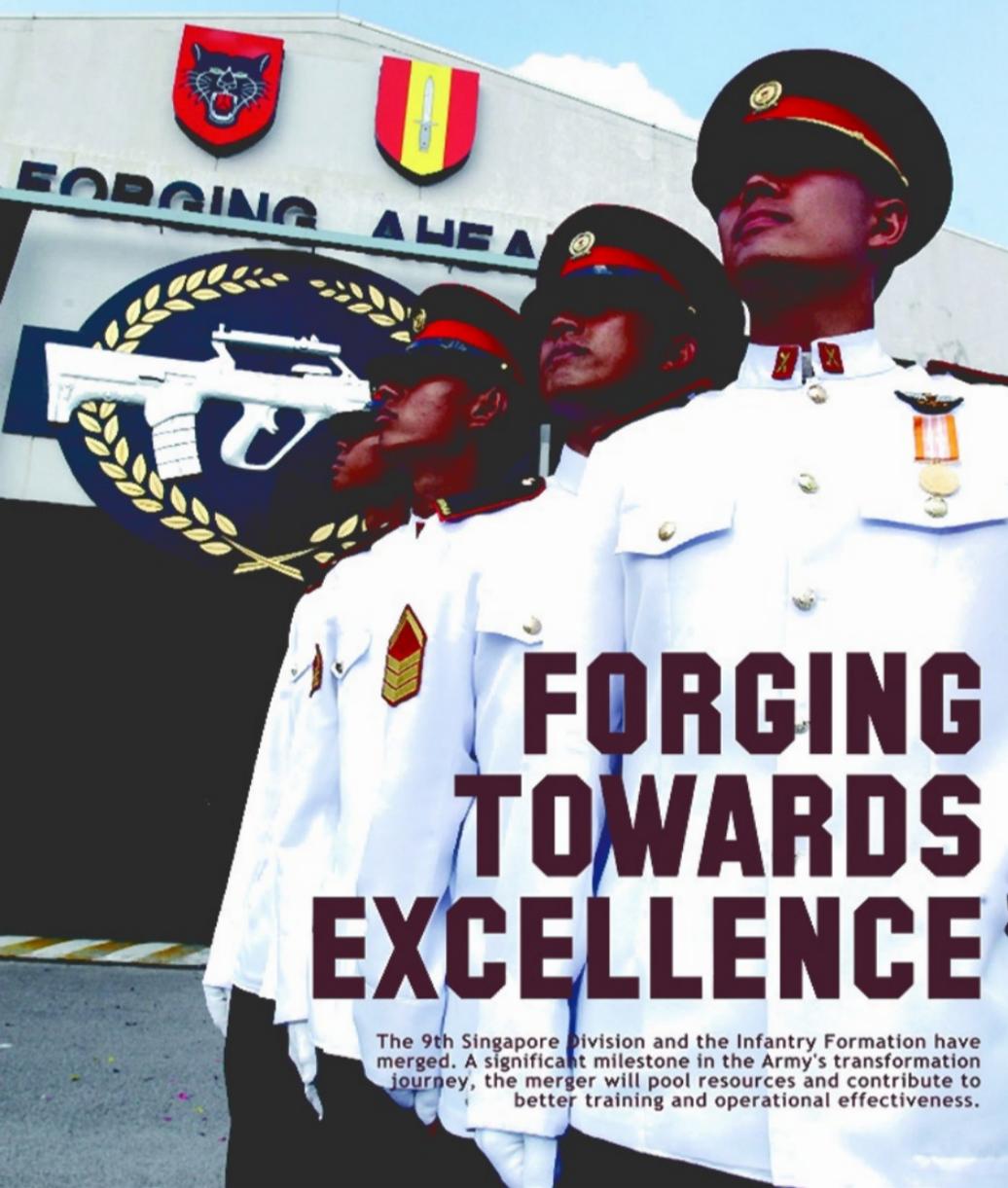


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JUL / AUG 04 | ISSUE 110

*pulse of the army*



## FORGING TOWARDS EXCELLENCE

The 9th Singapore Division and the Infantry Formation have merged. A significant milestone in the Army's transformation journey, the merger will pool resources and contribute to better training and operational effectiveness.

