

armynews

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pulse of the army



Equipping our
Soldiers with
the Best!

SAF and UN Hosts Disaster Relief Conference



Representatives from military and civilian organisations attended the APC-MADRO

The year 2005 saw a considerable increase in involvement by military forces in international relief assistance in natural disasters. This included the Boxing Day Tsunami, which affected numerous countries, and South Asia Earthquake.

A rapid international co-ordination system to improve co-operation between military forces and civilian agencies in providing relief assistance effectively and quickly is thus needed. One of the initiatives organised for this purpose was the Asia Pacific Conference on Military Assistance to Disaster Relief Operations (APC-MADRO). The APC-MADRO was hosted by the SAF together with the United Nations Office for the Co-ordination of Humanitarian Affairs (OCHA) from 26 to 27 October.

The Co-Chairman of the conference was Chief Guards Officer, BG Goh Kee Nguan, who was the Commander of the 1,500-strong SAF contingent in Operation Flying Eagle in Aceh, Indonesia. In his opening address, BG Goh explained how military and civilian agencies complement each other when it comes to providing aid. He said, "The military maintains assets and resources, notably logistics, manpower and transportation, at a high level of readiness and may be able to respond swiftly to unforeseeable emergencies as a primary force. Civilian organisations have a wider array of resources and appropriate structure to sustain relief efforts over time."

The APC-MADRO was a platform for participants, from militaries and civilian organisations in the region, to identify, discuss and prioritise the key issues relevant to military assistance in support of humanitarian relief operations. With speakers from both assisting and affected countries, the participants saw multiple perspectives of the assistance operations. Through extensive discussions, action plans were also put in place to facilitate more timely and better-targeted disaster relief.



Mr Gerhard Putman-Cramer

Mr Gerhard Putman-Cramer, Chief, Emergency Services Branch and Deputy Director, OCHA, spoke of the importance of such conferences. "These conferences are vital. As past experience has shown, military forces are playing an increasingly large role in providing central support. It is essential that there are standard operating procedures and basic principles agreed upon for how the collaboration happens between the militaries, civilian organisations and governments of the affected states."

He also praised the efforts of the SAF in this area. "If there was an Oscar for humanitarian assistance operations, the SAF will win it!"

Building the NS Community Online

"Today's launch of the NS Portal marks a big step forward in bringing our National Service community closer together and also bringing better services to our National Service community." With that, Minister for Defence Mr Teo Chee Hean declared the new NS Portal officially launched on 6 November at the Regent Hotel.

The NS community, comprising National Servicemen from the SAF, the Police Force and the Civil Defence Force, will be able to conveniently access their NS-related online services at the new internet portal. Applications available at the portal span the entire NS cycle, including registering for NS as a pre-enlistee, checking postings as an NSF, and applying for Exit Permits as an Operationally Ready NSmen. Users will be able to personalise their view of the website so that their preferred services and content are readily available upon login. Partnerships have also been formed with local merchants to bring online promotions to NS Portal users.



Mr Teo (centre) and Senior Minister of State for Home Affairs Assoc Prof Ho Peng Kee (right) viewing the new website

But perhaps the most exciting new feature is the social networking aspect of the portal. Users can search for their buddies to keep in contact, post reflections on their NS experiences, and even participate in online discussion forums. Through the use of this online community, NSmen can build greater camaraderie with their fellow soldiers, which will ultimately strengthen their commitment to National Service. One excited user is CPT(NS) Sharin Bin Mohammed (right), S3 688th Battalion, Singapore Infantry Regiment, who believes that the new features will "make the NS experience more meaningful."



Add-on Armour for More Protection

The new Add-on Armour (AOA) module, officially commissioned on 25 October, adds a whole new level of protection to our soldiers involved in Operations Other than War (OOTW). The AOA is attached to Our Army's Five Ton trucks, protecting passengers from small-arms fire. This increased armour protection comes with no detriment to the mobility of the trucks or the drivers' field of view.

It was the first time an Army team took the lead as the principal project driver in developing an AOA solution for wheeled vehicles. A member of the project team, CPT Jason Chia said, "It was the first time we spearheaded a project like this. We learnt along the way and worked with ballistics materials companies overseas to use the suitable materials and best designs."

The AOA features plenty of technologies and designs that protect our soldiers and vehicles from small-arms fire. Ballistics material (ArmourGuard Steel, Ballistics Glass, Aztkik



The AOA adds defensive strength to the general purpose 5T truck

installed on all the four tyres. The rear cargo is also designed with gunports and glass viewports for the soldiers to fire at any threats approaching the vehicle.

There are three variants of AOA-equipped Man Five Ton, each having unique attributes suitable for various situations. The main differences include the seating layout and inclusion of Anti-Personnel Mine Shield. For example, Variant One has a central seating arrangement, which allows for quicker gunport response while Variant Three has a more versatile side seating layout that facilitates cargo transport. Variant Two is the same as the first with the addition of Anti-Personnel Mine Shield.

