

# AIR FORCES

ABOVE ALL

JANUARY ISSUE • 01/08/104



## RSAF Inaugurates Participation Command



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The Air Force News Management Committee would like to bid a fond farewell to Yeow Choon Hong and Zou En Samuel for their valued contributions over the last 8 issues. We wish them the best in their future endeavours.

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## EX Wallaby 07



The RSAF's Apaches buffer the Army's advancing armoured column, adding to its lethality.

To validate and strengthen the Air-Land integration as a 3<sup>rd</sup> Generation fighting force, the RSAF and the Army participated in Exercise Wallaby 07 at Shoalwater Bay Training Area, Rockhampton, Australia. Over 480 RSAF personnel from various units and squadrons were involved in the exercise, held from 1 Oct to 1 Dec 07. The RSAF also deployed various aircraft, including the AH-64D Apache Longbow attack helicopters, Super Puma helicopters, C-130 transport aircraft and Searcher Unmanned Aerial Vehicles (UAVs). Air Defence systems, such as the Agile Multiple Beam Radar and Mechanised Igla, were also deployed during the exercise.



The exercise was a success in building interoperability between the two Services, and demonstrated the new capabilities of the SAF. RSAF Exercise Director, COL Yeo Yee Peng, was pleased with the results of the exercise. "It is through the exercise that we build confidence and the trust in each other to validate the processes and achieve the objectives we set out to do. As the exercise progresses, we see that the gap between the cultures has narrowed and we become more confident. This is where we see a big pay-off in terms of bringing the two Services together and fighting as an integrated fighting force."



Leading the front line in the Air-Land integration were the Apache Longbow attack helicopters. "This year, we have a series of missions that are being tasked to us by armour and artillery units and

essentially what we are doing is to try to exercise the entire linkage from the receipt of orders to the planning and thereafter, the execution. And during the execution phase, we integrated very tightly with the ground units in order to have a very integrated fight on the ground," said Apache Pilot, LTC Ng Wei-Jin.



Enhancing Air-Land communication was the Tactical Air Command Post (TACP). Said MAJ Ignatius Lee on TACP's role, "TACP trains selected Air Force personnel who take on the role of air expertise advisors that reside in the Army's Divisions and Brigades. At the tactical level, TACP provides the system linkages and processes to support Army's air requirement. The overall aim is to ensure every mission's success through these seamless Air-Land linkages and processes between the Services."



An example of such Air-Land operations under TACP was the lasing operation, where under the guidance of the SAF's Commandos, the Apaches performed highly accurate, focused strikes. Said Commander, Commando Company, CPT Alvin Tjioe, "This operation is carried out when we want a precise hit on a specific target, especially when we need to minimise collateral damage and also in circumstances where the pilot may not be able to see the target, while troops on the ground can."

Besides the ability to carry out precision strikes, the Sensor-Shooter network also



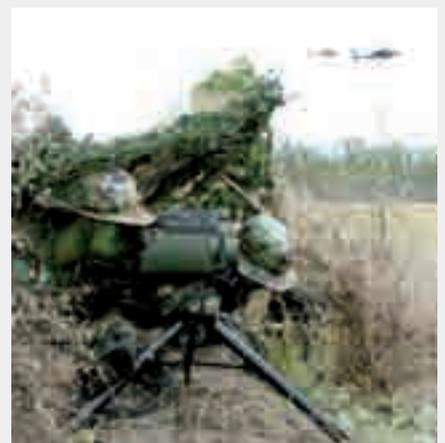
Real-time airspace management provides commanders greater situational awareness to make better-informed decisions.



provides a complete air picture and situation awareness for all parties. "With this common operating picture and force structure, information is being shared between the Air Force and the Army in a near real-time domain. In this way, the Army is able to synchronise their fire, and for us, we are able to optimise and deconflict the air space for all air and ground uses," said Deputy Detachment Commander, 201 SQN, MAJ Chew Ann Liang.



Another crucial element in providing constant surveillance has to be from the UAVs. Said UAV Senior Technician, 1SG Kwek Chong Aik, "UAVs are essential as we are part of the Air Force and Army integration war-fighting and planning capabilities. We provide intelligence to the ground forces."



Among the integrated operations tested at Exercise Wallaby was the laser-guided precision strike, conducted between the commandos and the Apaches.

## EX Wallaby 07

In addition to providing an opportunity for the various platforms to train together, Exercise Wallaby concluded on a high note with a live-firing demonstration on 18 Nov 07.



Many valuable experiences were also gained through the exercise by the many participants. Shared 3SG Kong Chong Yew, an Army NSF currently posted to TACP, "Being attached to Participation Command has given me valuable insight into Air Force operations and the positive working culture. I am now better equipped to perform my role as an Air Operations Specialist, and able to draw

experiences gained through Wallaby to share with my army colleagues."



This year's Exercise Wallaby was a significant milestone in the SAF's 3<sup>rd</sup> Generation transformation as the new Integrated Knowledge-based Command and Control (IKC2) system was put to the test. Explained Exercise Director, BG Philip Lim, "In this exercise, we have taken enormous steps to train as a total system. For all of us to come and train together, we are able to harness the complete capabilities from the air, as well as land platforms, to constitute integrated operations."



Minister of State for Defence, Associate Professor Koo Tsai Kee, witnessed the potency of the integrated air-land operations conducted during the exercise.

## Fostering Deeper Ties – EX SINDEK 07



2007 marked the inaugural RSAF F-5 participation in Exercise SINDEK in India.

The RSAF and the Indian Air Force (IAF) participated in Exercise SINDEK 07 from 26 Nov – 13 Dec 07 at the Kalaikunda Air Force Station, East India. This year's bilateral exercise saw the participation of six F-5 fighter aircraft, two RBS-70 Fire Units (FUs), a Mistral FU and a Portable Search and Target Acquisition Radar. A total of 131 RSAF personnel were involved. Together with the IAF's MiG-27 ground attack fighter aircraft, the RSAF conducted various air-to-air and air-to-ground training.



The joint training conducted in Exercise SINDEK enhanced mutual understanding and interoperability between RSAF and IAF personnel. Said F-5 pilot, LTA Tan Jian Xun, "We interacted on both a professional and social basis over the course of our combined missions, briefings and debriefings, and even lunch and dinner events. This allowed us to learn from each other's way of operations and to better appreciate each other's culture and ideas."



In addition, many RSAF personnel appreciated the unique opportunity to train on different terrain. Among them was RBS-70 FU operator, LCP David Ho. "The terrain and weather provided new challenges for our air defence



RSAF and IAF personnel had plenty of opportunities to interact and to learn from one another.

operators, and we also learnt much from the different flight profiles and techniques of the IAF. It was very realistic and I feel very privileged as a Full-time National Serviceman to have been selected for this exercise."



While the F-16s had previously participated, Exercise SINDEK 07 marked the inaugural F-5 participation in an overseas detachment to India. The F-5s, however, proved equally capable and valuable as training partners to the IAF. Said Air Logistics Support crew member, 1WO Elangovan, "I think the success of any aircraft lies in the people who pilot and maintain it, and we take great pride in maintaining the F-5 to the best of our ability."



Detachment Commander, LTC Gan Eng Leong, was pleased with the results of the exercise. Said LTC Gan, "This is my first time in an exercise with the IAF. It has gone very well and we've gained a lot from this exercise that we might not have been able to experience back home. The IAF is a very professional air force and training with them has benefited us tremendously. At the same time, they've commended us on our ability to adapt and they find professional value in interacting with us as well."

## 145 SQN Detachment to RAAF Williamtown Air Base



The inaugural F-16D Blk 52+ detachment to Williamtown Air Base.

More than 90 personnel from 145 SQN participated in an exercise at the Royal Australian Air Force (RAAF) Williamtown Air Base with six F-16D Blk 52+ fighter aircraft. The exercise, held from 11 Sep – 16 Oct 07, marked the RSAF's first F-16 detachment to Williamtown Air Base.

During the exercise, 145 SQN participated in both autonomous missions as well as bilateral operations with the RAAF. The vast airspace over Williamtown Air Base

provided the squadron with unique and valuable flying opportunities to hone their skills against the RAAF F/A-18s fighters.



Said RSAF Detachment Commander, LTC Lim Chee Meng, "Williamtown has given us great training opportunities as well as a chance to understand and work closely with

our Australian counterparts. The warm hospitality that the RAAF has extended to us is testament to the good bilateral relations between the two air forces."



The experience was especially fruitful for the junior aircrew. Said squadron pilot, LTA Joe Chin, "We had valuable training with the F/A-18s in the air-to-air arena. In the air-to-ground arena, we proved a formidable team working with the RAAF during the mission-orientated training. The exposure from working with the RAAF was both exciting and invaluable!"



A RSAF F-16D Blk 52+ fighter aircraft and a RAAF F/A18 fighter aircraft participating in an air exercise.

## 160 SQN in a Live Firing Exercise



The Live Firing Exercise provided personnel from 160 SQN invaluable experience in operating the 35mm Oerlikon Anti-Aircraft Guns.

Nearly 200 personnel from the RSAF participated in a Live Firing Exercise, held at Woomera, Southern Australia, from 26 Sep – 13 Oct 07. Conducted by 160 SQN, the Live Firing Exercise gave both operators and commanders a realistic experience of operating the 35mm Oerlikon Anti-Aircraft Guns and further strengthened their operational readiness.

Preparations for the exercise began as early as Mar 07, despite 160 SQN's packed training schedule and heavy involvement in NDP 07. The success of the exercise was



a fitting reward for their efforts. Said Platoon Commander, CPT(NS) Ho Teng Chee, "Experiencing the thrill and excitement of successfully hitting targets with live rounds is the aim of any gunner, and I'm delighted to have played a part in this successful live firing exercise!"



In addition to developing the professional knowledge and experience of the troops, the exercise was a golden opportunity to bond squadron personnel. Said Exercise Commander and Commanding Officer of 160 SQN, MAJ Chia Wee Lee, "This exercise is not only testament to the performance of the system, it is also a test of unity between our Active personnel and National Servicemen. The exercise has shown that the unit can be depended upon to achieve its mission successfully."

## Promoting Global Interoperability – The Global Air Chiefs Conference



CAF, MG Ng Chee Khern, presenting on the RSAF's perspective on enhancing interoperability at the Global Air Chiefs Conference 2007 in USA.

Air chiefs and leaders of more than 80 Air Forces from around the world attended the Global Air Chiefs Conference (GACC), held on 24 – 26 Sep 07 in Washington, D.C., United States of America (USA). The conference was an avenue for the air chiefs to promote better interoperability and mutual understanding.

During the GACC, presentations were made by selected air chiefs and senior officials including Chief of the Air Staff, Royal Air Force, Air Chief Marshal Sir Glenn Torpy, Commander-in-Chief, Chilean Air Force, General Ricardo Ortego Perrier and CAF, RSAF, MG Ng Chee Khern.

In his presentation, 'Building Interoperability; The RSAF's Experience', CAF, MG Ng, urged all air forces to work towards a concerted effort in strengthening interoperability. Said MG Ng, "The

theme of building interoperability is an important one. The security challenges that we face today do not respect national boundaries... Countries need to pool together knowledge, experience and ideas to tackle these challenges effectively. Political commitment and strategic convergence of partner nations, while necessary, are not sufficient to ensure interoperability. There must be deliberate efforts at the military level to engage partner forces and to build up the ability to interoperate."

Added MG Ng at the conclusion of his presentation, "For the RSAF, the need to build interoperability was vital in our history from Day One. As a result, we have cultivated a web of cooperative relationships, which has allowed us to grow into a capable air force, one that has proven to be interoperable and useful in many recent operations."

## CAF Safety Forum



Groups gathered in a café-style format to engage in lively discussions to tackle various safety-related problems.

The CAF Safety Forum, organised by the Air Force Inspectorate, was conducted at Changi Air Base Auditorium on 7 Nov 07. Apart from promoting awareness and educating servicemen on safety matters, the Safety Forum also provided updates on recent developments in aviation safety issues within the RSAF. During the session, participants also engaged one another in discussions on the topics of 'Safety Fundamentals and Training' and 'Operations Fundamentals and Training'. As with previous CAF Safety Forums, the discussions were held café-style, which promoted uninhibited discussions and new ideas.

Head Air Force Inspectorate, COL Kevin Teoh, presented on the RSAF safety statistics over the past quarter and reminded all RSAF personnel on the need for their continued vigilance in pursuing an accident-free RSAF. Said COL Teoh, "We must maximise our efforts and utilise all available tools where



Presentations on proposed solutions were then made by group representatives.



the prevention of mishaps is concerned. It must be out of constant hard work as the real payoff is the achievement of the zero accident goal and that the operational readiness of the RSAF is maintained."

In his closing statement, CAF, MG Ng Chee Khern, urged all participants to exercise greater initiative in safety practices, especially during the RSAF's 3<sup>rd</sup> Generation transformation process. "In this period of great change, there is much demand on every level to contribute as best as they can. One must be prepared to question current practices that were put in place a long time ago and which may have made sense then but not anymore. This is as good a time as there ever will be to throw out the old and irrelevant for the new," said CAF.

