

TOYING WITH SAFETY?

Don't. Find out how much you know about the safety systems and procedures in Our Army by completing the "Route To Safety".



Recognising The Importance Of Learning



Minister of State for Defence, Mr Cedric Foo presenting the SAF Post-graduate Award to LTC Lim Beng Lee who will be pursuing a Masters of Science degree

Each year, the SAF rewards officers for their performance and recognises their efforts in continual learning by awarding them the SAF Post-graduate Award.

This year, 15 Army officers were presented the SAF Post-graduate Award. The award ceremony, graced by the Minister of State for Defence, Mr Cedric Foo, was held at the Joint Services Officers' Mess on 12 May. The officers will attend Masters programmes held by military colleges or universities, both local and overseas.

Emphasising the importance of continual learning, award recipient, LTC Lim Beng Lee said, "In any organisation, if you do not take the effort to constantly upgrade yourself, you will find yourself becoming irrelevant and out of place. Only by adapting to the transforming organisation can one continue to contribute." 🇸🇬

United Engineer Voices

Contributed by School of Engineers



The Engineer Formation's 37th Anniversary also saw the launch of the CBRD badge on its very own vehicle

The Engineer Formation celebrated its 37th Anniversary on 23 April at Nee Soon Camp with Chief of Army, MG Desmond Kuek as the Guest-of-Honour. The celebration theme, "Engineer Voices", resonated around the camp through the vibrant decorations and the festive atmosphere among those present.

The celebration also saw the launch of the Chemical, Biological, Radiological Defence (CBRD) badge in a simple ceremony with COA presenting the badge to the Commander of the 39th Battalion Singapore Combat Engineers, LTC Lee Heok Chye. All CBRD-trained personnel will wear the badge as a sign of recognition of the important role they play in ensuring the security of the nation.

The other highlight of the event was the Engineer Wacry, performed to the beat by 3500 combat engineers on the parade square led by the Chief of Engineers, COL Teo Jing Siong and the other commanders of the Formation. As can be seen from their anniversary celebrations, the Engineers are indeed united in one voice, moving as one! 🇸🇬

Training For Future Warfare



Troops and armoured vehicles storming into the simulated HDB warzone during a live demonstration of urban warfare at Neo Tiew Town

On 17 May, Neo Tiew Town transformed into a warzone. Soldiers from the Army Developmental Force equipped with sophisticated gear stormed a HDB block, using shotguns to blast locked doors open and fibrescopes to scout enemy positions while being backed up by covering machine-gun fire. As the building was secured, remote-controlled cars and tanks moved onto the streets to sweep the place of enemies.

What actually transpired was a live demonstration of our ongoing experimentation with urban warfare. This, together with the use of Fighting In Built-Up Areas (FIBUA) equipment in an enclosed combat environment, was witnessed by Chief of Army (COA),

MG Desmond Kuek and other senior commanders. In his visit, COA also heard a presentation on the key developments in urban operations and viewed static displays of the new equipment, weaponry and technology that would be used in the near future for such combat.

Chief among the new features is the Tactical Engagement System (TES), which consists of all the new equipment and technology that will form the soldier's standard gear during urban exercises. Replacing the Multiple Integrated Laser Engagement System, TES has the following new features:

- * Shorter laser codes, for improved performance through smoke and foliage;
- * Lighter equipment, as it replaces part of the Skeletal Battle Order;
- * A sensor that can record the injuries sustained by a soldier;
- * A software-configurable weapon which can be programmed to function like the various weapons used for real combat.

The urban warfare demonstration also marked the launch of Neo Tiew Town as a specially designed training ground with modified features to support training for urban operations. For example, the ground-level walls of the apartment blocks had been demolished to allow troops to observe the exercise, and a building was demarcated as a place of religious worship to make the soldiers aware of sensitivities in urban warfare.

2SG Dominic Teo, one of the soldiers who took part in the demonstration, said, "The other training grounds for urban warfare cater more for individual drills. For integrated and realistic exercises, Neo Tiew Town is the best." He also thinks highly of the TES, saying, "It is much more flexible, with the functions more realistic - it can tell you if you have received light injuries or heavy injuries."