## Our Army Welcomes New RSM



SWO Gungadaran handing over his duties to the new Army RSM, SWO Francis Ng

The Army Regimental Sergeant Major (RSM) Change of Appointment Ceremony was held on 28 July at HQ 2nd People's Defence Force. Outgoing Army RSM, SWO Gungadaran, handed over his duties to the new Army RSM, SWO Francis Ng, to take on his new appointment as SAF RSM. Chief of Army, MG Desmond Kuek and other senior commanders joined over 350 Officers & Warrant Officers to witness the event.

SWO Gungadaran was appointed the first-ever Army RSM in 2000. He oversaw the implementation of many programmes and initiatives, like the annual Army RSM Retreat, the Warrant Officers' and Specialists' (WOSE) Symposium, Training Days for RSMs in the Army, the Army Guide and Ward Scheme set up in all Army Formations to groom future leaders, and the Communities of Practice in the WOSE Corps. SWO Gungadaran said, "It has been a meaningful four years as Army RSM, which has opened up a host of opportunities to galvanise the Army WOSE efforts towards key Army drivers."

As the new Army RSM, SWO Ng now has the responsibility to drive the WOSE Corps onward. Before his appointment, he was an active member of the Directing Staff in the Singapore Armed Forces Warrant Officers' School (SAFWOS) since 2001. SWO Gungadaran reserved praise for SWO Ng, saying, "SWO Ng is a pillar for SAFWOS. I am confident that with his ability, he can bring the Army WOSE Corps to greater heights."

With dedicated leaders like SWO Gungadaran and SWO Ng, the WOSE Corps is indeed in good hands! 🇸🇬

## President Gives Recognition To Defence Personnel

Contributed by HQ Signals



President S R Nathan and some of the SAF officers at the Garden Reception

The 9th Presidential Garden Reception was organised by the Signals Formation on 11 July at the Istana lawn. Hosted by His Excellency, President S R Nathan, the annual event accords recognition to active servicemen, Operationally-Ready National Servicemen as well as personnel from MINDEF and Defence Science and Technology Agency for their contributions to the defence of Singapore. 🇸🇬

## Transforming Our Culture And Experience



Participants brainstorming for ideas on how to enhance the Army experience

Our Army has a strong culture. This, together with various other factors, directly influences the experience of every soldier who goes through National Service.

As part of the Army Transformation process, the workshop themed "Army Culture and Experience" was held on 3 August at the HQ 2 People's Defence

Force Officer's Mess. It aimed to explore ideas on Army's Culture and a Positive Army Experience. Chief of Army (COA), MG Desmond Kuek and various senior commanders attended the workshop organised by G1-Army and National Service Affairs Department.

Wrapping up the intensive brainstorming and discussion sessions, COA said to the participants, "The culture and experience include aspects such as bonds, values, leadership, motivation, openness and learning. These are all extremely fundamental but complex and profound issues. But more than talk about this, we have to act."

COA added, "The effort has to be put in, immediately, by every one of you. You have to facilitate this; you have to communicate this; you have to lead this. After this morning, you may not have all the answers, but you can make the first step towards being pulled in to strengthen the culture and experience in the Army even as you wait for other measures and best practices to come your way." 🇸🇬

## Recognising Their Commitment To Total Defence



Reaffirming their support for Total Defence, employers and civil resource owners signed the Declaration of Support Certificates

On 23 July, 102 employers, 65 civil resource owners and 12 Operationally-Ready National Servicemen (NSmen) received awards in recognition of their contributions and support to Total Defence. Minister for Defence, RADM (NS) Teo Chee Hean was the Guest-of-Honour at the award presentation ceremony held at Orchard Hotel.

Our NSmen are an integral component in our Total Defence effort. Equally important is the support of employers and civil resource owners. Employer support helps our NSmen cope with National Service (NS) duties and the demands of work and family. Civil resource owners and companies also play their part by making available their services, vehicles, equipment and resources.

SMC Pneumatics (SEA) Pte Ltd received the SAF Award for Employers for the third consecutive year. The company conducts regular in-house exercise sessions and commends staff who perform well at NS. The Managing Director, Mr Lum Tong Sing said, "We encourage NSmen to adopt a healthy lifestyle. Whatever monetary award they receive during In-Camp Training, for example in the Individual Physical Proficiency Test, we will match it, and we announce their achievements to all at the half-yearly staff meeting."