## RSAF to Acquire Additional F-15SGs



The F-15SG is the latest and most advanced variant of the USAF F-15 fighter aircraft.

In Dec 05, MINDEF announced the purchase of an initial 12 Boeing F-15SG fighter aircraft to replace the RSAF's ageing A-4 Skyhawk fighters. MINDEF has, on 22 Oct 07, exercised the option to purchase eight more F-15SG fighters which was part of the original contract signed in Dec 05. Along with this buy, an additional order for four F-15SGs was made.

This acquisition of 12 more F-15SGs is part of the RSAF's continuing effort to renew its fighter fleet as it forges towards a 3<sup>rd</sup> Generation Air Force. The additional 12 F-15SGs, which will be equipped with sophisticated avionics and weapon systems, will be delivered from 2010.

## HRMC Cascade Brief



A Question-and-Answer panel, headed by HAM, COL Tan Swee Bock (middle), addressed any further queries on the new RSAF HRMC concept.

On 21 Nov 07, over 100 RSAF personnel from the Human Resource community gathered at Chong Pang Camp auditorium for the Human Resource Management Centre (HRMC) cascade brief. The brief was targeted particularly at personnel from Air Manpower Department and the Personnel Admin Centre (PAC) from the various bases.

Explaining the changes in the SAF-level HR transformation and the RSAF PAC restructuring, Head Air Manpower, COL Tan Swee Bock, said in his opening address, "The HR community must transform to support the RSAF's new PHOENIX Command structure and adopt best HR practices to stay effective. The Air Force's PAC concept was an idea ahead of its time. There were concerns raised when PAC was first introduced but it has proven effective because we had made it work. Going forward, with all of us in the HR community doing our part, I am confident that the new RSAF HRMC concept, as well as other changes arising from the wider HR transformation, will be implemented successfully."

This was followed by sharing sessions, namely on the 'HRMC Concept', 'MINDEF/SAF HR Service Centre', 'Electronic-HR' and also on 'The Way Ahead with HRMC'.



"It is another step to enhance and deepen the HR Officers' knowledge in their core areas of expertise and will stand them in good stead as it now focuses on People Management and Corporate Service," said Head PAC Tengah Air Base, LTC Humphrey Chin, of his thoughts on the new HRMC concept. "At the same time, it is a bold step to provide greater emphasis on the People Management aspects for our RSAF servicemen."



Head Admin, Participation Command, Ms Vashantha, was optimistic towards the HRMC system. "I think in terms of progression and adopting a new style of doing things, the new HRMC is the way forward. As we move forward, we need to alleviate the doubts that people may have, especially so when many changes are in store. Therefore, having more dialogue sessions like this will be good," she said.

## MINDEF – ITE Dialogue at AFS



PS(DD), Dr Tan Kim Siew (left), and Deputy CEO (Academic), ITE, Mr Heng Guan Teck (right) chaired the dialogue session at AFS.

Principals and representatives from the Institute of Technical Education (ITE), led by Deputy Chief Executive Officer (CEO) (Academic), ITE, Mr Heng Guan Teck, visited the Air Force School (AFS) for a dialogue session held on 1 Nov 07. Hosted by Permanent Secretary (Defence Development) [PS(DD)], Dr Tan Kim Siew, the dialogue session sought to engage the learning institutes in discussing National Service issues of mutual interest. This was followed by a video presentation on the functions and mission of the AFS.

The dialogue session is one of three annual sessions held between MINDEF and tertiary education institutes.

## Pyramid Club Visits PLAB



Minister for National Development, Mr Mah Bow Tan, learning more about the RSAF's latest Air Mission Trainer.

Members of the Pyramid Club visited Paya Lebar Air Base (PLAB) on 24 Nov 07, hosted by Minister of State for Defence, Associate Professor Koo Tsai Kee.

The Pyramid Club members were briefed on the 3<sup>rd</sup> Generation SAF. Club members then visited various facilities in PLAB, including the Base Central Debriefing Station, where they viewed the Air Combat Manoeuvring Instrumentation (ACMI) system. They also visited the Flight Simulator Centre, where they had a first-hand view of the RSAF's latest and most advanced simulator, the Air Mission Trainer. Another visit highlight for the club members was a familiarisation



CAF, MG Ng Chee Khern, interacting with Pyramid Club members, including Mr Ng Pock Too (left).

flight on board the Chinook helicopter.

Former Chairman of NTUC and Member of Parliament, Mr Ng Pock Too, was impressed with the RSAF's capabilities. Said Mr Ng, "When I was called up for National Service in 1968, there was literally no Air Force. It was built from scratch. But judging from today's visit, I would say that the RSAF has made outstanding progress. We're a small nation, and in the event of an attack we need to project ourselves. This requires an effective air force, and from what we've seen today, it is clear that we have a very high quality Air Force that we can rely on in times of need."

## SAF – NCC Familiarisation Visit



An NCC Cadet Trainee being shown the capabilities of the RSAF's latest Air Mission Trainer.

On 14 Nov 07, over 300 Ministry of Education Senior Staff, School Principals, NCC Council members, officers and teachers visited Paya Lebar Air Base (PLAB) for the annual SAF – National Cadet Corps (NCC) Familiarisation Visit. The visit aims to update members of the education community on the defence of Singapore and the SAF's 3<sup>rd</sup> Generation transformation. This year's visit was organised by Air Defence and Operations Command, and was hosted by Minister of State (Defence), Associate Professor Koo Tsai Kee.

Associate Professor Koo said in his keynote address that, "Education and National Defence are closely related. Teachers such as yourselves nurture our youth



NCC Teacher Officers got up close with the AH-64D Apache static display.



– the future of Singapore, while the SAF ensures that we will have a future and secures it. Both are meaningless without the other." The participants were shown static displays of various RSAF aircraft and air defence systems. They also had the opportunity to tour the RSAF's latest simulator, the Air Mission Trainer. The highlight of the visit was a Chinook familiarisation flight.

Said Commandant NCC, LTC Stuart Khoo, "We rotate through the three Services to host visits for teachers who have been elected to join the NCC Officer Cadet Course.



While they visit other SAF institutions such as the Army Museum and the Air Force Museum, these first-hand experiences in the SAF formations and bases are especially crucial, as only with such experiences are they able to educate the student cadets under them."



Teachers, indeed, took away renewed confidence in the SAF, as well as a heightened conviction of the importance of defence to the country. Said Ms Rosshameem Haniff, an NCC Officer Cadet Trainee and teacher, "In this globalisation era, many people move in and out of countries, and it is very important that our youth are committed to Singapore. We build this commitment by teaching our youth through National Education that our country is worth protecting, and that there is someone protecting them. Today's visit has really given me the confidence that we are in safe hands, and this will certainly help me give my students the same confidence."

## MINDEF Internship Programme



Year Two JC students viewed RSAF weapon systems such as the Mechanised Igla.

62 Year Two Junior College (JC) students and 52 Year One JC students visited the RSAF on 5 and 6 Dec 07 respectively. The visits were part of the annual MINDEF Internship Programme, which engages potential SAF Overseas and SAF Merit scholars and provides them with a better understanding of the roles and daily operations of the SAF.

Year Two JC students visited Air Defence Operations Command and Tengah Air Base, while Year One JC students visited Paya Lebar Air Base and the Air Force Museum. During these visits, students were briefed on the operational roles and capabilities of the formations in contributing to Singapore's defence, and

were also shown static displays of the various aircraft, sensors, and weapon systems employed by the RSAF.

CAF, MG Ng Chee Khern, and senior RSAF officers also hosted JC students in question-and-answer sessions, where they engaged in lively discussion on issues pertaining to both the RSAF as well as the scholarship programmes.

The visits were well received. Said Deborah Khoo, a Year One JC student from Anglo-chinese School (Independent), "Through this programme, it has allowed us to see a side of the Air Force that none of us has ever seen in such detail and proximity. It was very interesting and



Deborah Khoo had the opportunity to view the capabilities of the F-16D Blk 52+ fighter aircraft.

engaging to interact with all the officers on duty and see first-hand what the Air Force is really like."



Lester Juay from Raffles Junior College also enjoyed his experience immensely. "Being able to be in the cockpit of the aircraft at the static displays was very interesting. On the other

hand, the internship programme has also given me an interesting insight into the SAF, and at the same time given us a better understanding of the scholarship programmes. This allows us to make a more informed decision when the time comes."

## SYFC Familiarisation Flight at TAB

As part of the Singapore Youth Flying Club (SYFC) – RSAF Orientation programme, two students, Joshua Lim, Jurong Junior College, and Victor Ang, Anglo-chinese School (Independent), both from SYFC, were given the rare opportunity to fly on board an RSAF F-16D Fighting Falcon on 11 Dec 07 at Tengah Air Base. Joshua and Victor were chosen for their exceptional performance in flying training and their passion for aviation.

The incentive flight, held twice a year, is a collaboration between the RSAF and the SYFC to nurture budding pilots and to promote the spirit of aviation in Singapore.

"It was very exhilarating, to be able to experience all the G-forces acting on the body. The pilot informed me we hit 8.9Gs during the flight. The sensation of almost blacking out was quite an experience," quipped Victor after his flight.

Joshua shared on how the flight has further encouraged him to take up a flying career with the RSAF. "This flight has certainly increased my interest in joining the RSAF, especially to pilot the F-16s. Being at Tengah has also given me a greater insight into what a pilot does from day to day."



Joshua Lim (2<sup>nd</sup> from right) and Victor Ang (2<sup>nd</sup> from left) were treated to a flight on board 143 SQN's F-16D fighter aircraft.

20 other SYFC members were also treated to a tour around the airbase and to witness the flight of their fellow club members. According to one of the twenty students, the flight and tour around the airbase have definitely furthered their interest in flying and taken them closer to their dreams of becoming a pilot.

## The SAFSA Cross-Country Championship



COMD CAB, COL Lim Yeong Kiat, flagging off the run at MacRitchie Reservoir on 15 Nov 07.

The annual SAFSA Cross-Country Championship was held on 15 Nov 07 at MacRitchie Reservoir and was organised by Changi Air Base (CAB). Nearly 300 participants from MINDEF and SAF units, 39 of whom were from the RSAF, competed in the individual and team categories. Guest-of-Honour, COMD CAB, COL Lim Yeong Kiat, officiated at the prize presentation ceremony.

The SAFSA Cross-Country Championship serves as a platform to inculcate the pursuit of excellence in sports, fair and open competition and life-long commitment to healthy lifestyle and fitness. In

addition, it promotes the development of sportsmanship, team spirit and unit cohesion within the SAF.



Participants completing the 4.8km Cross-country run.

## Excellence in Sports



MAJ Ning Tau Yee receiving the 'Most Improved Team' award from Guest-of-Honour, MG Ng Chee Khern.

The annual Singapore Armed Forces Sports Association (SAFSA) Awards ceremony was held on 11 Oct 07 at Pasir Laba Camp. The annual awards ceremony is held to recognise excellence in sporting achievement at the SAFSA-level competitions. CAF and Chairman SAFSA Management Committee, MG Ng Chee Khern, officiated at the ceremony.

RSAF Group 1 did the Air Force proud by clinching the 'Most Improved Team' award. Said Convenor RSAF Group 1, MAJ Ning Tau Yee, "Over the past three years, we have had a quantum jump in the final team placing. We started from second last to sixth in the overall placing." Added MAJ Ning, "Sports participation can be seen as part of the CARDINAL effort, where we encourage interaction and bonding among the sportsmen across the various air bases and Commands. It was thanks to the support of the Commanding Officers and our fellow RSAF sportsmen that we have attained this award."

Air Force News would like to congratulate all award winners of the SAFSA awards 06/07.

## RSAF Honorary Wings Presentation Ceremony



CAF, MG Ng Chee Khern (4<sup>th</sup> from left), and Commander-in-Chief, RTAF, ACM Chalit Pukbhasuk (5<sup>th</sup> from left), with the six RSAF Honorary Wings recipients.

Six officers from the Royal Thai Air Force (RTAF) were presented the RSAF Honorary Wings by CAF, MG Ng Chee Khern, at the Honorary Wings Presentation Ceremony, held at the Air Force School on 19 Dec 07.

The RTAF officers, Deputy Commander-in-Chief, Air Chief Marshal (ACM) Paisal Sitabutr; Assistant Commander-in-Chief, ACM Arkom Kanchanahiran; Deputy Chief of Air Staff, Air Marshal Manit Spuntopongse; Director Operations, Air Vice Marshal, Sritpong Komutanont; Commander Wing 1, Group Captain (GPCAPT) Saritpong Wattanavrangkul and Commander Wing 2 GPCAPT Songpol Jangsri, received the RSAF Honorary Wings for their significant contributions in promoting closer bilateral ties between the RSAF and RTAF. During their stay, the officers also attended the Opening Ceremony of Exercise Cope Tiger at Paya Lebar Air Base.