The Guards Formation will be equipped with ten of these armoured five-tonner trucks from December onwards. Chief Guards Officer, BG Goh Kee Nguan (right) commented, "This will be useful for our troops when they are deployed for OOTW. The lives of our soldiers are very important and we want to make sure they are adequately protected when performing their mission. These add-on armour makes sure that in the event our guys get fired at, there is adequate protection for them against small-arms fire."



A central seating arrangement allows for quicker response through the gunports

Panel) covering the front cab and rear cargo stop small-arms fire from penetrating and harming our soldiers. Tankskin, a material sprayed onto the fuel tank of the vehicle, instantly seals any leakage if it occurs. Tyron Runflat, a mechanism allowing the vehicle to continue driving with flat tyres, is also

NCC Leaders Learn More About Our Army

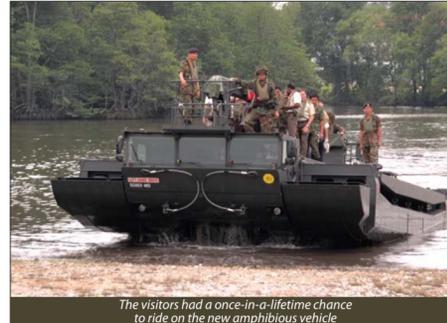
"The National Cadet Corps imparted many important values and lifeskills, such as leadership, and gave me many chances to do things I would never have been able to do had I not joined it. As NCC teachers, I feel you all play very important roles in shaping the lives of the cadets who will be under you and help to improve their understanding of what the SAF is all about." Chief Engineer Officer, COL Teo Jing Siong said this when he welcomed NCC teacher officer cadets and school principals on a familiarisation visit to Seletar Camp on 15 November.

Associate Professor Koo Tsai Kee, Minister of State for Defence, graced the event as Guest-of-Honour.

The visit began with an interesting presentation on "Realising the Next Generation of SAF" by COL Chan Chun Sing, Head of Joint Plans and Transformation. Our visitors learnt how the SAF has progressed, from the first generation in the 1960s to the current transformation towards the 3rd Generation force. An interaction session with the Minister of State followed where the teachers and principals discussed many National Education issues.

The highlight of the visit was no doubt the display by our Combat Engineers. There were four stations showcasing the

different capabilities of the Combat Engineers: Chemical Biological Radiation Explosive (CBRE) Engineers; Bridging Engineers; Field/Armoured Engineers; and Future Technology and Robotics. The last station displayed Our Army's cutting edge technology and hardware.



The visitors had a once-in-a-lifetime chance to ride on the new amphibious vehicle

The CBRE section saw the teachers visiting the gas training chamber and learning about the wide range of protective equipment and agent detection methods used by our engineers

New Head for Combat Intelligence Group

On 10 November, COL Allan Pang handed over command of the Combat Intelligence Group (CIG) to LTC Francis Yee. Graced by Assistant Chief of the General Staff (Intelligence) [ACGS (Int)], COL Lim Hock Yu, the Change of Command ceremony was held at the CIG auditorium in Pasir Laba Camp.

COL Pang has spent a total of seven years in the intelligence community, holding both research and leadership posts, notably Deputy ACGS (Int)- Combat Intelligence and till recently, Commander CIG. Having been part of projects such as the Geographic Informations Systems and Sensors (GIS), he shared his vision of 'every soldier as a sensor'.

Speaking on how he felt about leaving, COL Pang said, "I feel that a lot has been achieved, but there's still a lot to be done. I'm handing over to a very capable commander, LTC Francis Yee, who will bring CIG to greater heights."

LTC Yee commented, "Assuming command of this formation, I feel a sense of excitement. This is because under the blueprint for our Third Generation Army, the Combat Intelligence Group has a lot to contribute in this transformation. At



The Minister of State (third from the right) and school principals being briefed on the new urban equipment used by our forces

against CBRE threats. They also marvelled at the BIONIX-launched mechanised bridges that could deploy within minutes at the Bridging station and got to ride on the brand-new Mobility 3rd Generation amphibious vehicle, cruising around on land and in the water.

OCT Arman Sujak (right), a History and English teacher from Serangoon Garden Secondary School, expressed the importance of such visits, "It is an opportunity for us teachers to share with the higher levels what NCC is like at the school level and to keep them informed of the grassroots level. This is good two-way communication."



OCT Loo Ching Ling (right), a History and English teacher, from Presbyterian High, said, "As a female teacher, I wouldn't have



any personal experiences of the army to share, unlike the males who have served in NS. Such visits are important for us to find out what NS is like, so we can talk to our students about it and allay their misguided fears."



COL Pang (left) handing over the symbol of command to LTC Yee

the same time, I feel a sense of pride and responsibility to lead the formation to the next step."

Moving forward, LTC Yee said, "I really hope to solicit the support of all members of the CIG to provide a first-class intelligence support as we move towards a next generation army."

Teaching National Education Through Storytelling



(NS) Foo (left) at the storytelling workshop

How does one communicate National Education (NE) messages through storytelling? About a hundred SAF commanders, including NSmen, found out more when they attended the 'Story Telling Techniques' workshop at the SAF National Education (NE) Workshop 2006. Organised by Nexus, it was held on 31 October at the Singapore Discovery Center. Army News spoke to two of the participants of the storytelling workshop - MAJ (NS) Christopher Foo, Commanding Officer 806th Singapore Infantry Regiment, and MAJ David Lee, Commanding Officer 42nd Battalion, Singapore Armoured Regiment.