Mr Lum added, "By supporting our employees in their NS, the company also benefits. With healthier employees, we can reduce costs stemming from medical leave. When they go for their NS training, they learn how to work as a team, which they can apply in the workplace when they return."

Another recipient of the SAF Award for Employers is Jwinner Education Centre Pte Ltd. Chairman of Jwinner Education Centre Pte Ltd, LTA (NS) Jasons Lim said, "We are very proud to support Total Defence, and will continue to do so wholeheartedly." Indeed, the company's support for Total Defence is clearly evident - its employee name cards all sport the Total Defence logo. 🇸🇬

## Army HR Workshop Discusses Transformation



HR and non-HR personnel engaged in active discussion to share their thoughts and perspectives on Army HR matters

On 16 July, the Army Human Resource (HR) Workshop was held at the SAF Warrant Officers'

School. Organised by G1-Army, the workshop aimed to communicate Army HR efforts and gather feedback from Army HR practitioners as well as other Officers and Commanders.

Led by Assistant Chief of General Staff (Personnel), COL Lawrence Chua, various speakers gave a series of presentations to enable the participants to understand the complexities involved in the HR transformation process.

Signals Regimental Sergeant Major, MWO Quek Ser Hiang, noted, "This workshop has allowed me to understand the renewed and the future roles of the HR practitioner. Although I am not a HR practitioner, I can now prepare the men on the ground and tell them what HR has in store for them in the future." 🇸🇬

## New Meal Boxes, Warmer Food



The new meal boxes are made out of recycled paper, enabling us to save more trees

Our soldiers now no longer have their outfield meals packed in squat styrofoam boxes in styrofoam containers. HQ Supply & Transport (HQ S&T) has introduced new paper meal boxes and meal box carrier bags, with all camps SAF-wide now using the new items.

In terms of both design and material, the new meal boxes and carrier bags offer significant improvements.

The cover-over-base design and the material of the box are able to retain heat better and help to prevent contamination of the food. The box is also stronger with the 3-ply reinforced corner, and being made out of recycled, biodegradable foodgrade paper, is also more environmentally-friendly.

The carrier bag is lined with five layers of insulating material like aluminium foil and foam to provide the same benefits, and has two carrying slings for convenient movement. Overall, handling and transportation is now much improved. Both the box and bag are also lighter.

Head Materials Branch, HQ S&T, LTC Sebastian Tan said, "Training areas can be quite far from the cookhouse. It may take one or two hours to deliver the food to the soldiers. As part of our effort to provide good food for our servicemen, we are proud to introduce the new paper meal boxes, which can keep food warmer for a significantly longer period of time."

Soldiers gave their thumbs-up to the new meal boxes. CPL Wilson Tan said, "The new meal box is definitely more sturdy, and the food comes to us warm and fresh. I'm glad the SAF is implementing such improvements for our welfare." 🇸🇬

## Minister For Defence Visits Guards



Minister for Defence, RADM (NS) Teo Chee Hean taking a ride on the Light Strike Vehicle

Minister for Defence, RADM (NS) Teo Chee Hean visited HQ Guards on 27 July. Speaking to the Guardsmen, RADM (NS) Teo said, "The work that you do here is very useful for the Army and SAF. We appreciate the dedication and commitment that you have shown." 🇸🇬

## A New Era For Logistics Supervisor Training

Contributed by School of Logistics



BG Neo presenting 3SG (NS) Adrian Chua, the top student in the 1st LSSLC with his award

The first-ever Logistics Senior Supervisors' Leadership Course (LSSLC) certificate presentation ceremony was held on 6 August at the School of Logistics (SOL) Auditorium. The course, formerly named Senior Supply/Transport Supervisors' Course had its name changed to reflect the status of the trainees as leaders in their respective fields rather than mere followers.

The main emphasis of the course was to provide a positive learning experience for the students, with the learning concept based on interesting learning methodologies such as Problem-Based Learning (PBL) and the Leadership Competency Model. Coaching and mentoring skills, Personal Visioning aspects and pertinent case studies were

incorporated into the course curriculum to nurture the students' commitment to be leaders in their respective fields.