The RSAF Honorary Wings are presented as a symbol of the RSAF's appreciation for the contributions of individuals in strengthening bilateral relations between RSAF and the RTAF. The ceremony underscored the warm and long-standing defence relations between the two air forces.

## MSM Investiture for Commander-in-Chief, RTAF



ACM Chalit Pukbhasuk (2<sup>nd</sup> from left), donning the Meritorious Service Medal (Military). In attendance at the investiture ceremony was his spouse (left), CAF (3<sup>rd</sup> from left), and CAF's spouse (right).



In a gesture of friendship and goodwill, ACM Chalit and CAF exchanged tokens of appreciation.

Commander-in-Chief of the Royal Thai Air Force (RTAF), Air Chief Marshal (ACM) Chalit Pukbhasuk, was conferred the Meritorious Service Medal (Military) for his contributions towards fostering strong professional ties and relations between the RTAF and the RSAF. On behalf of the President of the Republic of Singapore, Minister for Defence, Mr Teo Chee Hean, conferred the award on ACM Chalit at an investiture ceremony held at MINDEF on 21 Dec 07.

Both air forces interact regularly through a wide range of activities such as bilateral and multilateral exercises, and professional exchanges. During his visit ACM Chalit called on CAF, MG Ng Chee Khern, and co-officiated the opening ceremony of Exercise Cope Tiger on 19 Dec 07 at Paya Lebar Air Base.

## MSM Investiture for Former Chief of Staff, TNI AU



ACM Herman Prayitno (4<sup>th</sup> from left) who received the Pingat Jasa Gemilang (Tentera) with CAF, MG Ng Chee Khern (5<sup>th</sup> from left) and RSAF senior officers in attendance.



In a gesture of friendship and goodwill, ACM Herman and CAF exchanged tokens of appreciation.

Former Chief of Staff of the Indonesian Air Force (TNI AU), Air Chief Marshal Herman Prayitno, was conferred the Pingat Jasa Gemilang (Tentera) [Meritorious Service Medal (Military)] for his significant contributions to forging long-standing defence relations between the RSAF and the TNI AU. On behalf of the President of the Republic of Singapore, His Excellency, President S R Nathan, Minister of Defence, Mr Teo Chee Hean, conferred the prestigious military award on ACM Herman at an investiture ceremony held at the Ministry of Defence on 4 Jan 08.

ACM Herman's active support for RSAF's training in Indonesia, contributed significantly to enhancing the interoperability, mutual understanding and camaraderie between the officers and men of both air forces. ACM Herman played a vital role in building the defence relations between the RSAF and the TNI AU through a wide range of activities. These ranged from bilateral exercises such as Exercise Elang Indopura and Exercise Camar Indopura to professional exchanges and interaction programmes between the two air forces. His contributions have greatly improved the warm and growing defence relations between the two air forces and countries.

As part of his visit, ACM Herman also called on CDF, LG Desmond Kuek, and CAF, MG Ng Chee Khern.

## Honouring Contributions to Global Security



CO 112 SQN, LTC Sivaraman, receiving the Unit Citation Award on behalf of his unit.

46 SAF servicemen received the SAF Overseas Service Medals and Certificates of Commendation from 2<sup>nd</sup> Minister for Defence, Dr Ng Eng Hen, at a ceremony held at Joint Service Officers' Mess on 23 Nov 07. Amongst the recipients were 40 RSAF personnel, who were involved in the KC-135 Stratotanker peace support detachment to the Gulf for the period between May and Jul 07 and who contributed significantly to the reconstruction of Iraq and Afghanistan.



Despite the various challenges involved in the peace support operations, the RSAF detachment ensured that the mission was a success. Said first-time participant and National Contingent Commander, LTC Christopher Wong, "Singapore's effort in the Gulf is by no means small. It goes a long way in the international arena, and speaks volumes of the SAF's operational readiness and capabilities. Our USAF counterparts expressed their appreciation for our presence there as we worked alongside them."



2<sup>nd</sup> Minister for Defence, Dr Ng Eng Hen, PS(DD), Dr Tan Kim Siew, and senior RSAF officers with the RSAF Overseas Service Medal recipients.

For its continual effort, professionalism, and dedicated support in the Gulf over the past four years, 112 SQN was also conferred the Unit Citation Award. Detachment Commander for the second frame and Commanding Officer (CO) 112 SQN, LTC Sivaraman, expressed his gratitude to his unit, saying, "The men and the women of 112 SQN have been working real hard in the last four detachments. The award is recognition for their hard work and professionalism that they have shown and for all the sacrifices they have made. I am very glad and proud that we are able to receive this award."



Unlike RSAF training, the mission posed unique challenges and demands. Detachment Commander for the first frame, LTC Zakir Hamid, commented, "It is an operational mission, not a training one. In an operational environment, there is little room for error, and we have to be precise and professional. It allows us to

exercise all the core values that we've been trained to demonstrate and exercise."



Boom Operator, 112 SQN, MSG R Loganathan, also attributed the success of the mission to his training, saying, "The operations were very dynamic, as the situation could change in split seconds. We had to be more flexible and adaptable to digest these new mission challenges, and execute our missions safely and successfully."



Having the opportunity to operate under operational conditions also gave Communications Specialist, 2WO Fong Foo Cheong, invaluable experiences. "The greatest take-away is that the trip has been an eye-opener for us to experience first-hand real operations, as well as how the coalition forces operate."

## National Day Awards Investitures 2007

To recognise and reward the contributions of outstanding MINDEF and SAF personnel, the annual National Day Awards (NDA) Investitures was conducted over two ceremonies. The first ceremony was held on 26 Nov 07 at the Suntec City Ballroom, followed by the second ceremony at MINDEF Auditorium on 7 Jan 08. A total of 557 awards were conferred, including the Public Administration Medal (Military) (PPA), Commendation (Military), Efficiency (Military) and Long Service Medals (25 years). The PPA is the highest attainable award during NDA, and is categorised into three different levels - Gold, Silver and Bronze.

Officiating the ceremony held at Suntec was His Excellency, President S R Nathan, who conferred the prestigious PPA upon 28



military personnel. Among the recipients was COMD Air Power Generation Command (APGC), COL Tan Kah Han, who received the PPA (Silver). Said COL Tan on attaining the PPA (Silver), "It serves as recognition of our contribution to the Air Force, the SAF and the defence of the nation. It is certainly an encouragement as I take command of APGC and work towards operationalising it."

In the second ceremony, officiated by Minister for Defence, Mr Teo Chee Hean, the Commendation, Efficiency and Long Service Medals were presented to personnel who had demonstrated



SWO William Ng receiving the Commendation (Military) Medal from Minister Teo.

dedication and excellence in their line of duty.

Among the recipients of the Commendation (Military) medal was Deputy Head Air Mobility

## National Day Awards Investitures 2007

Centre, SWO William Ng, who had shown great commitment in bridging the gap between the Warrant Officer and Specialist Corps and RSAF senior management during his tour as the first RSAF Chief Warrant Air Force. SWO Ng dedicated the award to his superiors and family. "My 36-year career in the RSAF has been very rewarding and enriching. Receiving this award is certainly a bonus. I'm thankful to my superiors for entrusting me

with numerous responsibilities, and also to my family, who have always been very supportive and understanding," said SWO Ng.

Detachment Trainer 2 and Operations Warrant Officer, 9 DA Bn, 2WO Subramaniam s/o Kalimuthu, was also awarded the Efficiency (Military) medal for his significant contributions to both the unit and the formation. "By receiving this award, it is a motivation to me



to contribute even more back to the unit and the RSAF. I'm also very pleased that MINDEF values and recognises the contributions of the ground personnel," said 2WO Subramaniam.

Air Force News congratulates all award winners of the NDA Investitures 2007.

Public Administration Medal (Silver) (Military)	Efficiency Medal (Military)	
COL Tan Kah Han (HQ APGC)	MWO Chia Gim Hua (120 SQN)	1WO Chee Kwok Wah (AFS)
Public Administration Medal (Bronze) (Military)	1WO Chiam Dar Ming (160 SQN)	1WO Chua Teck Hien (128 SQN)
COL Chung Wei Ken (ALD)	1WO Gerard Chandran Das (ALS – SBAB)	1WO Allan Goh Sui Chong (AFMS)
COL(NS) William See Kok Kee (formerly from AFS)	1WO Hong It Meng (ALS – CAB)	1WO Jaswant Singh s/o Gurnam Singh (163 SQN)
Commendation Medal (Military)	1WO Koh Juay Boon (ALS – SBAB)	1WO Koh Swee Thiam (143 SQN)
LTC Ong Peng Ghee (AOD)	1WO Lee Kong Kay (AFS)	1WO Lim Eng Gek (AMS-PLAB)
LTC Mark Ng Beng Chuan (110 SQN)	1WO Neo Ann Kit (ALS – SBAB)	1WO Ng Guan Chin (ALS-SBAB)
LTC Sivaraman s/o RV Rajan (112 SQN)	1WO Tan Tsong Yeong (ALS – TAB)	1WO Alex Thum Cheong Kit (165 SQN)
LTC Quek Chiew Teck – AID	1WO William Lee Tuck Leong (AFS)	1WO Yeo Koh Tuan Boon (AFS)
LTC Tong Wee Li (ALS – ADOC)	2WO Hui Kok Fai (ALS – PLAB)	2WO Kwan Wie Tjian (FDS – CAB)
LTC Low Yiong Seng (HQ AFOG)	2WO Lee Wee Teck (149 SQN)	2WO Loo Kian Min (HQ CAB)
LTC Paul Sung Kong Ming (HQ TAB)	2WO Lucy Muthulechimy d/o Apparajoo (AFS)	2WO Ng Kim Yock (ALD)
LTC Chan Wei Keh (AOD)	2WO Sim Kim Hock (AFS)	2WO Subramaniam s/o Kalimuthu (9 DA BN)
SWO William Ng Beng Teck (HQ AFOG)	2WO Lim Leh Leng (PLAB)	

## The Defence Technology Prize 2007



Minister for Defence, Mr Teo Chee Hean, viewing the Enterprise System.

The Defence Technology Prize (DTP), established in 1989, recognises the contributions of members of the defence technology community in enhancing Singapore's defence and national security. Considered MINDEF's most prestigious award, the DTP, conferred annually, serves to spur more than 5,000 scientists and researchers to make breakthroughs in defence science and technology.

This year, a total of 10 DTPs were awarded to three individuals and seven teams in an award presentation ceremony officiated by Minister for Defence, Mr Teo Chee Hean, at the Nanyang Technological University on 26 Oct 07.

Among the winning teams was the Enterprise System (ES) Team, comprising personnel from DSTA, MINDEF, the SAF Joint Staff and the three SAF Services. The ES integrates functions and transactions across MINDEF and the SAF. This integration across MINDEF and the Services gives greater visibility and accountability of these functions and transactions for more efficient planning, execution, monitoring and reporting, while achieving significant



cost savings. Said Head Logistics Resource Branch, Air Logistics Department, LTC Yao Shih En, who was the Operations Manager leading the RSAF ES Team, "Unlike the former legacy Logistics Management Information system, the Enterprise System covers beyond logistics. It encompasses Engineering and Maintenance, Operational Logistics, Supply Chain Management, and Finance and Asset Management functionalities to support both peace and wartime operations of the SAF. It serves the staff in Planning, Operations, Training and Logistics community. In addition, the RSAF ES is a global system that is connected to our permanent overseas training bases for overall resource and maintenance visibility. I'm very honoured and proud to be part of the

team that won this year's DTP. This would not have been possible without the strong support from and empowerment by our bosses, and every single member of the team."

Said Minister Teo in appreciation of all contributions to Singapore's defence technology ecosystem, "The SAF has come to be respected as a professional force that harnesses technology – both as a force multiplier and enabler of new fighting capabilities. This achievement is underpinned by a thriving defence technology ecosystem that supports the full spectrum of Singapore's defence technology needs. This ceremony is a fitting tribute to the relentless commitment, sterling contributions and outstanding achievements of our defence technology community."



Among the winners of the DTP this year was the Enterprise System Team, with COL Lee Ling Wee (far right) representing the RSAF.

## A Commitment to Share



RSAF recipients of the SHARE Awards at the Raffles City Convention Centre.

The annual Community Chest Awards ceremonies are held to acknowledge and show appreciation to corporations, community organisations, foundations and groups that give generously to the less fortunate in our community. This year, a total of 34 RSAF units were awarded the Social Help and Assistance Raised by Employees

(SHARE) Awards at two ceremonies, held at the Raffles City Convention Centre and the Istana on 12 Sep 07 and 16 Oct 07 respectively. This year, ALS-PLAB received the prestigious Platinum Award, while the 5-year Outstanding SHARE Award, which recognises organisations and units that have achieved Platinum or Gold

participation standards for five consecutive years, was awarded to HQ RSAF.