MAJ (NS) Foo said, "I chose to attend this workshop because I thought there are lessons to be learnt to help me perform my duties as a NS commander. I felt the course would help me to articulate important messages to my men and commanders." MAJ Lee cited a similar reason for attending the course. He said, "I think NE is important to winning the hearts and minds of our soldiers, and I felt that this workshop would give me useful tips to enhance the NE lessons and experiences of my unit's servicemen."

Both of them agreed that NE is an important component of the overall training of our soldiers. MAJ (NS) Foo said, "I think NE plays a very important role in the training of our soldiers, especially in our conscript army, as it provides the 'why' for National Service. This is a very important message for each and every soldier so that they understand the cause of National Service, and the rationale behind in-camp training." MAJ Lee concurred, "I always believe that to move the hands and legs of our servicemen, we have to touch their hearts first. It is only when they are truly motivated will they be able to perform beyond what is required. If we want them to go beyond what they are told, we have to touch their hearts, and NE is the cornerstone of that effort."

The storytelling workshop was conducted in a stimulating and creative way, which garnered positive response from the participants. MAJ (NS) Foo said, "The way the workshop was conducted was vastly different from my full-time national service days, where the facts were merely presented to us. We were not taught how to communicate the facts to our men. Today, I learnt how storytelling could be used to present the facts in a more attractive manner, allowing the story to stick in the minds of my men." Likewise, MAJ Lee recognised the utility of storytelling. He said, "I've always viewed storytelling as a powerful way of communication. Storytelling is more spontaneous - you are able to connect with the servicemen much better. When you can connect with them, they will trust and believe in what you are telling them."

Equipping our Soldiers with the Best

Our Army will soon be launching a range of new personal equipment on a large scale to our fighting men on the ground. Incorporating enhanced ergonomics to improve the operational effectiveness and image of our soldiers, these new personal equipment will contribute to Our Army's transformation into a 3rd Generation fighting force. The increased utility and comfort of basic equipment such as the improved field pack, and the Load Bearing Vest (LBV), which replaces the existing Skeletal Battle Order (SBO) webbing, also demonstrates Our Army's care for our soldiers.

The introduction of these new personal equipment was driven by the need to conduct an expanded spectrum of operations. This has resulted in demand for specific add-on equipment and protective gears such as ballistic goggles and knee/

elbow guards. The new personal equipment will provide our forces with the flexibility to operate in a spectrum of Operations Other Than War (OOTW) scenarios such as protection of installations and peacekeeping operations.

This new suite of equipment was specially designed by the Infantry Personal Equipment Expert (INPEX) Team, comprising of experienced WOSPECs. The inputs of these ground veterans, with their wealth of knowledge and experience on personal equipment, together with the expertise of our scientists and researchers from the Defence Medical & Environmental Research Institute (DMERI), have ensured that the new equipment are ergonomically designed to effectively meet their objectives.

Ballistic Goggles (Urban Combat Add-On)

The ballistic goggles serve as a protective measure for the eyes against ricocheting rounds, explosive blast fragments and debris. This is especially important when soldiers are operating within confined spaces in urban areas, where the possibility of such threats is heightened.

Utility Torchlight (Basic Equipment)

The new Utility Torchlight is suitable for use in various types of operating environments. It is waterproof and sufficiently ruggedised for field operations. The new Utility Torchlight also comes with integrated colour add-on filters to facilitate tactical operations.



Load Bearing Vest (LBV) (Basic Equipment)

Flexibility: The LBV is modular in design. This enables the soldier to customise and don specific pouches (e.g. M203 Ammo & CD Gas Mask pouches) in accordance to his operational role and mission requirement.

Improved Design: The LBV provides better weight distribution across the shoulder and the waist as compared to the current SBO webbing.

Integrated Water Bladder: An integrated water bladder enhances the operational readiness of the soldier in the field as he can drink from the bladder tubing while keeping his hands ever ready to fire the weapon.



Knee/Elbow Guards (Urban Combat Add-On)

In urban operations, the need to manoeuvre among concrete structures poses potential injury risks to the soldiers' limbs. With the introduction of the knee/elbow guards, the soldiers will be adequately protected against such risks, especially in actions such as kneeling and proning.



Utility Bag (Urban Combat Add-On)

The utility bag provides the flexibility of storage space for small essential equipment when the usage of the field pack is not required. As a standard shoulder bag, it has pouches to keep maps, manual references, orders, stationery and other essential equipment.

The utility bag can also be mounted onto the field pack for additional carriage capacity.

Multi-Purpose Tool (Basic Equipment)

This Multi-purpose Tool is packed with an array of features such as a field utility knife and screwdriver to perform many different functions and tasks.