The LSSLC was also historic for a number of reasons. It was the first time the course was conducted by SOL since it took over ownership from Supply and Transport Centre (STC). Perhaps more significantly, the 46 Operationally-Ready National Servicemen (NSmen) who graduated were the pioneer batch of senior logistics specialists who had specially been chosen as having the competence to deal with the challenges of asymmetrical warfare. The discussion-centred and open structure of the course also presented ideal opportunities for sharing of knowledge and interaction amongst the NSmen.

During the presentation ceremony, Guest-of-Honour, Commander Training and Doctrine, BG Neo Kian Hong, senior logistics officers, instructors and students all took turns to add their individual "thumbs-up" print to a clay model signifying the beginning of a leadership-based competency curriculum. Course instructor, 2WO Stanley Tan said, "The revised LSSLC, being part of the Army Logistics learning journey, will prepare the students for lifelong deployability by providing them with the competencies that are relevant and necessary for an ever-changing environment." 🇸🇬

## Bouquets For Our Servicemen

**Our soldiers keep watch at Changi International Airport around the clock. Their contributions did not go unappreciated by the public, as evidenced by this feedback from a member of the public:**



Dear Officer-In-Charge,

I am writing this email to compliment the capability of our army forces that make us feel proud. I was sending my friend to Terminal 2 of Changi Airport this morning when we spotted a team of soldiers and policemen on duty at the departure hall. At first, my friend thought that there were some dangers that require them to be on operations. However, I explained to her that they were there to protect our nation and the safety of the citizens. She also commented that the personnel on duty looked smart and proud of what they were doing. She wanted to take a photo with the soldiers but was rejected nicely by them, saying that they were not supposed to. Both of us are impressed by the team's dedication in portraying Singapore as a safe and secure country both to locals and to foreign visitors.

Once again, well done to the Singapore Army!

Best Regards,  
Ms Lee  
01/08/2004

## Honouring Our Sportsmen



Best Sportsman, CPL Gerald Ho (left) and Best Coach MAJ Sim Chin Chuan (right) hold up their awards in triumph

It was a night to honour those who could jump highest, run fastest, and who made significant contributions to sports in the SAF. At the Pan Pacific Hotel Ballroom on 18 August, the SAF Sports Association (SAFSA) held its annual Sports Awards ceremony with Chief of Defence Force (CDF) and Chairman of the SAFSA Council, LG Ng Yat Chung, presenting awards to the top sportsmen and

sportswomen, coaches, officials and teams of SAFSA, in recognition of their outstanding performances in the past year.

The Best Sportsman and Best Coach are both from the SAFSA Badminton team. The Best Coach winner is MAJ Sim Chin Chuan, who has been a SAFSA badminton coach for 18 years. Under his guidance, Best Sportsman winner, CPL Gerald Ho led the SAFSA badminton team to second place in the prestigious Boston Inter-Club Championship, beating ex-internationals from Malaysia and China en route. CPL Ho attributes his success to MAJ Sim, saying, "Training under MAJ Sim, my standard has been taken to a higher level. He has guided me both off and on the badminton court, and is like a mentor to me."

The Commando Formation successfully defended their Best Formation title for the fourth year running. Triumphant in basketball, football and shooting and finishing second best in four other events, the Commandos have come up tops amongst the 15 competing Formations. 🇸🇬

## FORGING TOWARDSEXCELLENCE

The 9th Singapore Division (9 Div) and the Infantry Formation have merged to form the new 9th Singapore Division/Infantry Formation (9 Div/Inf). The merger parade was held on 17 August with Chief of Army, MG Desmond Kuek officiating at the parade.

The merger of 9 Division and the Infantry Formation is a big step in the direction of greater resource efficiency and stronger training and operational effectiveness. It is a significant milestone in the Army's transformation roadmap to build a 3rd Generation (3G) fighting force.

Story by: Poon Shou Yi  
Photos by: Nicky Loh, Terence Ng & Wong Chong Hung

### Before The Merger...

#### 9th Singapore Division

9 Div was officially formed in 1978 as a 'Reserves' Division located at Loewen Road Camp in Tanglin.

As part of the restructuring of the Army, 9 Div became a Combined Arms Division in 1992 with Infantry, Artillery, Engineer, Signals and other support arms added to its family. With active units joining 9 Div subsequently, 9 Div comprised both active soldiers and Operationally-Ready National Servicemen (NSmen).