"I urge all corporations to continue the good work, as well as to go beyond financial giving. I know that some companies are encouraging their staff to do their part in volunteer work, which the companies actively support by providing time and resources to their employees who engage in helping out at various Charities and Homes. This direct involvement by the staff in volunteer work is an important step towards creating awareness among them and their families of the difficulties confronting the less fortunate in society," said His Excellency, President S R Nathan, in his message to all award recipients.



LTC Ang Hang Guan receiving, on behalf of ALS-PLAB, the prestigious Platinum Award from His Excellency, President S R Nathan.



ALS-PLAB exemplified this spirit. Said DY Commanding Officer (Mechanical), ALS-PLAB, LTC Ang Hang Guan, who received the Platinum Award at the Istana on behalf of his squadron,

"The award is a tribute to the spirit of sharing that is prevalent in our squadron and formation. We do not contribute merely in the financial aspect; PLAB has adopted the Guillemard Gardens School, and our volunteers give of their own time and effort to help the less fortunate. I think we must always remember that we're fortunate to be able to earn a good living and provide for our own family, so we must always remember the less fortunate and contribute back to society."

Concluded President Nathan in his message, "Your partnership with Community Chest has helped 61 charities improve the lives of more than 350,000 people in need. I commend all recipients of this year's awards. Continue to inspire others with your desire to make a difference in the lives of the disadvantaged in our community. Together, I am certain we will make Singapore a more compassionate and inclusive society for all."

### SHARE Awards 2007 Recipients

#### 5-Year Outstanding SHARE Awards

HQ RSAF

#### Platinum

ALS - PLAB

#### Gold

HQ RSAF	HQ ADOC
HQ AFOG - ADOC	ALS - ADOC
AFSB - ALD	110 SQN - AOD
150 SQN - FTS	144 SQN - PLAB
149 SQN - PLAB	122 SQN - PLAB
ALS - SBAB	ALS - TAB

#### Silver

201 SQN - DAG	6 DA BN - DAG
HQ AFOG - ADOC	163 SQN - ADG
165 SQN - ADG	18 DA BN - DAG
AFS	FTC - AOD
121 SQN - CAB	AMS - PLAB
FSS - PLAB	Peace Vanguard DET
120 SQN - SBAB	Peace Prairie DET

#### Bronze

ALS - CAB	HQ PLAB
HQ SBAB	127 SQN - SBAB
FSS - SBAB	HQ TAB
111 SQN - TAB	

## RCGC and RGDI 04/07



LTA Edmund Tse receiving the 128<sup>th</sup> Fighter Wings Course Best Trainee award.



Celebrations for the graduands concluded at the RSAF Graduation Dining-In.

78 graduands received their vocational Wings, Brevets, Swords and Certificates from Guest-of-Honour, COS(AS), BG Charles Sih, at the RSAF Combined Graduation Ceremony (RCGC), held on 22 Nov 07 at the Air Force Museum. Subsequently, the RSAF Graduation Dining-In (RGDI) was held at the Paya Lebar Officers' Mess for these RSAF junior officers on 18 Dec 07.



The ceremony also served to recognise the Best Trainees from each course. For many of the Best Trainees, it was passion for their vocations that motivated them to go the extra mile. Said Best Trainee for the 21<sup>st</sup> Weapon Systems Officer (Communications, Command and Control) [WSO(C3)] Course, OCT Tan Jian Wen, "When the Air Force Recruitment Centre came down to speak to us about the Air Force, I was particularly struck by the WSO(C3) vocation. It needed multi-tasking skills and the ability

to communicate clearly, both of which I enjoy doing, so I took up the challenge and am very pleased with the outcome."



Likewise, it was a keen interest in his vocation that spurred Best Trainee for the 10<sup>th</sup> Receive-Only Station Commander Course, OCT Lee Jun Hong, towards excellence. "I enjoyed learning about the many aspects utilising Unmanned Aerial Vehicles (UAVs). We learnt about the different payloads, gathering intelligence, and even planning operations. What we saw was the big picture of UAV operations and the many capabilities of the UAV, and that was very exciting for me," said OCT Lee.

For some, it was the defence of the country that was foremost on their minds. Said Best Trainee from the 128<sup>th</sup> Fighter Wings Course, LTA Edmund Tse, "I wanted to be a fighter pilot because I love flying, and also because

I appreciate the peaceful life we have here in Singapore. So I worked hard to join the ranks of the other fighter pilots who help to maintain the peace and prosperity that we enjoy today."



In addition to passion, it was the perseverance of each individual that enabled them to achieve the Best Trainee award. Shared Best Trainee for the 24<sup>th</sup> WSO (Air Defence Artillery) Course, OCT Teoh Yi Peng, "It's my principle to do my best in everything I can, even though I'm a Full-Time National Serviceman. I think what's most important is both the motivation and the determination to improve, because everything else can be nurtured with much determination and time."

Air Force News congratulates all graduands and wishes them the best in their future endeavours.

## Officer Cadet Commissioning

15 Dec 07 was a big day for 478 Officer Cadet Trainees (OCT). It signified the end of 38 weeks of rigorous training at the Officer Cadet School as they were officially commissioned as officers of the SAF. Held at SAFTI Military Institute, the commissioning ceremony was officiated by Speaker of Parliament, Mr Abdullah Tarmugi.

Besides having to go through tough physical training, the Officer Cadets were also trained to lead as the next generation leaders of the SAF. Said Mr Tarmugi in his speech, "The 3<sup>rd</sup> Generation SAF requires its officers to not only be competent in deploying the hardware and mastering the software, but also to possess the right heartware. By heartware, I mean your strong sense of purpose to serve in the defence of Singapore and a commitment to lead your soldiers to the best of your abilities... I am delighted to know that



OCT Tan Jian Wen receiving the Sword-of-Honour from Guest-of-Honour, Mr Tarmugi.

your training today is holistic and all-encompassing that gives you both the knowledge and skills to be a leader in the 3<sup>rd</sup> Generation SAF."

This cohort saw 65 RSAF cadets being commissioned, with OCT Teoh Yi Peng receiving the prestigious Sword-of-Honour



OCT Teoh receiving his 2LT rank epaulettes. Here, his parents are affixing the epaulettes to his uniform.

for acing the WSO(ADA) course. Said OCT Teoh, "The award serves as recognition of the hard work and effort that we have put in throughout the course. More importantly, it was the experience that I took away from the course that matters. It has been a great learning experience and eye-opener, especially on how the Air Force works."

## CARDINAL Heartbeat

### The RSAF CARDINAL Air Time

Following the success of the CAF Air Time sessions, held on 10 Sep 07, 13 Sep 07 and 4 Oct 07, the RSAF CARDINAL Air Time was launched on 31 Oct 07 at the Leaders' Hall at Pasir Laba Camp. Officiated by CAF, MG Ng Chee Khern, the event saw an attendance of more than 500 personnel from across the RSAF.



Participants from across the RSAF shared ideas on propagating Project CARDINAL and expressed their views through cafe-style discussions and open dialogue sessions.



LTC Roland Ng emphasised on the need to bring CARDINAL from concept to reality.

In addition to the presentations on the three CARDINAL key thrusts: 'Developing Professionals', 'Realising Your Potential', and 'Engaging the Heart' by Head Air Training, LTC Leong Kum Wah, Head Air Manpower, COL Tan Swee Bock, and Head Air Logistics, COL Lee Ling Wee, a special CARDINAL video was screened to pay tribute to the contributions of all personnel towards the RSAF's continuing growth and transformation. The video also featured 12 RSAF personnel who were recognised for their exceptional dedication to the organisation.

As with the CAF Air Time sessions, café-style discussions were also organised following each presentation. These allowed participants to exchange ideas to better promote CARDINAL initiatives within their respective units and departments. Said Head PHOENIX and CARDINAL Office, LTC Roland Ng, on the importance of these

discussions as well as the implementation of initiatives, "Everyone has a story. More importantly, everyone is the author of his own story, and sharing allows us to take inspiration from each other's story. The time has now come for us to translate our words and thoughts into action."



The RSAF CARDINAL Air Time was well received by participants. Said Officer Commanding 'A' Flight, 122 SQN, MAJ Ravi Chandran, "The event was very enriching, and what we learnt about the three CARDINAL key thrusts will help us ensure that our men are well managed and taken care of." MWO Pauline Wong from the Air Defence and Operations Command, shared her sentiments. "The session is vital to



the learning of positive initiatives to engage the hearts of our airmen. I especially enjoyed and learnt from the sharing during discussions on both success and failure stories." Another participant, Operations Station Controller, Air Logistics Squadron – Tengah Air Base (ALS-TAB), 2SG Fu Zhong Quan, who had also attended the CARDINAL Focus Groups previously, said, "The session was a very good opportunity for us to voice our concerns to the higher management, and my colleagues and I hope the initiatives shared in the session will benefit RSAF personnel in the future."



### The CARDINAL Fund and Accreditation Awards

The RSAF has created the CARDINAL fund to provide financial support for CARDINAL initiatives organised by the formations and units. The fund can be used to organise a wide range of activities varying from workshops, anniversary celebrations, to even sports and family day activities.

In addition to the CARDINAL Fund, the RSAF also introduced the CARDINAL Accreditation Awards to recognise and provide greater funding for units that are actively involved in CARDINAL initiatives. Field Defence Squadron – Changi Air Base (FDS-CAB) and ALS – Sembawang Air Base (ALS-SBAB) were the first two units to win the CARDINAL Tier 1 Accreditation awards, and received the award certificates

from CAF, MG Ng Chee Khern, during the RSAF CARDINAL Air Time.



Shared Commanding Officer (CO), FDS-CAB, MAJ John Vincent, on his unit's achievement, "It is my personal conviction that we, as commanders and leaders, are responsible both to the organisation for excellence in work, as well as to our subordinates for their well-being and in maximising their potential. We must be accessible to our men and treat them as valued individuals and stakeholders of the Organisation. Even small gestures go a long way in reaching

out to our subordinates. So every month, I personally sign birthday cards for all of my men. Our commanders also make it a point to visit distant or remote sentry emplacements during inclement weather, just to make sure that the men's welfare is adequately addressed."

DY CO ALS-SBAB, LTC Yit Seek Onn, also shared on his squadron's practices in engaging its personnel, "We want to create a positive experience for all our men and to show them that they are important individuals to the squadron. Thus, we practise an induction programme, and assign a mentor to each individual when they first come into the squadron. We also arrange for these individuals to meet and interact with

## CARDINAL Heartbeat



LTC Yit receiving the CARDINAL Tier 1 Accreditation Award from CAF, MG Ng Chee Khern.

all senior officers in our squadron through informal activities such as lunch and running sessions within a week of their arrival. This helps them to see the meaning and importance of their work to the squadron, and the results are showing, with trainees completing their training within 8 months instead of the usual 10."

Units that receive the CARDINAL Tier 1 Accreditation Award for three consecutive

years and successfully organise at least one approved initiative will be eligible for the CARDINAL Tier 2 Accreditation Award. Units that receive this award will receive a plaque in recognition of their outstanding efforts, and will also receive access to greater funding for their initiatives and activities. For more information on the CARDINAL Fund and Accreditation Awards, please visit the RSAF CARDINAL website.

## ADSS Cohesion-cum-Dialogue Session

The inaugural Air Defence Systems Specialists (ADSS) Island-Wide Cohesion cum Dialogue Session was held on 5 Nov 07 at the CHEVRONS. This cohesion event provided a valuable opportunity for ADSS from various Commands and units to interact and engage in open dialogue with senior officers. In addition, the session also aimed to build up the commitment, esprit de corps and bonding of the ADSS fraternity as the RSAF transforms into a 3<sup>rd</sup> Generation Air Force.

The day started off with a bowling session at Orchid Bowl. They then adjourned to ZES Disco, where Chief Warrant Officer,

Air Defence Group (ADG), MWO Chan Kum Wah, proceeded to speak on the set-up of the ADSS Training Management Committee. Following his presentation, Guest-of-Honour, COMD Air Defence and Operations Command, BG Hoo Cher Mou, COMD Divisional Air Defence Group, COL Loh Kean Wah, COMD ADG, LTC Chee Wai Mun, and Command Chief Warrant Officer, SWO Tan Kok Beng, hosted an informal dinner and dialogue session. Through the session, both Warrant Officers and Specialists discussed and shared their perspectives on the advancement of the ADSS community. Commanders and senior officers were also able to gain a deeper



Senior commanders addressed concerns raised by the ADSS community during the dialogue session.

insight into the issues and concerns of their men, while the ADSS community left with a clearer understanding of management directions and policies.



ADOC personnel bonded during the festive season through the ADOC Cohesion Run.

## ADOC Celebrates the Festive Season with a Cohesion Run

Air Defence and Operations Command (ADOC) ended the year on a festive note with a healthy lifestyle and cohesion event on 28 Dec 07. An ADOC Cohesion Run was organised at Chong Pang Camp to celebrate Christmas and the New Year. The event brought together all personnel from ADOC's nine operational and HQ units and strengthened esprit de corps and cohesiveness amongst the ADOC community. The celebrations concluded with a Happy Hour session at the Chong Pang Camp Mess.