The development and improvement in training facilities and equipment to meet future challenges for urban warfare indeed shows Our Army moving decisively forward on its transformation journey. 🇸🇬

Helping NSFs Prepare For ORD



The men from Seletar East Camp take the opportunity during the e-PREP road show to find out more about the variety of online courses available

e-PREP was initiated in September 2003 to encourage Full-time National Servicemen (NSFs) to take up online preparatory courses while in service. Under the scheme, NSFs are given up to \$300 worth of credits to subsidise up to 90% of the course fees. The knowledge and skills acquired at these courses will facilitate their transition from Full-time National Service to further studies or the workforce after their Operationally-Ready Date (ORD).

As part of the effort to create awareness about e-PREP, an e-PREP Road Show was held at Seletar East Camp on 6 May. This is one of the many road shows organised by MINDEF Centre for Management Development for NSFs to inform them of the variety

of online courses available and encourage them to make use of the e-PREP scheme.

The e-PREP Road Show included talks by the Workforce Development Agency, Nanyang Technological University, Singapore Institute of Management, Ngee Ann Polytechnic, Institute of Technical Education and other e-learning providers. There were also exhibition booths from these organisations and institutions that were set up throughout the day.

CPL Reuben Wong, who successfully completed a three-month Life Sciences course at Nanyang Technological University course, said: "I want to make use of my time now as an NSF to gain more knowledge. Even though I am not going to study Life Sciences in university, I took this course under the e-PREP scheme to learn more and broaden my perspectives."

He added: "The Road Show today with the exhibition booths makes it easier for us to find out more about the courses available. It makes me appreciate the fact that the Army is trying to make our NS life better." 🇸🇬

For more information about the scheme, courses available and online application, visit the e-PREP Internet website at <http://e-PREP.miw.com.sg>. For further queries, call the e-PREP 24/7 Hotline at 1800-eMINDEF (364-6333) or email esc@miw.com.sg.

Going After New Targets



The new and improved shooting packages allow the soldier to experience more realistic and tactical live-firing while requiring less ammunition and time at the range

Our Army’s soldiers will soon face new challenges during live-firing as revamped shooting packages that are more realistic and effective are introduced. On 13 and 17 May, Chief of Army (COA), MG Desmond Kuek and other senior commanders were given a briefing on the shooting packages and also test-fired the new shoot themselves.

Developed by the School of Infantry Weapons and the School of Infantry Specialists, these new shooting packages are designed to make the shoots more tactical and operational. For the improved Advanced Target Practice (ATP) package, targets

now come up at random instead of having pre-determined positions. This thus simulates a battlefield more closely where the enemy can appear anywhere.

There is also a new combat shoot package being introduced. This package involves people in a firing detail working together to shoot at their targets, receiving collective rather than individual scores. This shoot thus requires the firers to practise their coordination and communication with one another and also introduces to the soldiers the concept of overlapping arcs of fire.

For both the packages, there are manoeuvre and support versions to cater to the soldiers in different Formations. Soldiers in the Infantry, Guards, Commando and Armour Formations will go through the manoeuvre shoot that is designed to simulate assault actions. Soldiers in Artillery, Engineers and Signals would go through the support shoot.

The new shooting packages use between 20-68% less ammunition than before, four magazines instead of eight, and require much less time spent at the shooting range.

After test-firing, COA and the commanders gave their stamp of approval on the new shoot. COA noted, “The shoot is more challenging, more realistic, and it sees how people can work together as a team.”

The expected launch of the new shooting packages is in July. Watch your front! 🇸🇬

The Soldier’s Best Friend



While a soldier’s best friend is usually his weapon, for CPL Yang Qing Jun, it is also his German Shepherd dog, Eric.

CPL Yang used to have a fear of dogs, until he began his training as a dog handler a year ago.

He and Eric have since been working closely together to ensure the security of MINDEF. 🇸🇬

General Staff Joins In The Transformation Journey

As Our Army embarks on its transformation journey, officers from the various General Staff (GS) departments came together for a Transformation Workshop held on 29 April at Gombak Base. Chief of Army, MG Desmond Kuek also participated in the workshop. The workshop allowed the GS departments to internalise and synchronise their efforts in achieving this Workyear’s workplan objectives. 🇸🇬



Members of the GS working together in a discussion cum brainstorming session



The GS officers sharing ideas with one another through a series of presentations and discussions

“Through this workshop, we took stock of our progress not just in terms of our transformation efforts but also in our collective work and objectives. I think we gained a better understanding of each department’s priorities. In this way, we can better support one another.”