#### Infantry Formation

HQ Infantry was set up in 1980 to exercise command, control and professional guidance over all Infantry schools and training centres.

Over the years, some of the schools under HQ Infantry, such as the School of Advanced Training for Officers (SATO) and Officer Cadet School (OCS), were transferred to SAFTI Military Institute. Additional schools and centres, including the Basic Combat Training Centre (BCTC) and the Infantry Training Centre (ITC), were formed and came under the command of HQ Infantry.

As of August 2004, HQ Infantry commanded BCTC, ITC, Basic Military Training Centre (BMTC), SAF Warrant Officers' School (SAFWOS), School of Infantry Specialists (SISPEC), School of Infantry Weapons (SIW) and Soldier Performance Centre (SPC).



### What Commander 9 Div/Inf, COL Winston Toh says...



#### Urban Warfare Development

"Urban warfare development is an important step ahead in our fighting concept and development. If you look at many of the advanced armies around us, urban warfare development is not something new. It is a requirement that any armed force moving towards the future will need to satisfy.

With better urban warfare capabilities, we can ensure that soldiers see better, sense better, shoot better and survive better in a battlefield situation. For example, unmanned systems will allow us to see and sense better without having to commit human beings into an area where they are subjected to harm's way. With this, we can penetrate better while preserving our soldiers for better roles."

### What 9 Div/Inf Will Deliver

#### Developing New Operational Capabilities

The merger will fuse the operational side of 9 Div and the training side of Infantry Formation. 9 Div/Inf will thus be able to leverage on new operational concepts and technologies, coupled with the ability to operate directly in a Combined Arms Division and systems environment, to enhance the skills of our soldiers and develop new operational capabilities.

#### Better Efficiency At The HQ Level

The headquarters of 9 Div and Infantry Formation will merge. Other than having the standard Manpower, Intelligence, Operations and Logistics branches, HQ 9 Div/Inf will also expand to include a Plans branch to look at future capabilities and developments, and a Training And Doctrine branch to look into the holistic development of education and training of our servicemen.

#### ITI - Strengthening The 3G Infantry Soldier's Foundation

A new Infantry Training Institute (ITI) will be formed by merging the Infantry Training Centre, Basic Combat Training Centre and 1st People Defence Force Training Centre. The ITI will strengthen the 3G Infantry soldier's foundation in soldiering skills. It will also enable more efficient use of training resources while providing consistent and high levels of training standard managed by a single agency.



#### SWI - Developing Our Warrant Officer And Specialist Corps

The Specialist and Warrant Officer Institute (SWI) will be formed by the merger of SISPEC, SIW and SAFWOS for better integration and emphasis on leadership training and development of the Warrant Officer and Specialist Corps.

#### 3 SIR - Developing Urban Operations

The 3rd Battalion Singapore Infantry Regiment (3 SIR) will be re-organised to conduct experiments to develop new concepts in urban fighting and to generate the enhanced urban operations force for the future.

#### The Infantry Badge

A new Infantry Badge will be introduced to acknowledge the Infantry soldiers who have achieved the highest standards in the professional knowledge of the weapons and equipment that they operate, physical and combat fitness, and the ability to execute good individual fieldcraft.

### Roles Of The New 9 Div/Inf



#### 1. To Maintain The Combined Arms Capabilities Of 9th Singapore Division

The Combined Arms Division is a critical component of the 3G manoeuvre force against any potential adversary. 9 Div/Inf will continue to have the ability to conduct combined arms operations.

#### 2. To Ensure Effective Training Of Our Infantry Forces

As the Infantry Senior Specialist Staff Headquarters, 9 Div/Inf will also oversee the management of all Infantry vocationalists in the Army.

#### 3. To Develop The Capability Of The Infantry Into The Future

More resources will be allocated to build new capabilities for the Infantry to take on the demands of the future battlefield.



## Then And Now

### Transporting Our Army Photos from the Centre For Heritage Services

Ferrying our soldiers to-and-fro, the Army truck is something that is close to all our soldiers' hearts. Nowadays, our soldiers are familiar with the rock-solid MAN Nutzfahrzeuge AG (MAN) five-tonners and the Fiat Iveco three-tonners. Those who served in the Army 20 or 30 years ago would remember the Mercedes Benz three-tonners. Do you know what came even before then?