## PLAB Family-At-Work Day

Paya Lebar Air Base (PLAB) organised a Family-At-Work day on 21 Dec 07 to promote healthy work-life balance. In addition, family members of Base personnel were given the opportunity to better understand the operations of the air base and its contributions to the nation's defence.

A wide range of activities was planned for the family members to make their visit to PLAB fun, educational and memorable. Among the places they visited were the hangar and the Hush House. They were also treated to a spectacular dog show by the Field Defence Squadron.

The half-day event concluded with a Christmas Gala at the PLAB WOSA Mess. Base personnel enjoyed a movie screening over a sumptuous dinner, while children in particular were entertained at the computer gaming section.



Family members had the opportunity to view PLAB personnel conducting daily operations such as the maintenance of the F-5 fighter aircraft..

## CARDINAL Heartbeat

### Career in the RSAF - Made for Life



Another 'CARDINAL' briefing? Or was it 'PHOENIX'?

But little did I realise the wisdom of these initiatives and the absolute criticality of having such sessions to communicate intentions and conversely solicit honest and genuine feedback. Having left the restructuring efforts to PHOENIX, most of us also did not fully grasp the prudence of having a separate entity to manage the myriad of cross functional and inter-departmental nuances towards a synergised and smooth flowing orchestra of change.

The foresight and wisdom by senior management to initiate these programmes and to stick to their guns in the early stages, especially when there were doubts, is strength and character which I now truly appreciate and hold in high esteem - especially after I had left the Air Force.

We're a military outfit geared for any eventuality, any act of hostility, only to be met with the full force of highly trained people in their cutting edge systems and platforms. Pushed to the limit, I have no reservations that we will deal a deadly blow with surgical precision. But we conduct ourselves, in the same breadth, as a corporate organisation leveraging on market-savvy strategies for people development, team building and organisational prowess. I hold the Air Force in awe in this respect. While the current organisation I'm in has, as expected, impressive and commendable initiatives in such areas, never did I realise how much of a task and effort it must have been for the Air Force to run the military and corporate side of things seamlessly.

#### Organisational Learning and Development

The outfit I now manage includes an Organisational Development Unit. The training the Air Force gave me time to immerse myself in allowed me to walk into my new organisation and almost immediately walk the talk. My superior was pleasantly surprised. I have incorporated many of the strategies and initiatives that I had learned over the three-day Organisational Learning and Knowledge Management workshop expertly run by Centre of Leadership Development. It's almost as if the Air Force was planning consciously for our second career, with the core and necessary market skills for survival. This is continual learning at its best.

#### People, Concepts and Technology

Once again, my present superior uses similar thrusts as necessary pillars for change. It's no surprise that I'm readily immersed in strategic planning sessions as a key contributor rather than a bystander. It's not just that we have such instruments to facilitate change while anchoring fundamentals, but the depth and scope, not to mention the fervour as we engage in spirited exchange for the sole purpose of organisational advancement. My new colleagues found it hard to believe, when I explained the extensive efforts the Air Force puts in to equip and empower its People: from professional military-type courses, to personal development and even commercial-type courses with market value. They were amazed that I had attended 23 courses both locally and overseas. I am, without a doubt, indebted to the Air Force. I am, a complete and almost turnkey product easily plugged into the commercial world, and ready to deliver.

#### Contingency Planning

The Air Force is the master of contingency planning. The methodical process of 'spanner-throwing' right at the outset and Risk Managing through our 5Ms actually has structured my thought process to run these through them concurrently. The need to develop spare capacity to deal with contingencies more effectively is a skill I am most proud of sharing with my colleagues, who almost immediately understand the underlying wisdom.

#### Grooming Like No Other

I am truly indebted to the Air Force for the training and opportunities given to me. The leadership has unselfishly allowed us to undertake a myriad and diversity of training courses to better ourselves while also making us commercially viable. Such opportunities don't come easy in the real world. The diverse complexity of operations, often in uncharted waters, has forced us to think on our feet and hit the ground running. These qualities have allowed me to walk into a new organisation and begin contributing almost immediately. I'm glad I gave my best to the Air Force, because that is the least I could do. The branding of the Air Force, is like no other... ABOVE ALL!

– LTC(NS) Suresh Nava  
Director, Policy and Information, OSHD  
Ministry of Manpower

## Inauguration of Participation Command



CDF, LG Desmond Kuek (2<sup>nd</sup> from left), unveiling the Command Logo.



CAF, MG Ng Chee Khern, witnessing BG Wong's swearing-in as COMD PC.

*Stood-up on 24 Aug 07, Participation Command (PC) was officially inaugurated on 4 Jan 08 as the third of the RSAF's five Operational Commands. The inauguration ceremony was held at Sembawang Air Base and was officiated by CDF, LG Desmond Kuek, who unveiled the Command Logo. Said LG Kuek in his speech, "Participation Command will enhance the level of integration between the RSAF and the other Services... (Participation Command's inauguration) marks not only the third major step in the transformation of the RSAF, but also a key milestone for the 3<sup>rd</sup> Generation SAF."*



CDF, LG Desmond Kuek, inspecting the Guard-of-Honour.

### How Participation Command will support the SAF

Previously, training for cross-service missions was fragmented, in the sense that there were numerous RSAF agencies, each dealing separately with the Army or Navy.

With its focus on integrated missions, PC will raise, train and sustain the RSAF capabilities that are most involved with the Army and Navy. These include the RSAF helicopters, divisional air defence artillery assets, and air terminal capabilities. It will also develop doctrines for greater efficiency in integrated operations. This is achieved through its four Groups – Operations Development Group (ODG), Helicopter Group (HeliG), Tactical Air Support Group (TASG), and Divisional Air Defence Group (DAG).

Apart from its peacetime roles, PC will also be the main driver for the RSAF's integration with the Army and Navy to deliver the full range of airpower, including the RSAF's fighter, transport, UAV, helicopter and air defence capabilities, to achieve the Army's and Navy's operational missions.



Chinooks will continue to provide air mobility to troops, weapon systems and supplies under PC's HeliG.



Thus, while the SAF has already been practising integrated operations through combined exercises such as Exercise Wallaby and Exercise Forging Sabre in past years, PC will bring about a change in everyday culture that will facilitate integration of the three Services into ONE SAF. Said CPT Neo Aik Chiao of 127 SQN, "As a Chinook pilot, I've already been working with the Army and Navy for some years now. But PC is really about understanding their operations and adapting to their culture and way of operations to better coordinate and integrate with the other SAF Services."

## Inauguration of Participation Command



The Apache Longbow attack helicopter provides the land campaign greater firepower, especially against enemy armoured columns



A Mechanised Igla providing mobile air defence coverage for the Army.

Though barely 5 months since the standing-up of PC, personnel have already witnessed significant advancement in cross-platform and cross-service training and doctrinal development. Shared SSG Goh Choon Lye, an Army technician in 6 DA Bn, "There is much more training for integrated operations now. Ever since PC was stood-up, my team has had to deal with a much faster rate of vehicle maintenance to meet the demands of the regular operations and training." Added Aircrew Specialist Leader, 125 SQN, 1WO Selvanathan, "During operations, if we see any problems or areas for improvement in combining the different assets, we can bring it up directly to the operators from the other units, and likewise they can give their suggestions directly to us, and that helps us work more safely, meet each other's requirements, and achieve greater mission focus."



Army and Navy officers, in particular, have also appreciated the benefits and increased efficiency of the new function-centric structure. Said MAJ Sam Chee Chong, an Army Officer under TASG, "In the past, air support for Army operations was more fragmented. For example, the Army would have to coordinate with the Tactical Air Support Command for Air Terminal support, Sembawang Air Base for helicopter assets and Air Defence Systems Division for Divisional Air Defence support. With these three functions now under one Command, the Air Force is able to provide a tightly integrated participation task force to better support the Army and Navy operations."

The inauguration of PC is a milestone not only for the 3<sup>rd</sup> Generation RSAF, but also the ONE SAF. Though a new Command, the re-organisation has already yielded substantial results, and PC will continue to develop air participation for the 3<sup>rd</sup> Generation SAF campaign.



The RBS-70 providing protective anti-air capabilities to the land campaign.



The RSAF Super Pumas delivering supplies to troops on the battlefield.



Super Pumas providing swift evacuation for wounded troops. Doctors and medics are present on board the Super Puma to deliver immediate medical attention.

# Inauguration of Participation Command

## The Command Logo



### Motto:

'INTEGRATE & DOMINATE' aptly describes PC's role as the air power integrator for the Army and Navy, bringing together a full range of RSAF capabilities in order to decisively influence the surface campaign.

### 3 Gold Wings:

Representing HeliG, DAG and TASG, the 3 wings fan out from a single anchor point reaching up towards excellence.

### Gold to Red Gradient:

The graduated gold to red colour hues represent operational readiness across the full spectrum of operations from peace to war.

### Globe with Blue and Red Trails:

Within the green globe of a networked SAF, the cross links of red (Army) and dark blue (Navy) depict the land and sea campaigns, which are the focus of PC's efforts.

### 3 Stylised Silhouettes:

The 3 silhouettes of the missile, fixed wing and helicopter, spreading out from a single trail, reflect the cross-functional integration that is necessary for successful air participation.

### Blue Background on Radar Scope:

The graduated blue background represents the RSAF's round-the-clock capabilities and readiness, while the stylised radar scope represents comprehensive awareness of the airspace in our area of operations.

## Participation Command's Four Groups



### Helicopter Group (HeliG)

HeliG will raise, train and sustain the helicopter force as well as maintain type competencies and standards, thereby generating the people and units needed by the force employers.

### Divisional Air Defence Group (DAG)

DAG will transit from ADOC to PC to ensure greater integration between Divisional Ground Based Air Defence and the Army. DAG's key function is to ensure the operational readiness and competencies of its subordinate ground-based air defence and control units. The group will also drive the development of tactical doctrine in air defence operations in support of the Army Divisions.



### Tactical Air Support Group (TASG)

TASG will raise, train and sustain tactical level airpower integrators, such as the Air-Land Command and Control centres and the Division battle staff in Division Tactical Air Command Post to facilitate the integration of land and maritime operations.

### Operations Development Group (ODG)

ODG's key function is to develop operational plans for peacetime operations and operational-level RSAF competencies in land and maritime operations that will better meet the warfighting requirements of the Army and Navy.

## The RAAF – RSAF Air Working Group

The 8<sup>th</sup> Royal Australian Air Force (RAAF) – RSAF Air Working Group (AWG) was held from 8 – 10 Oct 07 at MINDEF. The AWG meeting, chaired by Air Vice Marshal John Blackburn and COS(AS), BG Charles Sih, provides a platform for members of both air forces to discuss and review bilateral matters and to explore professional issues of interest at a strategic, conceptual and exploratory level. The AWG also provides a valuable opportunity for both air forces to interact through mutual briefings and discussions.

The meeting reinforced the long-standing defence relations and close working ties between the RAAF and RSAF. Both air forces interact regularly through professional exchanges and exercises.



Air Working Group participants from the RAAF and RSAF.

## Commander, United States Transportation Command, USAF



COS(AS), BG Sih, presenting GEN Schwartz with a memento.

Commander, United States Transportation Command, GEN Norton A Schwartz, from Scott Air Force Base, Illinois, called on COS(AS), BG Charles Sih, on 10 Oct 07, as part of his transit visit.

The visit reflects the warm and long-standing relations between the RSAF and United States Air Force (USAF). The two air forces interact regularly through professional exchanges and bilateral exercises such as Commando Slings.

## US Secretary of the Air Force, USAF

US Secretary of the Air Force, The Honourable Michael Wynne, visited the RSAF from 10 – 11 Oct 07. During his visit, Mr Wynne visited the Flight Simulation Centre (FSC), where he was briefed on the history and the ongoing transformation journey of the RSAF, and viewed the RSAF's newest Air Mission Trainer. Mr Wynne also visited Paya Lebar Air Base, where he was hosted by Permanent Secretary for Defence, Mr Chiang Chie Foo.

During his visit, Mr Wynne called on Minister Mentor, Mr Lee Kuan Yew, at the Istana, as well as Minister for Defence, Mr Teo Chee Hean, Chief of Defence Force, LG Desmond Kuek, and Chief of Air Force, MG Ng Chee Khern. Mr Wynne's visit to Singapore highlights the close and long-standing defence relations between Singapore and the United States.



COMD FSC, LTC Benedict Yeo, introducing the Air Mission Trainer to Mr Wynne.

## Air Commander Australia, Royal Australian Air Force



AVM Mark Binskin and BG Charles Sih engaging openly in friendly conversation.

Air Commander Australia (ACAUST), Royal Australian Air Force (RAAF), Air Vice Marshal (AVM) Mark Binskin, visited the RSAF on 19 Oct 07. During his visit, AVM Binskin called on COS(AS), BG Charles Sih.

The visit was AVM Binskin's first to the RSAF since taking over the appointment of ACAUST on 26 Jul 07 from former ACAUST, AVM John Quaife.

