and its role in our defence.

40/40 was officially launched during the NS40 Commemorative Dinner by PM Lee Hsien Loong on 27 September.