Army News tracks the evolution of Our Army's transport vehicles - since the late 19th century!

#### 1898: Cycling Into The Scene

The first-ever military transport unit in Singapore was formed in 1898 with the establishment of the Singapore Volunteer Artillery Cyclist Section. This section of cyclists strove to meet the transport needs of the service corps and was the forerunner of the modern transport set-up in the SAF.



The very first military transport unit was made up of a section of cyclists

#### 1966: Cranky Cars, Dodgy Drivers

Upon the independence of Singapore and the formation of the SAF, the first transport unit, known as the SAF Transport Base, was established in 1966.

The Austin K9 two-and-a-half-tonne trucks were used. These vehicles, however, had many maintenance problems. Also, personnel recruited into the transport unit were mainly out-of-job taxi operators, and were given minimal military training and vehicle orientation before being assigned as drivers.

#### 1967: Better Drivers

A Military Transport Training Company was established under the SAF Transport Base in 1967 to oversee the training of drivers for the SAF. In the same year, SAF Transport Base received its first batch of Full-time National Servicemen to be trained as drivers.

#### 1969 - 1972: Better Vehicles

International Harvesters two-and-a-half-tonne trucks were acquired in 1969.

The SAF further purchased Bedford three-tonne trucks in 1971 from the British Army as well as Australia, and Mercedes Benz three-tonne trucks in 1972. These vehicles served our defence force faithfully for over 20 years before they were phased out.



The two-and-a-half tonners used in the 1960s were shaky and gave many maintenance problems



The current MAN five-tonner boasts a number of advanced features to make it safer and better

#### 2001: The Five-tonners

The MAN five-tonners were introduced in 2001. With a host of advanced features such as the Central Tyre Inflating System and the Automatic Drive Management, the MAN five-tonner is the biggest and best transport vehicle used in the SAF.

It has been a long journey since the early days of bicycles and bumpy truck rides. We wonder what lies ahead?

#### 1987: The Three-tonners

The smoother and more reliable Fiat Iveco three-tonne trucks were introduced in 1987. These vehicles are still in use but will be phased out within a few years.

#### Why do SAF vehicle numbers start with the letters "MID"?

"MID" stands for Ministry of the Interior & Defence formed in 1965. MID was split into the Ministry of Defence and Ministry of Home Affairs in 1970 but the use of "MID" for SAF vehicles remained.

## Defining Moments

### The Art Of Motivation



MAJ Ismail attributes his NSman of the Year award to the NSmen in his unit

**MAJ (NS) Mohamed Ismail S/O Abdul Gafoore, one of the recipients of the NSman of the Year award this year, is a Chief Executive Officer in his civilian job and is also Commanding Officer of 596th Battalion Singapore Infantry Regiment, one of the best NS Infantry/Guards units this year. He shares with Army News his motivations and his defining moments from leading his unit.**

"Today I am successful in running my company largely

for one reason: I run my company based on the grooming and teaching the Army gave me. The Army has given me leadership qualities, confidence and communication skills. Through the Army I have benefited as an entrepreneur. Hence I want to contribute in my NS. I take my NS very seriously.

I would like to dedicate my NSman of the Year award to my men. My men in my unit are very good, they did well in our ATEC (Army Training Evaluation Centre) course. The whole of the ATEC experience was very memorable. I always come up with phrases for each exercise: for one exercise it was 'I can, you can, we can'. For the ATEC course, we had 'my best, your best, our best.' We would ask each other, 'Hey, come on, are you giving your best?'

I was very proud of my men at the ATEC course. Because as trying and physically demanding the exercise was, none of my men gave up. There was a soldier who

sprained his ankle, but he didn't want to quit, because he, like each of my men, wanted to give his best for everyone and for himself. He just kept going on. These are the moments you feel so emotionally charged; I had tears in my eyes.

Throughout the exercise, I saw my men push themselves beyond the call of duty. When the day came for them to demonstrate their prowess, they did. Witnessing my men doing so well at the ATEC course is my defining moment.

It so happened that the day after the ATEC course was my birthday. 500 of my men surprised me with a birthday cake, for my 40th birthday! The soldiers made me feel special, because I took care of them.

