

armynews

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pulse of the army

TRANSFORMATION — LIVE IT

Our Army's transformation is in full swing, and involves each and every one of us. It will take the collective leadership and ownership of our efforts to keep us progressing on our journey. Let us LIVE it out!

Our Army Supports Inter-School X-Country



COA and other officers join in the run



Participants racing towards the finish line

Our Army's Challenge Shield – National Inter-School Cross-Country Challenge was successfully held on 13 April at Turf City. More than 1900 students from 95 schools took part in the race, running their hearts out to win the coveted championship.

The event was sponsored by Our Army to promote physical fitness and fighting spirit in the younger generation. Chief of Army, MG Desmond Kuek flagged off the races and also joined in the run, along with other Army officers.

Mr Joseph Lui, Principal of St Joseph Institution, said, "This competition promotes ruggedness, adventure, fitness and the will to succeed in our objectives. Our partnership with the Army augurs well for the future."

Armour Welcomes New Chief



BG Bernard Tan (left) hands over the command to COL Wong Ann Chai (right)

On 6 April, the Armour Formation witnessed the changing over of its leadership. BG Bernard Tan handed over the appointment of Commander 25th Division/Chief Armour Officer (Comd 25th Div/CAO) to COL Wong Ann Chai. 60 armoured vehicles and 500 soldiers participated in the Change of Command Parade. The parade unveiled the new 25th Division Symbol of Command, the Telescope which represents a leader in the battlefield with vision and acumen in out-manoeuvring his opponents in battle.

In the last address as Comd 25th Div/CAO, BG Bernard Tan urged all in the black beret family to drive the Armour Formation towards greater heights. He also welcomed COL Wong as the new Chief of the Armour family and expressed confidence that COL Wong will steer the formation in the right direction. COL Wong last served as Assistant Chief of General Staff (Plans).

Conjuring the Logistics' Future



Participants at the workshop discussing the Logistics Transformation Journey

The Army Logistics Transformation Workshop was one of a series of events that were part of our Logisticians' transformation efforts. Held at the Army Logistics Training Institute on 11 March, the workshop allowed senior commanders to learn about and discuss the changes that Army Logistics has undergone and will be undergoing as

part of the 3G transformation.

The workshop covered a broad range of issues, particularly the implementation of the Integrated Motor Transport Line. This system will improve driving standards, increase repair capabilities and reduce the amount of time needed for maintenance issues by centralising the management of vehicles and drivers through advanced IT systems.

Other issues discussed included the limitations of the current setup, future challenges and new technologies available like the Maintenance Command and Control System that monitors equipment status in real time, therefore cutting delays in repair.

CPT Jerry Lim from 3rd Transport Battalion said, "Army logistics is moving very fast. As such, there is a real need for us to disseminate knowledge to others fast because all the systems are changing and people may not understand."

As Assistant Chief of the General Staff (Logistics), COL Philip Lim proclaimed, "Change is the only constant." Army Logistics, along with the rest of Our Army, will continue its evolution to the third generation and beyond.

Our Army's Medical Team Helps at Nias



Photos courtesy of Pioneer Magazine

Our medical team worked tirelessly to treat the wounded at Pulau Nias

Upon receiving news of the massive earthquake in Pulau Nias on 28 March, Our Army immediately sent a medical team to aid in the treatment of the victims.

For ten days, the team of 15 members tirelessly worked non-stop through night and day to provide emergency medical treatment for the earthquake victims. They were based at a school compound in Smunegeri, Gunung Sitoli which had been converted into a medical relief centre. Working alongside the Indonesian authorities and other international organisations like the United Nations, the

team provided emergency medical relief to more than 800 affected residents. Having accomplished their mission, our medical team returned to Singapore on 8 April.

Welcoming the team back to Singapore was Chief Medical Corps, BG (Dr) Wong Yue Sie. BG (Dr) Wong said, "We are very proud of you, you did an excellent and professional job, arriving in a very timely manner when the health situation was bad and made a difference to those injured. You have demonstrated your care for the people, and what you could do for them."

New Additions to the Engineers' Family at 38



COA opening the Operations Flying Eagle Heritage Centre in Seletar Camp

The Engineer Formation celebrated its 38th Anniversary by welcoming the newest addition to their family – the Construction Engineer Core Group (CECG), Guest-of-Honour, Chief of Army, MG Desmond Kuek, officially inaugurated the CECG in the parade and ceremony held on 7 April at Seletar Camp.