Improved Field Pack (Basic Equipment)

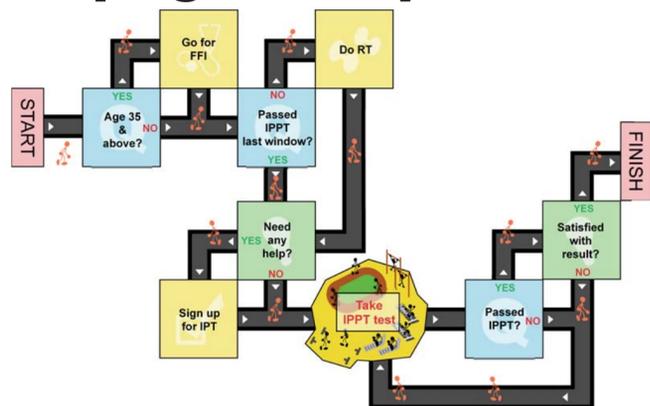
Improved Ergonomics: An enhanced back cushion was featured in the design of the improved field pack. The design also allows fastening of heavier load higher up the body to optimise weight placement in order to reduce soldier fatigue, as recommended by the DMERI experts.

Bigger carrying capacity: With the old design, the soldier can end up looking like a "Christmas Tree", carrying an array of equipment, each in its own bag. The improved field pack solves this problem by having a 50% increase in capacity over the old field pack to contain all the mission specific equipment neatly and systematically. Further spare capacity is available through the bolstering by a top extension.

Administrative Efficiency: The front-opening feature of the improved field pack facilitates easier packing and unpacking. By merely unzipping, the content of the improved field pack is easily exposed for inspection without the soldier having to pour out all his equipment. Customised compartments within the field pack provide systematic packing for easy locating of essential items.

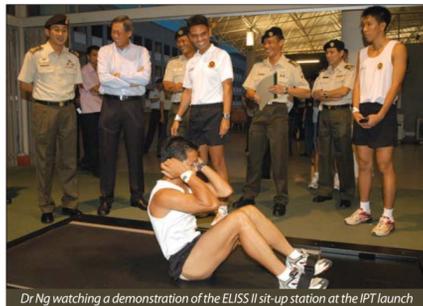


Helping NSmen pass IPPT



NSmen who need help to pass their IPPT now have a new option. The IPPT Preparatory Training (IPT) Programme is a structured physical training programme designed to help NSmen improve their fitness levels and pass their IPPT. As a voluntary programme, the IPT Programme complements the existing remedial training for NSmen who fail their IPPT. NSmen who pass the IPPT can also opt to join the IPT to enhance their fitness. As the IPT Programme is voluntary, NSmen will not be paid for attending the ten three-hour sessions, which are spread over five weeks. To recognise the efforts and commitment that NSmen put in for IPT, those who have completed at least 8 of the 10 required sessions in the IPT Programme within their IPPT windows will be exempted from remedial training in their next IPPT windows. This is regardless of whether they pass the IPPT. One notable feature of the IPT Programme is that it provides differentiated training packages to allow NSmen to focus on areas that they need more improvement in.

Launching the IPT Programme on 26 October at Bedok Camp, Second Minister for Defence, Dr Ng Eng Hen, emphasised the importance of having combat fit citizen soldiers, or NSmen. He said, "We're a conscript army and we depend on our Singaporean citizens to make sure we have a strong SAF. We can only be strong if our citizens are fighting fit. So the SAF places great emphasis on individual physical fitness."



Dr Ng watching a demonstration of the ELISS II sit-up station at the IPT launch

After observing the physical training instructors' demonstration on the Electronic IPPT Scoring System II (ELISS II), Dr Ng described the IPT Programme as an extra point of engagement with our NSmen. He said, "We recognise that when they leave Full-time National Service, they have to deal with other challenges. They have to deal with the pressures of family and work, and they need extra encouragement. This preparatory training gives them an option to volunteer for the training. So rather than a punitive programme like the remedial training, they will go through professional coaching together with others who have volunteered."

The IPT Programme was introduced on a trial basis in June this year, with more than 450 NSmen signing up. A survey conducted gathered highly positive feedback from all participants. One such NSman is 3SG (NS) Paviter Singh (right), who failed his IPPT. He opted for the IPT Programme right after completing his remedial training. He said, "The remedial training group was very huge. As there were over a hundred other people, I felt that I was not getting enough attention. What I like about the IPT Programme is the one-to-one attention, where the instructor helped us to identify and address our weak areas. Furthermore, he gave us tips that could be used even after the IPT Programme to implement a fitness regime." While 3SG (NS) Singh has yet to clear his IPPT test, he has already shaved 90 seconds from his 2.4km run timing. He has even bought a new pair of running shoes and started on his own training programme, which attests to the long-term impact that the IPT Programme seeks to achieve.



Introducing the New Army Internet Portal

In November 2006, Our Army rolled-out its newly revamped Internet website after a complete overhaul. The redesigned website aims to be a one-stop portal for all Army-related information and news. The content available on the website is extensive, featuring everything from the latest news and events to information on Our Army's fighting forces. There is also information on areas of public interest such as Basic Military Training and a photo gallery that reflects the many different facets of Our Army. In addition to the rich content, the website has also been designed to improve usability and to enhance user experience. It also fully complies with the Infocomm Development Authority's Web Interface Standard, a set of design guidelines and best practices for implementation by all Singapore Government Internet websites.