AVM Binskin's visit is a reflection of the strong and long-standing defence relations between the RSAF and the RAAF. Both air forces interact regularly through senior officer exchanges and bilateral exercises such as Exercise Pitch Black.

## Vice Chairman of the Commonwealth War Graves Commission

Vice Chairman of the Commonwealth War Graves Commission, Air Chief Marshal (ACM)(Ret) Sir Peter Squire, visited the RSAF on 5 Nov 07. He was hosted by CAF, MG Ng Chee Khern.

ACM(Ret) Sir Squire visited Tengah Air Base (TAB), and was briefed on the history of the RSAF as well as the scope of operations conducted in TAB. He also took a Heritage Tour around the base, visiting base facilities and sites of historical interest.

ACM(Ret) Sir Squire's visit reflects the warm and long-standing defence relations between UK and Singapore.



ACM(Ret) Sir Peter Squire meeting Principal Staff Officers at TAB.

## Commander, HQ Integrated Area Defence System



CAF presenting AVM Gregory Evans with a memento.

Outgoing Commander HQ Integrated Area Defence System (IADS), Air Vice Marshal (AVM) Gregory Evans, called on CAF, MG Ng Chee Khern on 9 Nov 07. The call was part of his farewell visit to senior MINDEF officials, including Minister for Defence, Mr Teo Chee Hean, and CDF, MG Desmond Kuek. His successor, incoming Commander IADS, AVM Kevin Paule, was also introduced during the visit.

The IADS was formed in 1971 under the Five Powers Defence Arrangements, and co-ordinates the air defence of Singapore and Peninsular Malaysia. AVM Evans and AVM Paule's visits reflect the close and long-standing defence relations between the RSAF and the IADS.

## Minister of National Defence, Socialist Republic of Vietnam

The Minister of National Defence, Socialist Republic of Vietnam, Mr Phung Quang Thanh, visited Singapore from 11 – 13 Nov 07. During his visit, Minister Thanh visited Participation Command (PC) on 12 Nov 07. Hosted by COMD Participation Command, BG Wong Huat Sern, Minister Thanh was briefed on the history of the RSAF and the operational capabilities of PC. He ended the visit with a viewing of the CH-47 Chinook helicopter and AH-64D Apache Longbow attack helicopter on static display.

Minister Thanh's visit underscores the warm defence relations between Singapore and Vietnam.



Minister of National Defence, Socialist Republic of Vietnam, Mr Thanh (5<sup>th</sup> from right), and his delegation visited PC, where they were hosted by COMD PC, BG Wong (6<sup>th</sup> from right).

## Secretary of National Defence, The Philippines



Mr Teodoro Junior (8<sup>th</sup> from right) and the Philippines delegation viewed the Fokker 50 static display at 121 SQN during their visit.

The Philippines Secretary of National Defence, Mr Gilbert Teodoro Junior, visited Singapore on 16 Nov 07. As part of his visit, Mr Teodoro Junior visited Changi Air Base (CAB) and was hosted by COMD Changi Air Base, COL Lim Yeong Kiat. During his visit, he was briefed on RSAF and CAB operations. His visit included a visit to 121 SQN and a static display of the Fokker 50 Maritime Patrol Aircraft.

The visit reflects the warm and growing defence relations between the Philippines and Singapore.

## Joint Australia – Singapore Coordinating Group



As part of JASINCG, the Australian delegation viewed UC's Searcher UAVs.

An Australian delegation, headed by Assistant Secretary (Asia), International Policy Division, Australian Department of Defence, Mr Ben Coleman, visited Unmanned Aerial Vehicle Command (UC) on 21 Nov 07. The visit was part of the 16<sup>th</sup> Joint Australia–Singapore Coordinating Group (JASINCG), held from 21 – 23 Nov 07.

At UC, the Australian delegation was briefed on the RSAF's 3<sup>rd</sup> Generation transformation, as well as UC's role in the 3<sup>rd</sup> Generation SAF. The delegation also viewed a static display of the RSAF's Searcher UAV.

The JASINCG is held regularly between the Australian Defence Force (ADF) and the SAF to discuss bilateral issues and training arrangements for closer cooperation. The visit reflects the close defence relations between the ADF and the SAF.

## The RSAF – RBAirF Warrant Officer Exchange Programme



WO1(U) Mohammed bin Hj Unchang and SWO Koh exchanging mementos.

Warrant Officer Exchange Programme. Chief Warrant Air Force (CWAFF), SWO Andrew Koh, hosted the delegation throughout their visit.

During their visit, the delegation called on COS(AS), BG Charles Sih, and SAF Sergeant Major, SWO Francis Ng. The delegation then visited Participation Command, where they were briefed on the Command's structure and operational capabilities. They also visited Air Force School (AFS) to gain an insight into its training facilities and active learning methodologies.

A delegation of Royal Brunei Air Force (RBAirF) Warrant Officers, led by Sergeant Major RBAirF, WO1(U) Mohammed bin Hj Unchang, visited the RSAF from 26 – 29 Nov 07 for the first-ever RSAF–RBAirF

The RSAF – RBAirF Warrant Officer Exchange Programme is one of several professional exchanges between the RSAF and the RBAirF, and is reflective



RBAirF Warrant Officers learning more about training facilities at the AFS.

of the warm and long-standing defence relations between the two air forces. Both air forces also engage each other regularly in the bilateral Exercise Airguard.

## 19<sup>th</sup> NFTC Steering Committee Meeting



BG Blondin (2<sup>nd</sup> from right) headed the 19<sup>th</sup> NFTC Steering Committee meeting.

The RSAF welcomed 32 delegates from 10 countries for the 19<sup>th</sup> NATO Flying Training in Canada (NFTC) Steering Committee meeting, held in Singapore from 3 – 7 Dec 07. The delegation, headed by BG Yvan Blondin of the Royal Canadian Air Force, was hosted by Head Air Training, LTC Leong Kum Wah.

The NFTC Steering Committee meeting is a forum where participating countries deliberate on all major issues regarding the NATO Flying Training programme. As a participant of NFTC, the RSAF highlighted its training, safety and logistical requirements through the meeting to ensure its interests would be represented. The meeting is reflective of Singapore's strong and growing defence relations with defence forces from across the world.

## Joint Air Force Training Working Group Meeting

The Joint Air Force Training Working Group (JAFTWG) meeting, a bi-annual meeting between the Indonesian Air Force (TNI AU) and the RSAF, was held in Singapore on 3 – 5 Dec 07 at MINDEF. The meeting, co-chaired by Deputy Assistant, Chief of Air Staff for Operations, Air Field Marshal (AFM) Yuniato Sudirman, and Head Air Training, LTC Leong Kum Wah, served as a platform for members of the two air forces to discuss and review bilateral exercises and co-operation. The meeting also served to increase mutual understanding through briefings and discussions.

The JAFTWG meeting underscores the warm and long-standing defence relations between the TNI AU and the RSAF. Both air forces interact regularly through professional exchanges and exercises such as Camar Indopura.



The participants of the JAFTWG, including AFM Yuniato Sudirman (7<sup>th</sup> from left) and LTC Leong Kum Wah (8<sup>th</sup> from left).

## Commanding Officer, Air Defence College, Indian Air Force



WG CDR Dixit visited the Radar and Tower Simulator at AFS.

A delegation, headed by Commanding Officer, Air Defence College, Indian Air Force (IAF), Wing Commander (WG CDR) Anant Dixit, visited the RSAF on 18 Dec 07.

The visit aimed to give the delegation a better understanding of Command, Control and Communications (C3) operations in the RSAF, especially in view of Singapore's tight airspace. The delegation visited the Air Defence and Operations Command, where they were briefed on the Command's C3 missions and airspace management. The delegation also visited the C3 Wing and the Radar and Tower Simulator at Air Force School (AFS) to better understand the training conducted by the RSAF for its Weapon Systems Officer (C3) vocation.

The visit reflects the warm and growing defence relations between the IAF and the RSAF. Both air forces have interacted increasingly in recent years, especially through senior officer exchange programmes and the bilateral Exercise SINDEX.

## The RSAF – IAF Transport Exchange Visit

Following the success of the 1<sup>st</sup> RSAF – IAF Annual Staff Talks, held on 14 – 17 Aug 06, the inaugural RSAF – IAF Transport Exchange Visit was held from 18 – 19 Dec 07 to enhance interactions between the two air forces.

The IAF was represented by Wing Commander (WG CDR) R Prakash, who visited both 112 SQN and 122 SQN, and viewed static displays of the RSAF's KC-135 and C-130 transport aircraft respectively. They were also briefed on the squadrons' operations and tactical capabilities.

The inaugural RSAF – IAF Transport Exchange Visit is one of several ongoing exchanges between RSAF and IAF to enhance the interoperability and mutual understanding between the two air forces. The visit highlights the warm and growing defence relations between the two air forces.



WG CDR R Prakash (left) at his visit to 122 SQN, where he was hosted by LTC Michael Bogaars (centre).

## The TNI AU – RSAF Fighter Goodwill Visit



TNI AU and RSAF participants of the Fighter Goodwill Visit at PLAB.

Following the Indonesian Air Force (TNI AU) – RSAF Fighter Goodwill Visit to Hasanuddin Air Force Base, Indonesia, from 23 – 26 Jul 07, 83 TNI AU personnel conducted a reciprocal visit to the RSAF from 26 – 28 Dec 07. A Professional Exchange Session was hosted at Paya Lebar Air Base (PLAB), where TNI AU personnel were briefed on the history of the RSAF and ongoing transformation of the RSAF into a 3<sup>rd</sup> Generation Air Force. This was followed by a visit to the Flight Simulator Centre, where they were shown the F-16 and F-5 Operational Flight Trainer.

The TNI AU – RSAF Fighter Goodwill Visit underscores the close and long-standing defence relations between the two air forces and countries.

## A Visionary's Legacy – The Transformation of the WOSA Corps



*As one of the longest serving servicemen in the RSAF and the first Chief Warrant Officer of the RSAF (CWAF), SWO William Ng Beng Teck has witnessed the evolution of the RSAF into a first-class air force and guided the vision of the Warrant Officer, Specialist and Airmen (WOSA) Corps. Now having just stepped down from his appointment as CWAF, he shares on the historical journey of the WOSA Corps and its role in anchoring the RSAF's 3<sup>rd</sup> Generation transformation journey.*

To know how different things were in the WOSA Corps just nine years ago, all one has to do is ask SWO Ng. Recalled SWO Ng, "When I first took over the role of Air Force Sergeant Major in Dec 98, the highest appointment in the base was the Base Regimental Sergeant Major (RSM). A year after the Premium Plan was introduced and the careers of the WOSA Corps were extended, I had a conversation with one of the Formation Commanders about ensuring good careers and appropriate pinnacle appointments for our WOSA Corps. I said, 'Sir, if you talk to a young officer in the RSAF, he will tell you he aspires to be a Formation Commander or CAF, but the WOSA Corps has no appointments to aspire to.' He thought a little and replied, 'You have the Base RSM.' But I then said with a smile, 'Sir, the Base RSM is from the Army; the appointment is not available to our Air Force WOSA Corps.' That was how we really got started on thinking and planning a WOSA structure to facilitate the aspiration of the WOSA Corps and to meet the needs of the 3<sup>rd</sup> Generation RSAF."

Growing this aspiration into reality took much time and effort. Shared SWO Ng, "In 2002, I led a series of Vision Deployment Workshops with Warrant Officers from the various Formations. We discussed candidly our vision for the WOSA Corps 10 years down the road. Most of our WOs had operated with other Air Forces like the United States Air Force, French Air Force and Royal Australian Air Force through the many overseas and Peace Carvin detachments. They strongly believed that, like these air forces, our WOs needed to take ownership of the WOSA Corps to make decisions on WOSA issues. CAF, then MG Lim Kim Choon, was impressed with the workshop reports. He directed Head Air Manpower, then COL Peter Wee, to chair the one-year WOSA Enhancement Study. This led to the birth of Air Force Warrant Officers' Council, the Formation Warrant Officers' Conferences and the pinnacle appointments of CWAF, the Command Chief WOs (CCWOs) and Chief WOs (CWOs)."

"It was a natural progression," explained SWO Ng. "Warrant Officers work shoulder to shoulder with the men on the ground. There's continual communication, teamwork and encouragement. Surely these WOs can contribute much when it comes to recognising the people doing the most work behind the scenes, to be involved in planning training to groom their men, and to help decide who's suited for what appointments and where."

With ownership came responsibilities; a main challenge was taking over the responsibility of regimentation and organising drills, parades and ceremonies from the Army RSMs. Recalled SWO Ng, "It took a lot of grit, determination and hard work. We needed both the CCWOs and the CWOs to be conversant in Parade and Ceremony procedures and for many years we sent them for the RSM Course and got them involved in the SAF Day Parades and National Day Parades. We also started the Senior Specialists Drill, Parade and Ceremony course to ensure continuity and renewal."