The CECG played a vital role in the relief operations in Meulaboh, Indonesia in January, establishing helicopter and sea landing points as well as setting up the Relief Coordination Centre.

Their achievements were celebrated at the Engineers' Anniversary with a live demonstration of how the Engineers

successfully established a landing point in Indonesia. Also, the Engineers opened an Operations Flying Eagle Heritage Centre where the experiences, memories and pictures from the landmark operation would be preserved.

COA also commissioned a new Mine Clearing Vehicle (MCV), a computer-controlled minesweeper that clears mines 20 to 30 times faster than manual prodding. With the computer taking automatic control of the mine-clearing process, the operator needs only to concentrate on controlling the speed and direction of the mine clearing. The new MCV is another indication of the Engineers' transformation towards a technology-based, efficient 3G force.



Taking the Engineers on their transformation journey - the new Mine Clearing Vehicle

MES Introduces the Forward Maintenance Hub



The logo of the newly opened FMH, which reflects its strong partnership with the units in Our Army

The Maintenance and Engineering Support (MES) Formation has come up with an initiative to revolutionise the Army's maintenance concepts and processes, aided by the rapid advancement of the information technology, so as to sustain a 3G Army.

The Forward Maintenance Hub (FMH) was officially opened on 29 March at Sungei Gedong Camp by then-Chief Armour Officer, BG Bernard Tan, Assistant Chief of General Staff (Logistics), COL Philip Lim, and Chief Maintenance Engineering Officer, COL Ng Tiong Lee. This reflects the strong partnership between the FMH and the Armour units that it will service in Sungei Gedong.

A one-stop maintenance support hub, the FMH will help units with maintenance repairs for a full range of equipment, bringing greater ease and efficiency in administration, equipment maintenance and repair. The FMH will gradually be introduced in other camps as well, such as Jurong, Kranji, Mandai Hill, Pulau Tekong and Selarang.

The pilot FMH at Sungei Gedong has already gotten off to a good start. Officer Commanding of the 3G System

Army Wonders Dazzle Future Officers



The cadets had the chance to test out Our Army's high-tech equipment like the night-vision goggles

On 28 March HQ Armour transformed into an exhibition showcasing Our Army to visiting cadets from the Officer Cadet School.

The exhilarating day for the cadets began with a static display, put up by the various Army Formations, that highlighted their combat prowess, sophisticated weaponry and future developments. For many of the cadets, it was their first opportunity to view and handle Our Army's advanced equipment. OCT Alvin Loke exclaimed, "I had the controls of the tank turret right in my hands. The tank is so massive and powerful, I felt nervous just sitting in it!"

The cadets also joined Chief of Army (COA), MG Desmond Kuek and senior commanders for lunch and a Question-and-Answer session. OCT Oh Eng Seng remarked, "COA's responses were incredibly well-thought out and all of us were really impressed and inspired by his passion for Our Army."

Stepping Towards NS Administrative Excellence



Then-Minister of State for Defence and National Development, Mr Cedric Foo officially launching the NSSC, a one stop service centre for Nsmen

The opening of the National Servicemen Services Centre (NSSC) represents part of our ongoing effort to transform NS administration. On 23 March, NSSC was officially opened at the Depot Road Camp by then-Minister of State for

Maintenance Core Workshop there. MAJ Bob Tan said, "The feedback from the units has generally been good. Units do not have to send their unserviceable equipment to other camps for repair as they previously did. The units and the FMH will also come to a greater understanding of each other, and have a closer working relationship."



The TMTV is specially configured to support Our Army's maintenance needs in the field

The event also unveiled the Track Maintenance Task Vehicle (TMTV), the first maintenance support platform jointly developed by HQ Armour and HQ MES.

The versatile TMTV is based on the highly mobile BRONCO platform that is widely used in the Armour units. An add-on trailer increases the carrying capacity of the platform, while an integrated crane gives the TMTV the ability to carry out heavy lifting maintenance activities in the field. In addition, a complementary set of power and repair tools allows the TMTV to support a comprehensive array of maintenance activities in the field. With all these superior features, the TMTV will open a new chapter in MES's forward maintenance support for Our Army's operations.