The three-month long redesign process was undertaken by our very own Army News web team of CPL Lee Tzi Yong and REC Goh Zhi Wei. Commenting on the principal considerations for the redesign, REC Goh said, "We implemented a clean and user-friendly design so that visitors can find the information they want easily. In the past, visitors were confused by the inconsistent layouts used for different sections of the website. Now they will experience a consistent design style throughout the portal, enabling faster navigation and greater ease-of-use."

CPL Lee added, "Another important goal for us is to encourage repeat visitors to the Army website. We will regularly add new content from Army News and other sources to the portal, thus ensuring that the website will be up-to-date with the latest news and information about Our Army."

The response to the revamped website has been very positive. LTA (NS) Samuel Chan wrote in an email from overseas, "My kudos to the team which revamped the Army website – it is very informative and looks extremely professional."

To visit the revamped Army Internet website, go to <http://www.mindef.gov.sg/army>

Honouring Our Servicemen in Overseas Missions

Our servicemen have been active in overseas missions over the past year, contributing to both peacekeeping and humanitarian operations in Indonesia, the Northern Arabian Gulf and the Democratic Republic of Congo (DRC).

To recognise their efforts, Minister for Defence Mr Teo Chee Hean presented the SAF Overseas Service Medal (OSM) to 219 outstanding servicemen. This year, the Bar (Enhanced) was introduced to recognise those who have participated more than once in the same mission. These 219 included the 19 Army participants of the Aceh Monitoring Mission, 199 crew members of the RSS Endeavour deployed to Iraq and Chief Army Medical Officer, COL (Dr) Benjamin Seet who participated in the United Nations (UN) Assessment Mission to the DRC.

COL (Dr) Seet (right) was awarded the Bar (Enhanced) for his two-week DRC Mission, which was part of his two-year participation in UN's Department of Peace-Keeping Operations (DPKO). For 19 missions, he served as the Chief Medical Officer for the UN-DPKO, taking charge of the healthcare of



LTC Leonard Tan receiving the OSM from Mr Teo

the international soldiers serving in the various hotspots as peacekeepers. COL (Dr) Seet returns to Singapore with much invaluable experience. He said, "The scale was huge, I was dealing with tens of thousands of troops and managing the administrative and logistical aspects of 230 medical facilities. I learnt a lot of lessons during the two years. For my DRC mission, it was more an evaluative one where I was tasked to find out the adequacy and effectiveness of the healthcare facilities for the UN Mission. This is the biggest UN peacekeeping mission, with more than 20,000 troops and five hospitals. I saw from this mission that doctrines, manuals and other things on paper do not necessarily reflect what will happen on the ground, there will always be

things that can be improved."

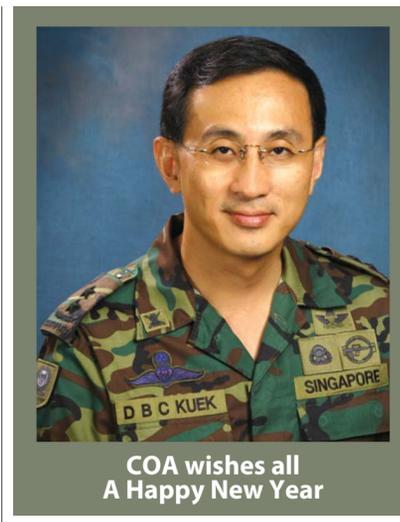
The Aceh Monitoring Mission (AMM) saw 19 SAF participants each serving a six-month attachment in Indonesia. The SAF team operated as part of the European Union-ASEAN AMM that monitored the implementation of the peace plan. The team oversaw the disarmament, demobilisation and re-integration of the Free Aceh Movement (GAM) into Aceh-ness society.

SAF Contingent Commander, LTC Leonard Tan, Head Civil Military Relations Centre of HQ TRADOC recalled the lessons learnt. He said, "The experience gained from interacting, networking and negotiating with the stakeholders in Aceh, which include the mayors, police chiefs, military chiefs, civilians, international organisation and non-governmental organisation representatives have left a deep impression in me. I believe the friendship and bonding with EU, ASEAN and other stakeholders will go a long way towards strengthening our international network and cooperation with our partners. Working together in a multi-national setting, a dynamic mix of Europeans and Asians, was not easy but all of us did well by socialising and being culturally aware and sensitive. All of us worked together for a common goal and this was touching.



For CPT Peter Chee (right), a Staff Officer from Training Policy Development Office, the AMM was his first such overseas posting. "When I first heard I was going, I felt great to be able to represent Singapore bringing peace to the lives of the people in Aceh. In Aceh, I served as a Monitor, spending most of my time conducting patrols, monitoring the peace agreement between GAM and the Indonesian government, checking on the human rights situation, negotiating with the various stakeholders, informing and educating the villagers on the Memorandum of Understanding and AMM.