- LTC Terry Siow
Head Force Plans, G5-Army

Armour - The Force, The Family

Contributed by HQ Armour



The Armour RSMs displayed strong fighting spirit and competitiveness during the Armour Road Relay

“35 years ago, SAF Armour was unveiled to the public when 18 AMX-13 tanks rolled past City Hall on our fourth National Day. I can still recall the rush of excitement this evoked among those watching that day,” said the Minister for Defence, RADM (NS) Teo Chee Hean when addressing the participants of the Armour 35th Anniversary Parade on 27 April.

The 35th Anniversary of Armour marks the coming of age of a Formation that began with the raising of a tank battalion in 1969 and that has since developed into a modern fighting force that is well-equipped and well-trained, ready to meet its duty to defend Singapore.

To commemorate this landmark event, the Armour Formation organised the 35th Anniversary Celebrations with six events organised from 27 April to 8 May. RADM (NS) Teo launched the celebrations by reviewing the 35th Anniversary Parade. The Parade included the trooping of the colours and also a heart-warming tribute to Armour retirees as six of the pioneer Generals and Commanding Officers drove past on three Armour vehicles.

The traditional Armour Road Relay and Skill-At-Arms Meet were conducted later in the week, to promote the fighting spirit and camaraderie within the Formation. After very close competition, 46th Battalion Singapore Armour Regiment and School of Armour took the honours in the two events, respectively.

On a friendlier level, Armour servicemen from the past and

present took part in the Golf Challenge, Dining-In and Family Day. These events included the wider Armour family including members from Defence Science and Technology Agency and other industries.

The strong Armour spirit was evident throughout the celebrations. Deputy Secretary (Policy), Mrs Chua Siew San said, “Witnessing the Armour 35th Anniversary Parade today, I was most impressed by the strength and spirit of Armour.” LTC Parris Ang, Deputy Commander of the Flying Training School added, “What I have witnessed today has an overwhelming effect on me. I am reassured that these awesome machines are on my side. I am honoured to be part of the Armour family.”

Chief Armour Officer, BG Bernard Tan, summed up the celebrations when he said, “While it is important to recognise our roots and celebrate the achievements of the present, it is also very important to look towards the future. We need to now look ahead to the next 35 years as this generation seeks to emulate what the earlier generations of Armour leaders did - to lay the foundations for an even brighter future.” 🇸🇬

ROUTE TO SAFETY!

The Army Safety Exhibition was held between 20 to 22 May at SAFTI Military Institute this year. The exhibition displayed the measures and actions that Our Army has taken to ensure the training safety of our servicemen.

Army News incorporates pieces of essential safety information displayed at the Army Safety Exhibition into this board game - "Route To Safety." This game only serves to present safety measures in an interactive way, remember that safety in Our Army is never a game!

How to play:

- Players alternate die throws and move along the route
- The first player to successfully navigate from the Danger Point to the Safety Point wins the game

START HERE

DANGER POINT!

You clear the barrel, check the circuit, practise the right drill, clean and assemble your rifle correctly to prevent ammunition incidents.

Move forward 3 spaces

Despite the haze, you are still digging trenches.

Move back 3 spaces

☒ Above a Pollution Standard Index of 199, all outdoor activities except essential operational duties must be ceased.

As a commander, you use the Hazard Control Manual available on the Army Safety Website to assess and reduce risks in training.

Move forward 4 spaces

Army Safety Website is at <http://www.mindef.gov.sg/army/gsi>

No ground reconnaissance, ground familiarisation and rehearsals carried out prior to a live firing exercise.

Move back 4 spaces

You train while having fever.

Skip a turn

You use the Formation Safety Hotline to give feedback to your Formation Safety Officers.

Move forward 2 spaces

No water point in sight during half-marathon.

Skip a turn

☒ One water point has to be catered for every 3 km for runs above 5 km.

As a platoon sergeant, you make sure you give your men a complete safety brief for the night route march.

Move forward 2 spaces

Clear instructions must be given to soldiers to ensure they follow safety procedures in any exercise.

You decide to pitch tents in dense vegetation.

Move back 3 spaces

☒ In field deployment, always clear vegetation to reduce fire risk.

You give bottom-up feedback to conducting officers so that the safety measures put in place can be further improved on.

Move forward 4 spaces

You have been driving the 3-tonner for the past 2 hours.

Move back 2 spaces

☒ For every 60 mins of continuous driving, the driver should be given 10 minutes of rest.