The mobility and live-firing demonstrations that followed were the highlight of the visit. The cadets felt up close the speed, manoeuvrability and raw destructive power of our armoured vehicles when they rode on the Light Strike Vehicle, Bronco and Bionix amidst the thundering fire of the 75mm main cannons of the SM-1.

The day concluded with a friendly football game between the visiting cadets and the HQ Armour team, who emerged victorious despite the cadets' tireless efforts.

OCT Andrew Fang had strong thoughts about the visit. He said, "During the visit, I learnt much about the direction and capabilities of the Army. I now understand our purpose and mission better and will strive hard to emulate the men who have made Our Army such a strong fighting force."



Our tanks' power and mobility impressed the visiting cadets

PRs Learn about BMT



Visitors viewing up close the equipment Our Army issues to enlistees



Future soldiers testing their marksmanship skills at the IMT

Our Army believes that to have a Positive Army Experience, our enlistees must first understand the value and significance of National Service (NS) and what it means to our country.

For this reason, on 9 April, a visit to the Basic Military Training Centre was organised for the Kowloon Club, a group of Permanent Residents (PRs) hailing from Hong Kong. Many of the visitors have children, second generation PRs, who will be of enlistment age soon. The visit let both parents and sons understand the importance of National Service, to listen to the experiences of our servicemen and have assurance about the training that they will undergo.

The visitors were offered insights into the role of NS for Singapore's defence and social cohesion by Senior Parliamentary Secretary, Associate Professor Koo Tsai Kee. They also learnt how NS builds bonds between men from all walks of life and the benefits of the training regime. A tour of the premises followed, during which the visitors saw the bunks up close and sampled a typical cookhouse lunch. The well-equipped medical centre and high-tech Indoor Marksmanship Training (IMT) Centre also impressed our visitors.

Mr Chung Ting Fai, a member of the Kowloon Club, said, "It is an appropriate time to let the parents and their children come here, to find out more about the training and to have some idea of what to expect."

"I now know that it is good to let our children come to NS, where they will grow up to be real men. They will be trained to be independent, to be disciplined and respectful. Going through NS is definitely good for them."

Minister Watches Commandos of the Future



The Commandos displaying their rappelling skills during the Minister's visit

Minister for Defence, Mr Teo Chee Hean visited Hendon Camp on 28 March. Warmly welcomed by Chief Commando Officer, COL Yeo Eidiik, Mr Teo was given a presentation on how the Commando Formation is restructuring and strengthening itself to continue to be the pride of the 3G Army. Mr Teo also witnessed a spectacular rappelling display at the visit.

LIVE THE TRANSFORMATION

Our Army's Transformation In Motion

"We all have a vital part to play in shaping the culture of Our Army, in the way that we LIVE – in the leading and learning; in the image and identity; in the values we hold; and in the quality of the Army experience that we want to have and share with all who join us."

–Chief of Army, MG Desmond Kuek

These are exciting and momentous times for Our Army, since we embarked on our transformation journey a year ago. Through ideas and actions, big and small, each and every one of us across Our Army is involved in the change efforts. New concepts, technologies and equipment are being explored and introduced, training syllabi and learning methodologies have been reviewed and improved, and the Army Culture and Experience was initiated to foster a change in mindsets and bring about a positive Army experience for our servicemen.

Progressing along our journey, we must keep in mind our goal for the 3G Army – an Army that is mission ready and effective across a spectrum of operations, founded on strong core values and powered by the strength and quality of its people.

How do we reach this goal? As Chief of Army, MG Desmond Kuek explained at this year's Army workplan seminar, "We need to continue to make the right connection between available resources and desired effects, the right connection between today's Army and what to change or keep in building the 3G Army.... Most importantly, we must make the connection in the hearts and minds of each one of us."

Making The Connection ...L-I-V-E

Our successful transformation to 3G will involve not just actions and developments in the hardware and software aspects of Our Army, but there needs to be transformation in our heartware as well – changing and adapting the mindsets, culture and behaviour of our people.

To make this connection with our people, we need to understand and redefine how we LIVE – this acronym that sets out the key thrusts that will reshape the quality, culture, behaviour and character of Our Army.