One memorable incident – I was on a patrol and ended up at a roadblock created by villagers. They were complaining that their government had used their land to make roads without compensating them and wished for the AMM to help them seek redress. Our close



COA wishes all A Happy New Year

protection force, made up of the local police, tried to tear up the barricades and this agitated the villagers and attracting more of them, armed with parangs and sticks. It looked dangerous but we needed to maintain our composure and negotiate our way out. Subsequently, we succeeded and got the district head to accede to some of their requests.

After these six months, I learnt to appreciate life more. Not life in Singapore, but human life in general. Aceh is very different from Singapore in terms of way of living, and it has taught me how fragile and precious life is."

During the ceremony, Mr Teo Chee Hean praised the men and women who selflessly dedicated themselves to their missions, "You were all assigned challenging missions in the Gulf, Aceh and Congo and have successfully completed them. In carrying out these duties, you have demonstrated the high levels of professionalism, commitment and competence for which the SAF is known. You have done Singapore and the SAF proud."

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- COL Ishak Bin Ismail
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Army News warmly thanks CPL Lee Tzi Yong and CPL Teo Jia Han for their contributions to Army News over the past 24 issues. We wish them all the best for their future endeavours!

Have something you wish to share with us?
If you have any articles to contribute or suggestions about our newsletter, contact us at: armynews@starmet.gov.sg

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Thinking Soldiers

Be a Team Player!

Article adapted from "Working Well With Others" By Brian Tracy

In a 20-year study at Stanford University, researchers concluded that two primary skills are indispensable to high performers: The ability to function well in a crisis and to be a valuable contributing team player. Over the last few decades, the concept of teamwork in business has been evolving and gaining strong emphasis. Likewise, Our Army needs good team players to enable us to function as a cohesive and effective fighting force.

The Americans came out of World War II with a strict "command and control" mentality, as most of their corporation heads had been military officers during the war. They brought their training into the workplace, working with a pyramid style of command where orders traveled downwards only and information filtered upwards slowly. People did their jobs quietly, collected their pay and were satisfied.

With the advent of the computer age and hence increasing complexity of business operations, this management approach is changing. Every employee now has critical skills and knowledge that contribute to the overall success of a business. For example, a receptionist's job is no longer just to answer and direct telephone calls. Today, this "front office manager" is the first contact point for customers and her performance affects their impression of the organisation. Besides having a good personality and temperament, she must have good organisational knowledge and key skills to be effective in her job.

Similarly, Our Army today has become increasingly sophisticated and complex as we transform to the next generation fighting force. Our "thinking soldiers" must possess specialised knowledge and skills in their chosen vocations and at the same time be an effective team player. In today's workplace, people are no longer satisfied to be cogs in a big machine and want to know what is going on in the rest of the company. The fastest and most accurate way of keeping current is to develop and maintain a network of contacts, an informal team

of people within your workplace who keep you informed and who you keep informed in turn.

If you want to achieve good results, you need the help and cooperation of many people. Be positive and helpful in all interactions with others. An effective team player comments to other members are usually in the form of suggestions on how things can be done better. This strong focus on collaboration and cooperation will mark you as a person to be both liked and respected.

Many high performers in the corporate world first distinguished themselves by taking on a small responsibility and doing such a good job that they came to the attention of important people both inside and outside their organisation. You can continually look for opportunities to make valuable contribution to your organisation today. Focus on high-priority tasks, and finish what you start on time. And remember that, as Confucius said, "He who would be master must be servant of all."

Passing On The Baton

APPOINTMENT	INCOMING	OUTGOING
CO 30 SCE	MAJ TAN CHIN TUCK	LTC ONG TZE-CH'IN
CO CDO TC	LTC FOO TEE JONG	LTC CHEONG CHUNG SOON
CO 8 SIGNAL BN	LTC LYE KING SIONG	LTC NG CHAD-SON
CO BMTIC SCHOOL 2	LTC TANG KAR KEE	LTC YEO JOON HUA DESMOND
CO SIW	LTC CHOO TECK CHUAN	LTC LIM MENG KIAW
COMD 2 PDF TRG CENTRE	LTC LIM HOCK SIONG	LTC CHAN WENG LOONG
BDE SM 5 SIB	MWO TAN MEOW SENG RAYMOND	MWO JERINAL SINGH
RSM 667 SIR	IWO S MUGHAN	—
RSM 35 SCE	IWO CHUA HOCK SENG	2WO ONG KIM PIAO

Quiz Of The Month - NOV / DEC

Send us the correct answer and win a \$20 Takashimaya Gift Voucher. There will be 2 winners!

Q: Name the equipment that will replace the SBO webbing.
Closing Date: 15 January 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 judges' decision is final. Please send us your entries via mail or Email (see bottom-right corner of page).
5. Prizes not collected within a month of notification will be forfeited.

OCT / NOV Quiz

Q: What do friendly units show up as on the Battlefield Management System?
A: Blue icons.