I may be a strong leader, but there must also be a softer side. I believe every individual is important, and everyone needs to understand they have a role to play. Military, with a soft touch - that is what I want.

My battalion has done well, and my challenge is to continue to make them feel they are special. We have our own song, based on the slogans we have, and newsletters about each exercise we went for. I also gave a medal to each individual who performed well for the exercise. I am happy to do this as I want to cultivate the esprit de corps of my battalion, so that we would remember our NS well.

Why does NS matter? We only have to do training 14 out of 365 days. For the other 350 days, why can we sleep well? Because there are other people serving the country. Therefore when it is our turn to do our training, we have to do our best. This is what I tell my men, and it typifies the spirit my men have when they come for In-Camp Training. This is what creates defining moments."

**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](mailto:armynews@starnet.gov.sg).**

## Passing On The Baton

### INCOMING

COL Lee Shiang Long  
COL Winston Toh Bee Chew  
COL Kuek Joo Leng  
LTC Low Jin Phang  
MAJ Edmund Tin Chee Kuang

Chief Sig Offr  
Comd 9 Div/Chief Inf Offr  
Comd SWI  
Comd Sig Institute  
CO ASG

### OUTGOING

COL David Koh Tee Hian  
-  
-  
COL Lim Seng Hock  
MAJ Bernard Sabai

## Quiz Of The Month

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

### SEND YOUR ANSWERS TO THE EDITOR, ARMY NEWS

303 Gombak Drive,  
#02-14, MINDEF Building,  
Singapore 669645  
or Fax : 6 768 4460  
or E-mail:  
armynews@starnet.gov.sg

### ANSWER TO LAST MONTH'S QUIZ

3 SIR & 4 SIR

### OUR LUCKY WINNERS

- |                      |                    |
|----------------------|--------------------|
| 1. PTE Mohamad Zaki  | NRIC : S 8302571 J |
| 2. MAJ Peh Leong Hee | NRIC : S 1255770 A |

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. Winners will be notified by E-mail. The judges' decision is final.

All entries must reach us by 25th September 2004.

What is the new training school formed from the merger of SISPEC, SIW and SAFWOS?

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

Closing Date :25th September 2004

## POWER98 Search For The Ultimate Band

Power Jam is Power98's answer to calls for greater support for local music! Poised to be Singapore's ultimate band competition, Power98 will be heading out to the farthest reaches of Singapore in search of the next big thing to hit our music charts! Up for grabs are cash and prizes worth over \$20,000! The champions of Power Jam will get a professional recording session and cut

an album, which will be distributed by Universal Music. In addition, the champion's first single is guaranteed airplay on Power98 for a minimum of 2 weeks! If you've got a band or know of someone in a band, waiting for the one big break, this is it! Registration is open so sign up now! Stay tuned to Power98 or log on to [www.power98.com.sg](http://www.power98.com.sg) for more details. 📧

## Are You Ready For THE Run?

26 September - the Sheares Bridge Run and Army Half Marathon (SBR & AHM) 2004 is around the corner! So have you been training up for THE run of the year?

Train hard, and make sure you do it safely too. Heat injuries and their symptoms are often overlooked by runners, and they are the most common injuries sustained every year. Here is some useful information to help you recognise the symptoms of heat injuries and know what you should do.

### Heat Cramps

*Muscle Pain.*

\* Gently stretch the affected area. Rest and massage muscle. Increase fluid intake.

### Heat Exhaustion

*Rapid and strong pulse. Nausea.*

\* Move casualty to cool place and remove his clothing to cool him down. Seek medical help.

### Heat Stroke

*Rapid and weak pulse with high body temperature. Shallow respiration. Hot, red and dry skin. Loss of consciousness.*

\* This is a medical emergency. Cool the casualty, and hydrate him if he is still conscious. Seek immediate medical attention.

Heat injuries can be serious but are preventable. So, recognise the symptoms today, and you may be a lifesaver tomorrow. Make this SBR & AHM your safest and best run ever! 📧

## What It Should Have Been

On the centre pages of our previous issue no. 109, the logos for the Maintenance & Engineering Support and Supply & Transport Formations have been incorrectly switched around.

We are sorry for the error. 📧

## Editorial Board

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SWO Gungadaran T U

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If you have any suggestions or feedback about our newsletter, we want to know!