OUR LEADERSHIP AND LEARNING CULTURE

Leadership brings focus and purpose to our actions. As we transform towards a 3G Army, we need to recognise and acquire the additional competencies to deal with future technologies and battle situations.

A strong and open learning culture is therefore essential, to enable and encourage everyone in Our Army to actively create and share information and knowledge. Efforts will be made to make organisational learning in Our Army better. Knowledge communities, owned by all centres of subject matter expertise, will also be set up to foster a stronger learning culture.



IMAGE AND IDENTITY

Our Army's image is shaped less by what we say or how we look, but more by what we believe and how we behave. Our Army is a large organisation. Each individual serviceman may not be able to see or appreciate all that Our Army is, but each will identify with Our Army through his experiences in what he does, his sense of purpose and the people he works with. That will be his conclusion to what Our Army's image and identity is.

We must therefore continue to build and shape our identity (who we are) and image (how we are seen by others) through the pride, passion and professionalism that we show in our daily work, and also the trust and camaraderie that we share with our fellow servicemen.



VALUES

Fundamental to our being are our core values. As we transform, we must continue to hold onto our core values. Much of the core ideas of our values remain constant and relevant into the future, while some may need to be re-applied in the context of a 3G environment.



OUR ARMY EXPERIENCE

We must also transform and strengthen the Army Experience for all of our soldiers. A positive Army experience is crucial to winning the hearts and minds of our people, to ensure their belief and commitment in what they do.

More than just meaningful training, good results and smooth administration, a positive Army experience comes from inspired leadership, conviction in our value and purpose, a strong sense of mission and in the bond we share with fellow soldiers.



Our Army's transformation is in action. We have made an encouraging start and we shall continue on our journey with confidence to become a 3G Army that can robustly meet the needs of today and the future. Everyone plays a vital role. With the commitment of our people, passion and character shaped by our core values, and the clarity of understanding of our mission and purpose, we make that connection.

Around Our Army

We are all familiar with the parades, ceremonies and displays that proudly celebrate Our Army's rich heritage, culture and tradition. But how well do you know the many interesting features, landmarks and objects in the various Army camps, each with its special symbolism, history and significance?

Army News checks them out in our new column, "Around Our Army". Enjoy the ride!

Do You Know Him?



Does this garang soldier seem familiar to you? Yes, you've guessed it, he is SGT Rocky, the landmark of the School of Infantry Specialists (SISPEC) since 1999. Made of bronze and weighing 475kg, he stands tall and proud, epitomising the spirit of the Specialists in Our Army.

Do you know that SGT Rocky tells you different things, depending on the angle from which you look at him? From the back view, SGT Rocky in Full Battle Order symbolises operational readiness in Our Army. Looking at him from the sides, his left arm is raised in a gesture of leadership, while on the right, his weapon on alert signifies combat readiness. Facing him from the front, SGT Rocky stands strong and firm, always ready to defend our land.

Our Specialists Corps will be moving to its new home at the Specialists and Warrant Officers Institution at Pasir Laba Camp later this year. SGT Rocky will be making the move there too. From Tekong native to mainland resident, he will prevail as the symbol of strength and leadership at SISPEC.

Long live SGT Rocky! 🇸🇬

Defining Moments

Remembering Nias

With our memories still fresh of the 2004 Boxing Day Tsunami and the SAF's swift actions in providing relief to the victims in the region, a second major earthquake rocked Sumatra on 28 March. Our Army was well-prepared and responded immediately, sending a medical team on a two-week relief mission.

Through the hardship and the call of duty, the mission has indeed opened the eyes and left a deep impression on those who went. We hear from three members who brought back lasting memories and experiences from Pulau Nias.

GIVING HELP ALL WAYS
2SG Mohamad Ariff, transport supervisor

"The situation was quite hard, with many casualties waiting for us. The first few days, we treated many patients and I was needed for quite a lot of time as they needed someone who could speak Bahasa and act as a translator. Also, as a transport supervisor, we needed to transport severe casualties day and night to the hospital, so I was either working or on stand-by all the time.