OCT / NOV Winners

1) 35G TIM YI KAI NRIC: SXXXX502C
2) 35G SING ZHONG ZHENG NRIC: SXXXX112G

Leopard 2A4 Main Battle Tank- Spearheading Our Next Generation Armoured Force

For more than 40 years, the AMX-13 (upgraded to SM-1) was the mainstay of Our Army's armoured force. This is set to change. In his visit to the Armour Training Institute on 11 December 2006, Minister for Defence, Mr Teo Chee Hean announced plans for the purchase of the Leopard 2A4 Main Battle Tanks (MBT) offered by the Federal German Government.

The acquisition package will consist of 66 Leopard 2A4 tanks together with 30 spare tanks and supporting equipment.

Mr Teo said, "MINDEF had been looking to replace the SM-1s and the new tanks will be refurbished to push the Army's armour units to become a high-tech 3rd Generation Force." Commenting on the selection of the Leopard 2A4, Mr Teo added, "We looked at a number of alternatives and the German offer of refurbished Leopard tanks is a very cost-effective option for us to start replacing some of the SM-1s. It has good mobility, firepower and protection, and is a good baseline for us to further upgrade the tanks for the next phase of 3rd Generation Armour."

The Leopard 2, a German MBT built by Krauss-Maffei-Wegmann, is presently used by at least 12 countries, with more than 3,300 tanks in service. The most wide-spread version of this tank is the Leopard 2A4. First produced in 1985, it boasts many improvements over its earlier models.

The Leopard 2A4 will bring more punch to our armoured forces through four major aspects.

Protection

The 55.15-ton Leopard 2A4 will feature spaced multi-layered armour for greater protection to its four-man crew. This defeats hollow charge attacks, tank guns and other anti-tank weaponry. For crew safety, an automated fire and explosion suppression system is also incorporated.

Mobility

Powered by a turbo-charged, multi-fuel V12 diesel engine that delivers a galloping 1500 horsepower, the Leopard 2A4 can reach a top speed of 72km/h. This is one of the most favourable power-to-weight ratio in its class. The tank also has a road range of 550 km. This metal beast can easily clear vertical obstacles 1.1 metres high and trenches three metres across, living up to its reputation as the most mobile of the current Main Battle Tanks. Although three times heavier than the SM-1, the Leopard 2A4 is no less agile in its ability to tackle the various operating terrains.

Lethality

It is this aspect that the Leopard 2A4 shows its mettle. Its main weapon is the powerful L44 Rheinmetall 120mm smoothbore gun, its calibre almost double that of the 75mm gun on the SM-1. For superior engagement techniques, an all-digital fire control system allows the tank to fire accurately at moving targets even as it travels across undulating terrain. Furthermore, the "Hunter-Killer feature" of the Leopard 2A4 will maximise the tank commander's ability to direct the gunner to multiple targets. This is a major improvement over the SM-1 tank.

Future Growth

The configuration of the Leopard 2A4 allows strong flexibility for future customised upgrades to be introduced at an appropriate time. Such upgrades will enhance the Leopard 2A4's operations in local environment and integration with other platforms and systems of the 3rd Generation SAF. One immediate upgrade is the incorporation of the current Battle-



The German Army Leopard 2A4

Picture from Krauss - Maffei Wegmann GmbH

field Management System into the Leopard 2A4. This highly sophisticated system facilitates information exchange among our forces on the battlefield and will enable the Leopard 2A4 to fight as part of an integrated Armour force.



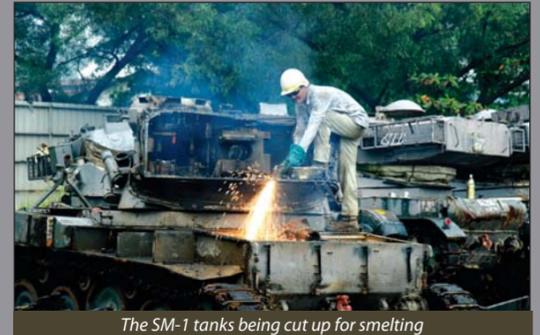
The Leopard 2A4 will spearhead our next Generation Armour force when they enter service in 2008. Chief Armour Officer / Commander 25th Singapore Division, BG Wong Ann Chai (left) explained, "The Leopard 2A4 represents a significant jump in our Armour capability, in both manoeuvrability and firepower. Its highest value is to provide the decisive edge in a combined arms force. Our

immediate priority is to learn how to operate and integrate this major system into the SAF, and to train our officers and WOSPECs to master this new awesome addition."

To ensure that our men are highly proficient in operating the new tank, they will commence training under the German Army in 2007. Well known for their innovative doctrines such as Blitzkrieg ("lightning war", leveraging on speed and surprise) and superior command and control systems, the German Army as the primary user of the Leopard tank will bring to our armoured warriors its extensive knowledge on its operations and battlefield skills.