Added SWO Ng, "More recently, AFWOC has also started to play important roles in the WOSA Career Management and Career Enhancement areas. Working with the Air Manpower Department and Senior Specialist Staff Officers, CCWOs were involved in selection boards for the Best Servicemen Award, US Non-Commissioned Officer Course, and SAF Tour Award, just to name a few. In the near future, they will also be included in selection boards such as Licensed Aircraft Engineer emplacement and National Day Awards and CLASS Awards nominations. As part of Project CARDINAL, four new WOSA Communities of Practices have also been formed to engage the ground in the areas of Creating Capacity, Developing Professionals, Realising Potential and Engaging the Heart. Also, the new hierarchy of WO appointments has become a two-way structure for the communication of issues and policies from the commanders and Commanding

## A Visionary's Legacy – The Transformation of the WOSA Corps

Officers (COs) down to the men and for feedback from the men to be brought to RSAF leadership, and this complements the Chain-of-Command. It is quite apparent that the WO Corps has moved in strongly to take on the key roles of regimentation and discipline, posting and ranking, policy implementation, and building cohesion between the Officers and the WOSA Corps.”

The empowerment of the WOSA Corps has also inspired greater commitment. “The young WOs and Senior Specialists, especially, are very enthusiastic, taking up challenges very seriously, and you can see the hunger and passion in these young men from their actions. All in all, the Corps can be proud of what we have achieved so far. It has certainly taken much belief and determination, but we have blazed a trail and carved a path for future generations of WOSA Corps to follow.”

“Looking ahead, it is both a challenging and exciting time to be in the RSAF today,” intimated SWO Ng. “Even as we are breaking new grounds for the WOSA Corps, the RSAF is also rapidly transforming into a 3<sup>rd</sup> Generation Air Force. Much is required of the WOs and Specialists to anchor and stabilise the ground during this major restructuring and to operationalise the new platforms safely. The challenges facing the Corps today and tomorrow will require new energy, new expertise and a new outlook.”

Though he has left his appointment as CAAF, SWO Ng sees much promise in the continuing development of the WOSA Corps into a World Class force for the RSAF. “Looking back on what we were able to accomplish, the Corps has indeed proven to be adaptable and resilient. I’ve the utmost confidence that it will achieve new heights under the capable leadership of the new CAAF, SWO Andrew Koh,” said SWO Ng with assurance.

SWO Ng also described his tour as a fulfilling experience, despite the challenges at times. “It has been a rich experience, knowing that I have been part of the difference and that my efforts have contributed to laying the foundation for future generations to build upon. We have had to change mindsets and to deal with the changes and challenges of transformation, but our success has definitely made it worth the while.”

### About SWO William Ng:

SWO William Ng joined the RSAF in 1971 as an Air Traffic Control Assistant, and has since become one of the main change agents and foremost visionaries for the RSAF's WOSA Corps. On 10 Sep 07, he handed his appointment of CAAF to SWO Andrew Koh, and now continues to serve the RSAF and the Nation as Deputy Head of the Air Movement Centre.

SWO Ng is thankful for the strong support he has received from his wife and three children for his 36-year career in the RSAF. Said his sons, Mark and Calvin Ng, “We have seen the RSAF advance through the years, and it is impressive! I’m proud of the role my father has played in contributing to the RSAF's growth over the years. We did miss him, especially during the earlier years of his career when he was more heavily involved in flying. However, we are very proud that he is representing Singapore and that he’s helping the less fortunate people in countries that need assistance in the course of his



CAAF, SWO William Ng (2<sup>nd</sup> from left), with his spouse, Mrs Wendy Ng (4<sup>th</sup> from left) and his three children (from left) Calvin, Mark, and Serene.

duty.” Added his spouse, Mrs Wendy Ng, “We see his keen sense of responsibility to the nation as an achievement for the family, and we respond by giving him our full support and understanding.”

## Living the Dream – CPT(NS) Yow Hock Guan



*“...Flying in the RSAF is an experience like no other... going the extra mile here just comes naturally to me.”*

– CPT(NS) Yow



As a Weapon Systems Officer (Navigator) [WSO(NAV)], CPT(NS) Yow Hock Guan, gave his very best to the RSAF. Such was his dedication to learning and applying all rules and regulations that he earned the term ‘The Walking SOP (Standard Operating Procedures)’ from his Commanding Officer and colleagues.

Shared CPT(NS) Yow with a laugh, “I sometimes irritated my colleagues by constantly citing the appropriate procedures to follow, but given how important safety procedures are, it couldn’t be helped. Knowledge is very important in any industry, so I put in a lot of effort to retain the information, and the only way to retain it was to keep reading over and over again. I took whatever spare time I had, for example during long flights or sometimes after work, to do my readings.”

Towards the end of his contract service, CPT(NS) Yow decided to pursue his lifelong aspiration to be a pilot with the SIA. Though due to leave the RSAF, CPT(NS) Yow’s commitment to excellence did not falter. As the training officer in 122 SQN then, CPT(NS) Yow reviewed the training operations for C-130 aircrew and, after much research, proposed a more concise curriculum that would equally meet training requirements. Said CPT(NS) Yow on the basis of his project, “Some of the junior pilots and operators shared that they had some problems coping with the amount of flying and paperwork they had to handle.” CPT(NS) Yow’s project was eventually approved, and resulted in recurrent annual savings in excess of \$3.5 million for the RSAF.

Following his release in 2000, CPT(NS) Yow successfully landed a job as an SIA pilot. While in SIA, CPT(NS) Yow appreciated the skills he had picked up in the RSAF. “Many of the regulations and procedures I had learnt were transferable. As a WSO(NAV), I had nearly all of the skills a pilot required, less the actual piloting skills. I also had situational awareness and the experience of anticipating challenges and preparing contingency plans. In fact, many ex-RSAF personnel who crossed over to SIA are instantly recognised by their instructors and peers for their confidence, and it is the professional and thorough training we’ve received from the RSAF that gives us this confidence.”

Despite his heavy schedule as an SIA pilot, CPT(NS) Yow returns regularly to 122 SQN, and even takes the initiative to book flights two to three months in advance to maintain his flight currency. Even when not on flights, CPT(NS) Yow frequently visits the squadron to talk to personnel and share his knowledge with the junior aircrew. “The one thing I miss most in the RSAF is the camaraderie,” explained CPT(NS) Yow. “As a pilot in SIA, I hardly see the same co-pilot twice due to the rotations. But in the Air Force, we work hard together, eat together, and celebrate together. So whenever they’re short of WSO(NAV), even on weekends, I push aside any non-urgent personal matters to assist in operations.”

Added CPT(NS) Yow, “Flying in the RSAF is an experience like no other. The manoeuvres and operations we perform are challenging, but that makes it all the more thrilling to successfully complete the mission. Flying is my passion, and going the extra mile here just comes naturally to me.”

## Pursuing Perfection – SSG(NS) Tam Kwong Ching



*“...If we see something that’s not right, we must have the ownership to correct it... because if we don’t take up the responsibility ourselves, chances are, no one else will...”*

*– SSG(NS) Tam*

Some consider perfection an end state to be achieved, but for others, perfection is the continuous, never-ending process of refinement. SSG(NS) Tam Kwong Ching is one of the latter.

Since joining the RSAF in 1993 as a Radio and Communications Senior Technician, SSG(NS) Tam has devoted himself to maintaining and perfecting the RSAF’s Unmanned Aerial Vehicles (UAVs). Following the completion of his service with the RSAF in 2000, SSG(NS) Tam joined Singapore Technologies Electronics Satcom and Sensors as an engineer and continued to contribute to the RSAF through the UAV programme. “We support the RSAF in maintaining, testing, and modifying the Radio-Frequency (RF) communication components in the RSAF’s Searcher UAVs,” said SSG(NS) Tam of the programme.

Today, SSG(NS) Tam is the manager of the UAV programme – a position that, though privileged, entails additional responsibility. “I sometimes have to stay back longer to oversee the programme, so instead of the usual one shift, I work through two shifts from 8am to 11pm. But this is necessary to support the operational demands of the RSAF.”

Despite these heavy commitments, SSG(NS) Tam regularly exceeds his duty, working with RSAF servicemen past office hours to rectify non-RF communication defects. Said SSG(NS) Tam of his unusual motivation, “If we’re in an environment and see something that’s not right, we must have the ownership to correct it. We shouldn’t go by the book and draw lines between our problems and others’ problems because if we don’t take up the responsibility ourselves, chances are, no one else will, and the problem may escalate further.”

SSG(NS) Tam’s projects have resulted in much manpower and cost savings for the RSAF. For his outstanding contributions to the RSAF, he received the Best NSMS awards in both 2005 and 2006. “My wife and I were pleasantly surprised by the recognition,” said SSG(NS) Tam. “The projects were not entirely related to my job scope, so my team kept it outside of working hours, working on it only after work and especially on weekends. Some of the projects took several months. But my wife was very supportive of my passion for the job.”

SSG(NS) Tam’s extraordinary commitment to the RSAF arises from his high regard for National Service. “It’s our obligation as Singaporean men to contribute to the defence of our nation. As NSmen working in other organisations, we are exposed to new technologies, working cultures and practices, and there are important experiences that we can derive from the commercial sector to bring to the SAF. There are always better practices, and sharing these can improve our effectiveness.”

SSG(NS) Tam’s motivation also lies in his passion for UAV technology. “In most flying platforms, the pilot is the sensor, and he uses the information directly to make judgments. But UAVs rely a lot on hardware and software to relay information accurately to the controllers on the ground; it’s always a challenge to improve the reliability of the communication and control systems on the UAV, and this challenge is what spurs me on. There’s so much potential for UAV platforms in both the military and even possibly in the civilian world, and I feel very privileged to be here right now in this era of UAV development and to be involved in perfecting this technology.”

## Upgrading for Excellence – 2WO Patrick Chew



*“...When I undertake a task, I want to make sure I do my best... I was determined to study hard to keep the RSAF flag flying high.”*

*– 2WO Patrick Chew*

2WO Chew receiving the Top Student Award for the Supervisory Management Course at the PSB Academy Graduation Ceremony.

In 2005, 2WO Patrick Chew, then a contract manager in HQ Changi Air Base, enrolled in a part-time Diploma course in Supervisory Management at the Productivity Standard Board (PSB) Academy to upgrade his resource management skills. The course was sponsored by MINDEF.

Two years on, 2WO Chew has done the RSAF proud by clinching the Top Student Award for the course. He received the award at the PSB Academy Graduation Ceremony held at the DBS Auditorium on 7 Nov 07.

Completing the part-time course was already a feat in itself. Said 2WO Chew, “We started off with 30 students, but only 21 graduated at the end of the 18-month course. Most of my course mates were of my age and held middle management positions in their respective companies. The main difficulty was managing our studies on top of our everyday work responsibilities. Night classes were twice a week, from 7pm to 10pm, and I would study everyday, classes or not, till 1am. On weekends, a few of us would also meet up in study groups to complete our projects and revision.”

“My main concern was the lack of time to spend with my family,” shared the 45-year old father of three. “My children would sometimes ask me why I had to spend all my time on books, but I asked for their understanding. When I undertake a task, I want to make sure I do my best. Also, I

was determined to study hard to keep the RSAF flag flying high.” The support and understanding of his family paid off. Said 2WO Chew, “They were happy when they learnt I had received the Top Student Award.”

“Personally, I was rather surprised when I was informed I had won as a few of my course mates had also done very well throughout the course. I’m happy and honoured to receive the award, but I really have to credit my course mates for my success as well. Seeing these professionals from all walks of life putting in their best spurred me on to work harder. I also enjoyed the networking and building of friendship with my coursemates over the 18 months,” he added.

Now a Senior Instructor for the Airframe and Engine course in Air Force School, 2WO Chew is putting his learning into action. Said 2WO Chew, “The course has given me much insight into managing both people and the things they do, and also into the effective utilisation of training resources. The course will help me better contribute as an instructor and in my future endeavours as well. I’m very grateful to my previous boss, LTC Daljit Singh, as well as to the RSAF for giving me this opportunity to upgrade myself.”

Air Force News congratulates 2WO Chew on his achievement, and wishes him all the best in his future endeavours.

## Behind the Ironman – CPT Adrian Wong

*“...I think my participation portrayed a leaner, fitter Air Force, with World Class People who not only perform their vocations with excellence, but who can also participate at World Class events.”*

*– CPT Adrian Wong*



CPT Adrian Wong, an Air Engineering Officer in Air Logistics Squadron – Sembawang Air Base (ALS-SBAB), was a cross-country runner in his university days. But it was only in 2006 that CPT Wong started participating in triathlons. “It started off as a leisurely weekend hobby with my friends,” said CPT Wong on how his passion began. “But over time, we decided to get serious about the sport and eventually, I decided to go for the a full-length triathlon.”

The full-length triathlon, also known as the Ironman triathlon, requires participants to be every bit as strong and persevering as its name suggests, and is considered one of the most rigorous tests of endurance in the world. In the Ironman triathlon athletes have to swim 3.8km, cycle 180km, and run 42km without rest during or in between.