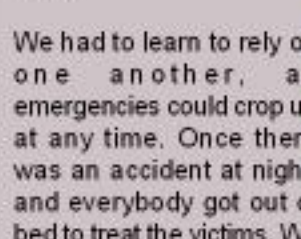


It was a very valuable experience. I got to experience the kind of life there, for example, having to walk three kilometres just to get water. I'll always remember how the people of Nias really looked up to us, trusting our medical service and us. Some of them came 20 kilometres just to seek our medical attention. They are comfortable with us, as they have heard of us.

If anything happens again, I'll be all ready to be activated."

WHAT MONEY CANNOT BUY
CPL Justin Kwek, public medic assistant

"I helped out in improving the general health and hygiene at Nias – for example, fogging, digging cesspits, finding new sources of water, and so on. We normally take basic hygiene facilities for granted, but you get to see the importance of these things there.



We had to learn to rely on one another, as emergencies could crop up at any time. Once there was an accident at night, and everybody got out of bed to treat the victims. We

formed very strong bonds. There is no way you can put together 19 males and females from all walks of life, for a week, and make them trust one another deeply like the mission has done. This is something money cannot buy."

TRUE OPERATIONAL READINESS
CPT Geajindren, administration and logistics officer

"My primary job was to provide the staple medical and logistical supplies for the operation. I also had to take care of the financial needs as well as the co-ordination with foreign agencies.



For the mission, I was activated very quickly. On the day of the earthquake, I went to HQMC for a briefing at about 1500 hrs. Suddenly, I was picked out from the crowd, and was told, 'You are Indren, right? You are going to be part of the advance party. The flight will leave at 1600. Catch it at Sembawang.'

I was shocked. Yes, I was ready, mentally, but I never expected such short notice! How was I supposed to prepare my family, and myself? But duty came first.

I quickly went to the E-mart and bought a few necessities. I informed my Commanding Officer of what had happened. He, together with my colleagues, packed some things for me and went to see me off at Sembawang. I informed my wife too. I managed to catch my flight to do my job.

We were one of the first teams to reach Indonesia. Many other aid workers, impressed that we responded so quickly, came to seek advice and help from us. The locals also thought very highly of us and of the medical services that we provided – the primary healthcare for them.

I feel that the SAF is without a doubt an operationally-ready force. All of us were activated at very short notice, and we managed. We knew we had a job to do, and everything else was secondary."

TOP TIPS FOR THE TIP TOP

Having problems with your work? Can't communicate properly with others? Fret not! Army News' new series will bring you top tips and advice and make you a tip-top survivor! Readers are welcome to contribute ideas too. (See page 7 for contact information)

THE COMMUNICATION FRONTIER

Adapted from Communication Briefings

Communication is part of everyday life. In Our Army, the importance of good communication is clearly recognised, with constant efforts and systems put in place, such as feedback channels and dialog sessions, to encourage the smooth sharing of information at and across all levels.

Effective communication enables good cooperation and coordination, hence increasing productivity. Undercurrents of tension, gossip and rumours are also dispelled, leading to a healthy work environment and higher morale in everyone.

Here are some pointers – perhaps obvious, but often overlooked – that can help you improve communication with your colleagues and men.



Give information and get feedback. Communication is a two-way process; merely giving out information does not constitute effective communication.



oh gross.. i said i wanted to see your spread on my desk, not this! Be clear and specific in your instructions. Vagueness causes confusion, as different people may have different interpretations of the same instructions.



Aim to communicate in person, face-to-face, as far as possible. Faceless media such as bulletin boards and emails merely serve as a reminder, but are less effective at getting the message across.



Listen to your men sincerely. Be patient and do not patronise. They will then feel respected and reciprocate by listening more attentively to you.



R*E*S*P*E*C*T
Build a climate of respect and openness. Go around and talk to your men, one on one. Encourage them to freely express their views or give new ideas. Some people when talking to their superiors will say only positive things. To know the whole truth, it is imperative to first be open and receptive to others' views.

Passing On The Baton

INCOMING

COL Wong Ann Chai
LTC Lam Shiu Tong
MAJ Phay Nai Yang Luis

OUTGOING

BG Tan Kok Kiang Bernard
COL Chan Wing Kai
LTC Ang Soon Leong



COL Wong Ann Chai

Quiz Of The Month

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

ANSWER TO LAST MONTH'S QUIZ

June

OUR LUCKY WINNERS

1. 2WO Lam Kim Sun NRIC : S 1451005 B
2. CPL Ong Khai Ming NRIC : S 8029984 B

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).