You drink only 4 litres of water the entire day.

Move back 4 spaces

☒ Servicemen should consume a minimum of 6 litres of water each day.

You have been repeating the Standard Obstacle Course for the past 2 hours.

Move back 1 space

☒ A mandatory rest of 15 minutes must be given for every 60 minutes of strenuous activity.

You use the wheel choke when vehicles are deployed.

Move forward 3 spaces

You provide first aid for your buddy who is injured during combat.

Move forward 2 spaces

A buddy system emphasises the need for soldiers to care for one another.

You drink the raw water from the nearest water source.

Move back 5 spaces

☒ Water must be sourced, purified and then tested to determine if it is safe for consumption.

As a commander, you use the 5M factors - Man, Machine, Mission, Medium and Management - as a guide to identify hazards in training.

Move forward 5 spaces

SAFETY!

*Take part in our monthly quiz (page 7) and receive an attractive mousepad.

Then And Now

Tracing The Hands That Feed Us

Since the beginning of the SAF, our soldiers have had to rely on food cooked by their very own comrades. As those who were in charge of the meals would know, meal preparation was not as simple as it seemed.

The cooks, besides having to cook the food and then clean up afterwards, also had to go personally to the vendors, choose the food they wanted and ensure its quality. After that, they had to pack and transport it back to the cookhouses before starting the cooking. The cooks were thus also the marketers, quality controllers and transport personnel of the meals they prepared!



Our own chefs checking the quality of the food in 1974

The cooks also had to be hard at work when soldiers "eat fresh" in the outfield. They had to set up their own tents and bring along their cooking apparatus and ingredients, and with their makeshift kitchen provide piping-hot food for the troops.



Setting up a field kitchen in 1988

With many cooks needed to provide food in all the SAF camps in Singapore, the vocation took up a substantial portion of full-time national servicemen. From the mid 1980s, the SAF saw the number of national service enlistees per year gradually decrease. A study was done in 1984 by the SAF that projected a 38% shortfall of cooks in three years. There

was thus a need to increase productivity and make better use of the manpower in the SAF.

1984: SAMPLING A CATERING SYSTEM

To combat this shortfall, the SAF adopted a Centralised Catering System, allowing commercial caterers to supply food to our soldiers. Following a successful pilot project between May and December of 1984, the SAF engaged two commercial caterers - Chrisvic Pte Ltd and Changi International Airport Service - to supply the meals. Together, the two companies supplied food for around 10,000 men.

With various checks in place at all stages of the food preparation, good, clean and halal food was guaranteed. The change also meant a greater variety of food being served, and a reduction in manpower at cookhouses by 50%.

1988 AND BEYOND: EXPANSION AND COMMERCIALISATION

By 1988, the SAF implemented the Centralised Catering System in all its camps in partnership with the Singapore Food Industries. Cooks were gradually phased out from their role of preparing food and were retained for handling the pre-cooked food and washing up afterwards. The SAF planned to reduce the number still further and decided to completely commercialise the catering system.



Today, with commercialisation comes a greater variety of food of higher quality

The main concerns of the SAF, besides reducing the number of cooks, were about system sustainability and training requirements. The food catering system had to be secure, especially during periods of tension and war. It also had to cater to all training needs like out-rationing and mass mobilisations.

The confidence the SAF placed in the commercial system has been well-founded. Nutritious and tasty food is served while the system has helped to solve the SAF's manpower concerns. Our cookhouse food has indeed come a long way! 🇸🇬

Defining Moments

The Bumpy Rides Of Life

Written and compiled by 1st SAF Transport Battalion (1st Tpt Bn), "Green Tea For The Driver's Soul" contains a collection of 29 heart-warming and inspiring stories of the soldiers of 1st Tpt Bn. Launched on 7 June, this book of true stories shares with readers various defining moments for our soldiers.

Here is a story taken from the book, by CPL (NS) Marcus Ng who was a driver at 1st Tpt Bn during his Full-time National Service.

When I enlisted in the Army, I knew that I had to learn and be more self-reliant. The transition from a civilian to a soldier was made more gruelling because of the tough training we were put through. At that point, I felt that Basic Military Training (BMT) was the most miserable period of my life. In truth, I could not come to terms with the regimentation that we were subjected to.

Midway through the course, I had a bout of pneumonia which prevented me from completing my BMT. I was crestfallen because I was keen to complete BMT. I yearned for better things ahead.