Making Way for the New

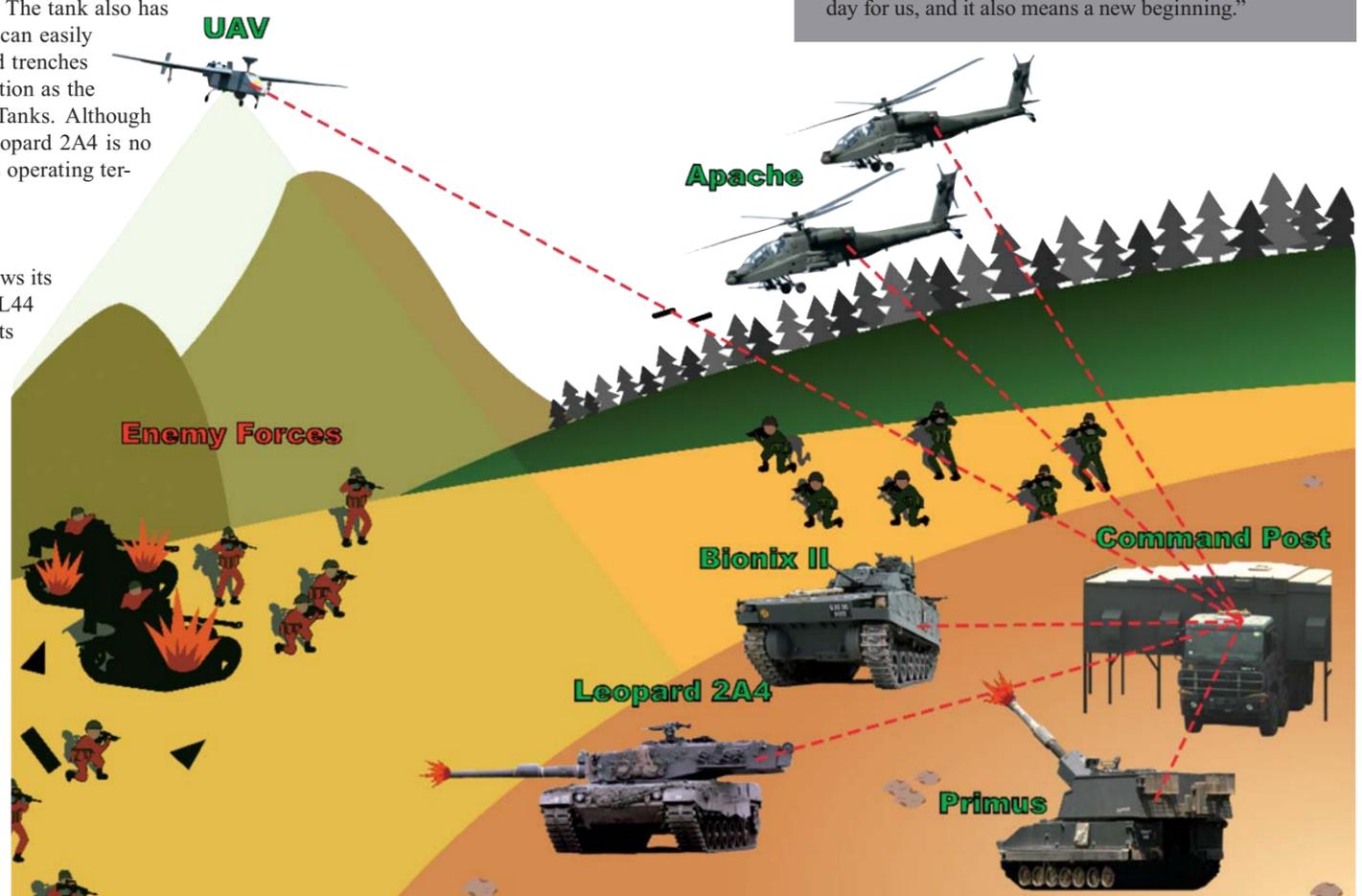
Since their first appearance in the 1969 National Day Parade, the AMX-13s (later upgraded to SM-1s) have faithfully served Our Army for nearly 40 years. Even though they will soon be replaced by the Leopard Main Battle Tanks, those with fond memories of this veteran warrior (visit the ARMS website at www.armymuseum.gov.sg for their stories) will be glad to know that they will be preserved in the Army Museum when it opens its doors, albeit in an unexpected form.



The SM-1 tanks being cut up for smelting

On 31 October at the Natsteel premises in Tuas, the first batch of decommissioned SM-1 tanks were sent in for smelting. Although MAJ Kenny Tan, Head Plans of the Army Museum Secretariat, would not reveal the form that the smelted SM-1 will take, he said, "Like the phoenix, these tanks will re-emerge from the fire and be preserved forever in the Army Museum. As we move forward in our transformation journey, some of our existing equipment are likely to give way to new ones. We know that our people have a lot of sentiments for platforms which used to be an integral part of our training and operations. We hope to preserve these precious memories which is precisely what the Army Museum's mission is all about, 'to honour the past, L.I.V.E the present and inspire the future.'"

The event was witnessed by several senior Armour officers, both past and present. Chief Armour Officer / Commander 25th Singapore Division, BG Wong Ann Chai commented, "By decommissioning and smelting down the first batch of the SM-1 tanks, we are freeing up capacity for new things to come. Without this, we will not be able to move on to the next step, with more future systems to come. It is a very dignified and sentimental day for us, and it also means a new beginning."



The Leopard Tank will be part of our future fighting force, which will be highly connected with various weapons systems being able to receive and transmit data.