All entries must reach us by 3rd June.

Q In the acronym "LIVE", what does the letter "I" stand for?

Answer :
Rank / Name :
Unit :
E-mail :
NRIC :
Contact No. :

Closing Date : 3rd June

Thinking Soldier

The Path Ahead For Our Army WOSPEC

Contributed by Army RSM

The Army Warrant Officers and Specialists (WOSPEC) leadership remains as committed as ever to preparing the WOSPEC Corps to be credible and effective in the 3G Army.

The WOSPEC initiatives and development for this work year revolve around the shared strategy articulation map first initiated in the Army Regimental Sergeant Majors' (RSM) Leadership Retreat. The strategy consists of the three main thrusts of developing excellent leaders, encouraging strong bonding and inculcating a culture of continuous learning, improvement and innovation.

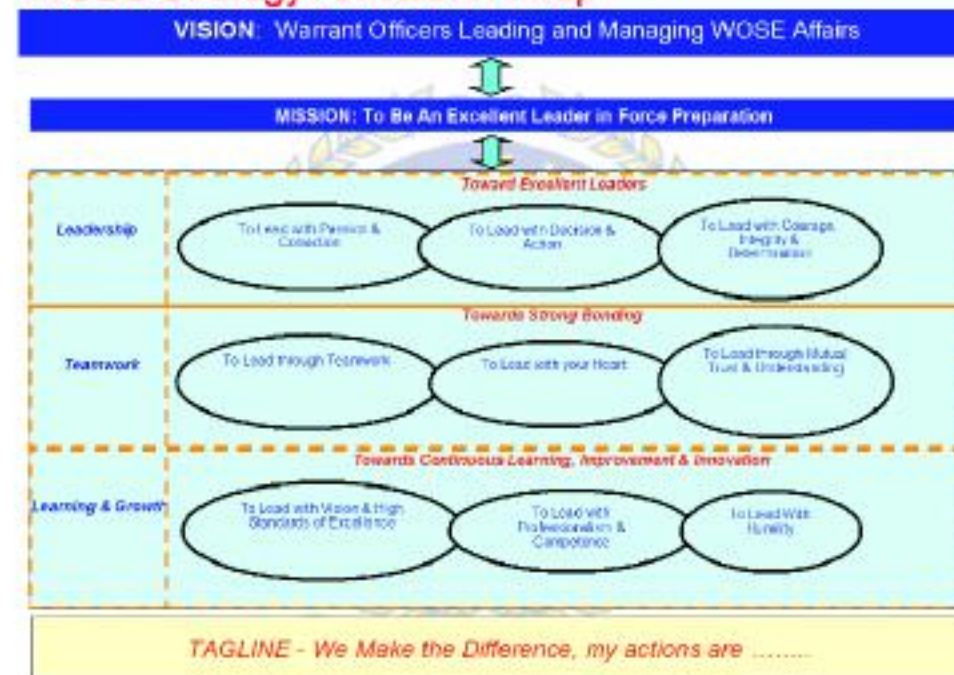
On the learning aspect, a WOSPEC knowledge well has been established on the Specialists' and Warrant Officers' Institute website that was

launched in January. In addition, the RSM pamphlet as well as other publications on parade and ceremonies, Army culture and

traditions and force preparation are currently being compiled and will be distributed shortly. These will help to ground the WOSPEC in Our Army's core values while serving to guide the WOSPEC along in their transformation journey.

This proliferation of the WOSPEC activities signifies the beginning stages of the Corps realising our WOSPEC potential in contributing to the transformation of Our Army. 🇸🇬

WOSE Strategy Articulation Map



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Army Safety Exhibition



The Army Safety Exhibition (ASE), jointly organised by HQ Supply & Transport and General Staff Inspectorate, will be held in SAFTI-MI, SAF Warriors Hall from 16 May to 20 May. Chief of Army will officiate the opening ceremony on 16 May, at 1400 hrs.

Great interactive games and souvenirs are waiting for you. Why wait? Block your schedule now and make your way down for a spectacular day. 🇸🇬



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Army Transformation:
Beyond the hardware
and software, we have
to look within ourselves.

LIVE IT!