I was soon posted to Supply and Transport Training School. Just as I was settling down, I was informed of my BMT re-course. I was disheartened. I had just begun to enjoy military life. I started having the same anxieties of BMT as I had before.

Before long in the BMT re-course, I learnt that this was going to be a totally



different experience. Through weeks of sheer hard training and bonding with my platoon mates, we reached a point where we simply needed one another's support. I began to understand that strong bonds were the key to overcoming obstacles.

A particular incident left a lasting impact in my life. In fact, I felt it was a turning point during my time in NS.

During our final Standard Obstacle Course test, my buddy and I promised each other to complete the test successfully together. Along the way, he experienced great difficulty in clearing the low-rope obstacle. He was on the verge of giving up but realised that I was waiting right next to him. As I had already cleared the obstacle, my instructors were screaming at me to move on. However, I refused to budge - not without my buddy. At that moment, I was surprised at myself. I was even prepared to fail, to honour my word to my best buddy. With time running short, he harnessed every ounce of energy and cleared the obstacle. As promised, we passed the test, together. Such were the memories that changed my outlook of NS for the better. 🇸🇬



CPL (NS) Marcus Ng describes how strong bonds with his buddies have made a difference during his Full-time National Service

Defining Moments are the unforgettable experiences of time in Our Army. So what is your defining moment? Share your story with us and receive a gift for your efforts! Contact us at armynews@starnet.gov.sg

New Permanent Secretary (Defence) Appointed



Mr Peter Ho (left), who has been PS(D) since November 1995, will be handing over his appointment to Mr Chiang Chie Foo (right)

On 15 July, Mr Peter Ho will step down as Permanent Secretary (Defence). He will be taking on his new appointment as Permanent Secretary (Foreign Affairs).

Mr Chiang Chie Foo will replace Mr Peter Ho as Permanent Secretary (Defence). Mr Chiang is presently serving as Permanent Secretary (Education).

Passing On The Baton

INCOMING		OUTGOING
COL Winston Toh Bee Chew	Comd 9 Div	BG Neo Kian Hong
COL Yeo See Peng	Comd 3 SIB	COL Ong Yu Lin
COL Lim Chin	Chief Arty Offr	COL Michael Lim Teck Huat
COL Ng Kin Yi	Comd ARMCEG	COL Tung Yui Fai
LTC Yeo Joon Hua Desmond	CO BMTC Sch 2	LTC Wei Teck Liang

Quiz Of The Month

Send us the correct answer and stand a chance to win a new SAF Duffel Bag. All participants will receive an attractive mousepad.

SEND YOUR ANSWERS TO THE EDITOR, ARMY NEWS

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or Fax : 6 768 4460
or E-mail:
armynews@starnet.gov.sg

ANSWER TO LAST MONTH'S QUIZ

**Clean Comfort, Better Hygiene,
Better Identity, Easier Wearing**
(Any two)

OUR LUCKY WINNERS

- | | |
|-----------------------|--------------------|
| 1. Lilian Cheah | NRIC : S 0844391 B |
| 2. MAJ (NS) Peter Lee | NRIC : S 1320671 F |

Contest rules: This contest is open to all Army personnel except the executive staff of Army News Section. Photocopies of the entry form are acceptable. Each person is allowed one entry. Prizes are not exchangeable for cash. The results will be published in the next issue and winners will be notified by E-mail. The judges' decision is final. All entries must reach us by **31st July 2004**.

**Where can you
find the Hazard
Control Manual?**

Closing Date :31st July 2004

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

Thinking Soldiers

Managing Reputation Risk

Reputation is what people think, believe and expect of you. The reputation of an organisation is an important asset which can influence others' perception and confidence in it. Reputation is thus relevant not only to profit-making businesses and companies, but to all organisations.

Reputation can be highly volatile. A good reputation can take years to build, and just moments to destroy. A mere rumour of misconduct can send an organisation's reputation tumbling. So how can an organisation safeguard its reputation?

In her book, "Managing Reputational Risk", Jenny Rayner offers a practical guide for any organisation to build, measure, preserve and grow reputation capital. The pointers offered under her Reputation Risk Management programme are outlined below.

The Foundation

There are some important factors on which a good Reputation Risk Management programme is based:

- * Commitment from top leadership is the driving force that leads the organisation. The leaders must embrace a shared vision and values, and

demonstrate this through action, so that lower ranks will follow.