Do not hesitate to write in to us at :

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You can also contact us at :

[armynews@starnet.gov.sg](mailto:armynews@starnet.gov.sg)

## Thinking Soldiers

### Write-It-Right Workshop



COA, MG Desmond Kuek shares his thoughts on how good staff writing translates to living the SAF Core Values of Discipline, Professionalism and Leadership

The inaugural General Staff (GS) Write-It-Right Workshop, organised by G1-Army, was held at the MINDEF Auditorium on 29 July. Chief of Army (COA), MG Desmond Kuek, was the Guest-of-Honour at the workshop which was attended by GS officers. The workshop's aims were to develop better proficiency in staff writing and promulgate best practices within the GS.

At the workshop, the participants heard presentations from Chief Armour Officer, BG

Bernard Tan; MAJ Daryl Tam from G5-Army; and Mr Sunny Goh from Academy Communications Pte Ltd. The speakers emphasised the importance of clear, concise writing to facilitate discussion and decision-making in the GS, and shared tips on how to write better and more effectively.

In his concluding address, COA outlined the relevance between good staff writing and three of the SAF Core Values - Discipline, Professionalism and Leadership:

\* **Discipline.** The quality of one's writing reflects the level of discipline in him. When one writes poorly, paying little attention to grammar, accuracy or detail, it shows a lack of discipline. If one cannot get the sentence structure, grammar or spelling right in a benign environment, then it would be all the more uncertain that he would be able to stand the test of discipline in a much more stressful environment on the battlefield.

\* **Professionalism.** In more ways than one, staff writing is like battle planning. Writing a staff paper is like appreciating the battle situation and analysing it. One has to consider the overall intent and understand the background and environment. There is also a need to define principal considerations, develop options, provide supporting cases and recommend or command implementation. Staff writing is thus not alien to a military serviceman.

\* **Leadership.** In staff writing, one's responsibility is to address an issue and lead and shape an opinion or decision on it. Staff papers are about leading the decision-makers to making the right decisions. By stating one's stand and putting forth one's arguments while suitably addressing the relevant considerations, one can convincingly lead a discussion and influence the decision-making process.

Clearly, there is more to staff writing than merely composing a paper. Let us all take note! 📧

## Solutions To Last Month's Puzzles

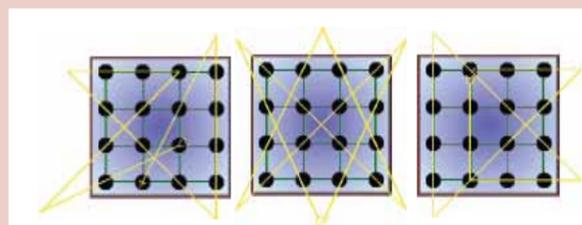
### The Impossible Triangle

The small pink triangle has a steeper slope than the larger green triangle.

The sloping sides of the upper and lower "triangles" are therefore bending inwards and outwards respectively. The "hole" is due to the area difference between the 2 "triangles"

### The 16 Dots Problem

Here are 3 possible ways to connect all 16 dots using 6 straight lines without lifting the pencil from the paper. 📧



# NATIONAL DAY

## Reliving The Experience

Singapore's 39th National Day Parade was an unforgettable and moving experience for all who attended. Organised by 6th Singapore Division, the event was a culmination of the hard work and time put in by the people who made it all possible: organisers, performers, crew, security personnel - the list goes on.

Army News brings you the scenes before, during and after the vibrant 39th National Day Parade, which made the sacrifices all worthwhile.

### Before



"Each of us has a different responsibility for the National Day Parade. We are all helping to make it a success."

- 3SG Jason Koh, marshal



"The participants have all been training hard, and today will be the best day for them yet."

- MWO Tang Peck Oon, Parade Reserve Regimental Sergeant Major

### During



Helicopters flying Singapore's flag past the stadium



The Tanjong Katong Secondary School Band provides the fanfare



Preparing to soar



Military precision on display



The Colours Party preparing for the March Past



The crowd cheers for Singapore's 39th birthday



"I'm honoured to be part of the celebration!"

- Bryan Leong, motivator



"There is no highlight for me. I enjoyed every part of it!"

- Mr Abdul Rahman, spectator, with his wife