- * There should be a clear policy that states what risks the organisation is willing to take. This policy must be supported by appropriate rewards and sanctions.
- * The management must facilitate organisation policies and procedures, which could address all areas such as work ethics, health, safety and financial control.
- * The management should encourage bottom-up communication and feedback to ensure that important information does not get overlooked.

Identifying Risk

Possible reputation risks must be identified and measured. Some recommended methodologies include:

- * Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis - to understand where the organisation stands.
- * Political, Economic, Social and Technological (PEST) analysis - to evaluate external risk.
- * Scenario planning - to think through numerous "what if" possibilities and their consequences in order to prepare for a range of possible outcomes.
- * Stakeholder analysis - to examine the most powerful and influential helpers and hurters of the organisation.

Training up for SBR & AHM 04

Come 26 September, the Benjamin Sheares Bridge will be taken by storm when the annual Sheares Bridge Run and Army Half Marathon (SBR & AHM) swings by again. Yes, that's right! Runners can once again look forward to running against the dramatic backdrop of the Esplanade and taking in the fresh sea breeze along East Coast Park.

Have you started training up for the big day? To be in tip-top condition for the run, it is about time to hit the gym. Here are some tips on how to train up safely and progressively.

1. Stretch well before and after training. Stretching prepares your muscles for the stress that they are about to undergo, reduces the chance of injury and shortens the period of recovery. Remember your BMT-style stretches? These are in fact the best basic stretching exercises that you can do! So S-T-R-E-T-C-H!
2. Always wear comfortable running attire and good running shoes. The run would take most people at least two hours to complete, and uncomfortable gear would take its toll on your body. How about trying the new Army PT attire and running shoes? They are designed for both style and comfort.
3. Running in the Singapore heat can be dangerous. Always make sure that you drink lots of water before, during and after training. Also, try to schedule your runs during the cooler parts of the day.
4. Run with a friend or group of friends with similar stamina as you. You can not only look out for one another, but also give each other mutual moral support. Besides, running alone is no fun, right?

Train up now and see you at SBR & AHM 04! 🇸🇬

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TOWARDS A LEANER, MORE CAPABLE 3RD GENERATION SAF

“ We want to ensure that on the one hand, the SAF is always ready to carry out its mission, while on the other hand, national servicemen spend no more time than is necessary to carry out their duties. ”

- Minister for Defence, RADM (NS) Teo Chee Hean

Full-time National Service duration will be two years.

As announced by Minister for Defence, RADM (NS) Teo Chee Hean in Parliament on 15 June, MINDEF has revised the policy on Full-time National Service (NS) duration. Full-time National Servicemen (NSFs) of rank CPL and above will serve a period of two years, a reduction of six months from before, taking effect from December 2004.

NS is critical for Singapore's defence. MINDEF needs to ensure that the SAF is always ready to carry out its mission, while keeping to the principle that NS is not longer than what is necessary for our defence needs.

The revised policy is the first major change to Full-time NS duration since 1971. The change is feasible now, due to two key factors that have come together:

- ***Transformation To The 3rd Generation SAF***

The SAF is evolving to a high-tech military force – the 3rd Generation SAF. It will make greater use of superior technology and rely less on the numbers of soldiers. Although serving a shorter duration of Full-time NS, servicemen will be deployed in positions that make better use of their education, training and abilities, enabling them and the SAF to be more effective and potent.

- ***Surge in NSF Intake***

There is a projected 15 to 20% increase in NSF intake for ten years starting from 2006, arising from more births between 1988 and 1997. The window of the NSF surge has allowed an opportunity to reduce the duration of Full-time NS as the SAF transforms while still having enough soldiers to meet our defence needs.

Over the years, the introduction of new systems and technologies has enabled the SAF to improve its training and operational efficiency and capabilities. As the SAF continues on its transformation journey, it confidently implements the two-year Full-time NS system while fully maintaining its operational readiness and standards.

Expect greater adoption of new technologies and more improvements, as the SAF transforms and becomes a leaner yet more effective force.

For NSFs of rank CPL or above:
(i.e. 'A' Level or Diploma holder and above)

Taking effect from the December 2004 intake, all NSFs will serve two years. In the transition, there will be the following arrangements:

<u>Date of Enlistment</u>	<u>Full-time NS Duration</u>
Before January 2002	No change
January 2002 to May 2004	2 months reduction
June 2004 to November 2004	4 months reduction