With such daunting physical challenges, much preparation and training was required. CPT Wong, who has already completed two full Ironman triathlons in Korea and New Zealand in 2006 and early 2007 respectively, was careful not to let his training needs affect his work. “Participating in triathlons taught me a lot about time management. To maximise my training time, I cycle about 14km to work, and I take the longer route of about 35km back home. I also swim about three times each week during my weekday lunch break.” Most of CPT Wong’s training, however, takes place during his weekends. “I have two long cycling rides and two long runs each weekend. It’s important to pack most of the activities on the weekends so I don’t compromise on work standards during weekdays.”

It didn’t take long for CPT Wong’s colleagues and superiors to find out about his passion for athletic sports. Instead of showing disdain for his time and energy-consuming activities, they gave him their support – something CPT Wong appreciates to this day. “Participating in triathlons required many sacrifices. It was also a very private and lonely sport at times, waking up at unearthly hours just to train by myself. So the support of my superiors meant a lot to me. Even a simple ‘Good luck!’ before the race or a ‘How did it go?’ after my race was very encouraging. But the people I’m most thankful to are my colleagues. They’ve been very supportive all the way and they assured me that the office would be covered, and that gave me the peace of mind to focus totally on running my race.”

The RSAF’s support was most evident at the recent Florida Half Ironman, a half-triathlon involving a 1.9km swim, a 90km cycle and a 21km run. Having completed the Aviva Ironman triathlon on 2 Sep 07, CPT Wong’s results had qualified him for the Florida Half Ironman. However, as part of the Exercise Wallaby planning team, CPT Wong was scheduled to remain in Australia for the full frame of the exercise, which would have prevented him from attending the event.

However, thanks to the support of the RSAF and the SAF Sports Association, CPT Wong found himself back in Singapore two weeks prior to the event. “I was prepared to give the event a miss,” said CPT Wong, “But thanks to the approval of my superiors, DY Commanding Officer (CO) (Mechanical), LTC Goh Choon Soo, CO ALS-SBAB, COL Low Eng Siang, COMD Tactical Air Support Group, COL Yeo Yee Peng, and most of all, COMD Participation Command, BG Wong Huat Sern, I was re-assigned to help out in the re-deployment phase at the end of the exercise instead.” In addition, CPT Wong’s entry, air ticket, and accommodation expenses were sponsored by the RSAF. “On one hand, having planned Exercise Wallaby from start to finish, I would have liked to see it through and witness the fruits of months of planning. But at the same time, it also showed me how understanding the organisation is, and I’m very thankful for the opportunity.”

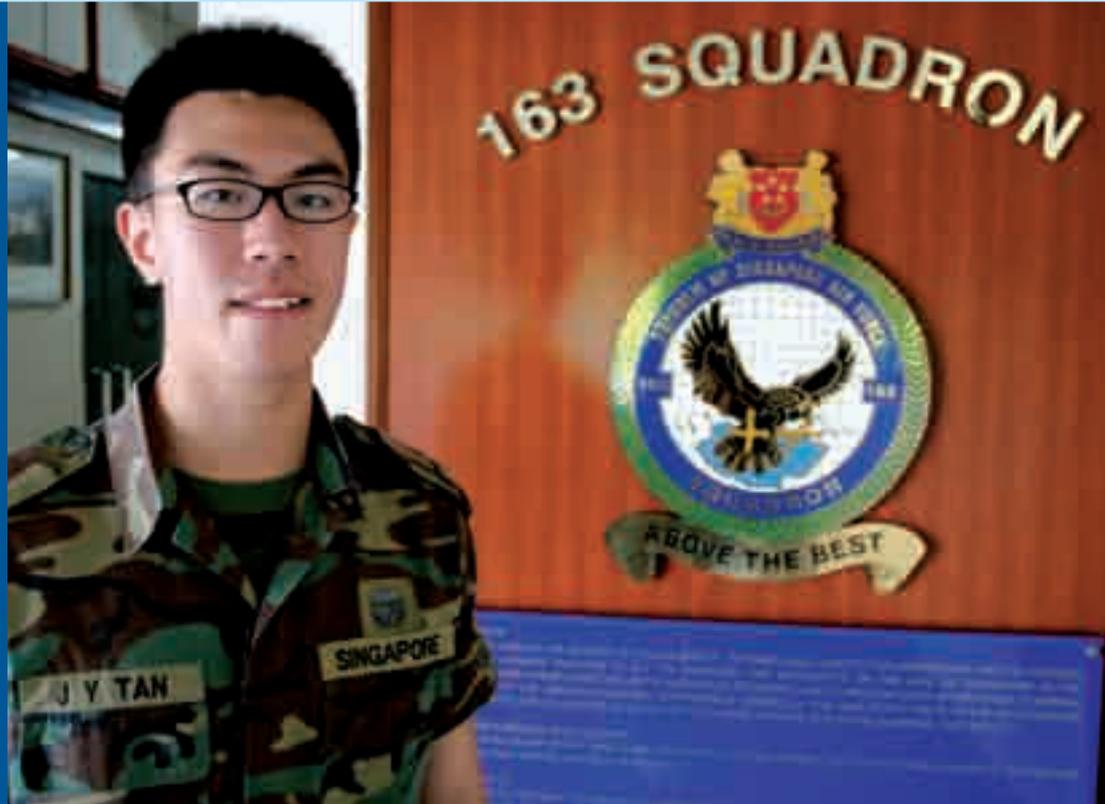
Despite a mere two weeks for preparation and being impaired by cramps in the swimming leg of the Florida Half Ironman, CPT Wong finished a respectable 1,100 out of the 1,700 participants at the triathlon on 3 Nov 07. Shared CPT Wong, “It was very discouraging at the start to be the last few out of the water and knowing that I would have to catch up with the rest. But I persevered knowing that I was one of two participants representing the SAF at what most consider the Olympics of the Half Ironman. I think my participation portrayed a leaner, fitter Air Force, with World Class People who not only perform their vocations with excellence, but who can also participate at World Class events.”

CPT Wong’s passion has also encouraged healthy lifestyle among his peers and colleagues. “Some people have come to me for tips on exercising. I think exercise builds both mental and physical strength and stamina, and that really helps to combat stress and improve work quality. I hope that in time to come, more people will be interested in keeping fit as well.”

## Excellence in the Line of Duty – 2LT Aaron Tan

*“...I didn’t just want to be commissioned just for the sake of achieving Officer status. I wanted to do something for the squadron...”*

– 2LT Aaron Tan



*Full-time National Servicemen (NSFs) are an invaluable asset, amounting to nearly 30 percent of all RSAF personnel. Air Force News speaks to an outstanding NSF who has exceeded the call of duty and who has volunteered to extend his service to the nation.*

2LT Aaron Tan, a Tactical Control Officer from 163 SQN, is an individual who exemplifies the motto of Officer Cadet School – ‘To Lead, To Excel, To Overcome’.

Originally scheduled for release from Full-Time National Service (NS) on 6 Nov 07, 2LT Tan decided to extend his service by three months. This was not an overnight decision. His story dates back to 2006. “I was initially from the Weapons System Officer (Air Defence Artillery) [WSO(ADA)] course, and already at the advanced training phase, but due to an unfortunate injury, I was medically downgraded and declared Out-Of-Course,” said 2LT Tan. “However, it was my resolution, right from the start, to become an officer. With this, I spoke to my course commander and requested for a re-course, and together with the help of some other senior officers, my request was finally approved.”

“Even though I managed to secure a re-course, the next course date was almost 6 months away. This left me in a dilemma as my release date would have been a mere 3 months after my commissioning. At that time I knew that as a WSO(ADA), 3 months would not have been sufficient for me to perform my squadron duties well. So the 6 months spent waiting for the re-course at Air Force School gave me a good chance to think about my service,” added 2LT Tan. “Eventually, I told myself that I didn’t just want to be commissioned just for the sake of achieving the

officer status. Personally, I wanted to do something for the squadron, and I needed more time to do so. That’s why I decided to extend.”

The importance of his vocation in Singapore’s air defence was another motivating factor for 2LT Tan. “The I-Hawk system is one of the primary air defence systems of Singapore. As an officer in this squadron, we play an important role; we need to ensure the squadron runs and the system works, thus ensuring that the defence of Singapore is fulfilled,” 2LT Tan elaborated.

Speaking of the reactions of his family and friends when he first broke the news, 2LT Tan had just one word to describe their reaction – shocked. Said 2LT Tan, “I had to explain my situation to my parents, and at first they were a little uncomfortable about the extension, but after I explained myself, they showed full support for my decision.”

A strong believer in NS, 2LT Tan summarised his conviction through this anecdote, “Singapore is a small island with a very small population compared to many other countries. We cannot rely solely on a professional, regular defence force. For the defence of the country, we need to have citizen soldiers, and in times of crisis, the whole country must fight as one. NS is what we have to do, and I want to do it to my very best.”

## In Conversation with a Weapon Systems Officer (C3)



*Some work high in the tower, some work in a dim room facing a screen with blips and green markings. Air Force News meets up with CPT Ting Thiam Hock to bring you an inside view of the Weapon Systems Officer (Command, Control and Communications) vocation.*

Enlisted in Jun 98, CPT Ting got to know of the Air Operations and Communications Officer vocation, which is now known as the WSO(C3), after his Basic Military Training. Said CPT Ting, "I found this vocation very interesting; not only do we communicate with fighter pilots, but also with those from transport and helicopters. However, it doesn't mean we work with the pilots only; there are also a lot of behind-the-scene work such as getting clearance from control agencies and working with them for air space clearance. So that's why I decided to join."

Having a keen interest in high-tech gadgets, CPT Ting shared on why he chose the WSO(C3) vocation. "I found WSO(C3) to be different in terms of the working environment and job scope. It's rather unique in the sense that we operate sophisticated equipment like the radar and communication equipment to control and manage the flying world."

"The WSO(C3) vocation can be classified under the two main systems they operate – Radar and Aerodrome," explained CPT Ting. "The radar operators look at the radar scope and give specific instructions to the aircraft in terms of their flight profiles. They see the position of every aircraft in a specific area, without seeing the actual aircraft."

"On the other hand, as an aerodrome controller, we manage the take-off and landing phases. So it's a more visual environment as we visually engage the aircraft. At the same time, we need to get clearance for them to depart and land. So in a nutshell, the WSO(C3) community can be deemed as the additional 'eyes' and 'ears' for the pilots."

An aerodrome controller himself, CPT Ting described his daily operations. "In a typical set up in the tower, the Tower Controller will work closely with the Civil Aviation Authority of Singapore (CAAS) and 203 SQN to get the relevant clearance for the pilot. The Tower Executive will do the necessary coordination with

the ground, such as emergency services, if the need arises. They are also in charge of other administrative matters."

As part of the Flying Support Squadron, an aerodrome controller's job is not confined solely to the tower, as CPT Ting explains. "Everyday, a WSO(C3), together with the Airfield Maintenance Squadron, conducts a routine inspection of the runway before it is declared open. This is to ensure that the taxiways and runways are FOD-free and are in serviceable condition for the aircraft to operate on."

This is why CPT Ting holds the core value of 'Team Excellence' close to his heart. "Teamwork is one very important attribute for a WSO(C3) in the tower. Safety is another core value that we cannot compromise on. Everything we do must be done professionally and if we are unsure of anything, it has to be clarified there and then."

"Working in a tower condition also needs us to be decisive," added CPT Ting. "Time is very critical. Unlike a faulty car which can pull up at the side on the road, an aircraft can't just switch off its engine in the air! We need to be on top of the situation at all times and derive a set of solutions as soon as possible and execute them. Even as the pilot troubleshoots his aircraft in the air, we need to clear the airspace for him, and coordinate with the ground to allow him to return as safely as possible. All these require us to be very decisive."

This is perhaps one of the challenges that makes CPT Ting want to stay on and serve in the RSAF. "CAAS also has tower controllers like us, but the difference is civil and military. They are more of departure and arrival of civil airlines, where they come and go. So in some sense, their work is more straightforward and not as challenging, whereas in the military, we need to work with many aircraft type and adapt to constant changes, such as carrying out Humanitarian and Disaster Relief missions overseas and providing support for them. This allows us to lend a helping hand to those in need too."

## In Conversation with an Air Engineering Officer



As a young man, MAJ Hoo Soo Pin was already keen on a career in engineering. Said MAJ Hoo, currently Officer Commanding Fire Control Flight, Air Logistics Squadron – Tengah Air Base, “Back then, and like many other undergraduates pursuing a degree in engineering, I thought I wanted to spend the rest of my life working in a laboratory doing research and development.”

But following a recruitment talk held by the Air Force Recruitment Centre, MAJ Hoo, then a Full-time National Serviceman, decided to pursue a career as an Air Engineering Officer (AEO) under the SAF Merit Scholarship instead. Shared MAJ Hoo, “Firstly, the scholarship offered attractive financial assistance. Also, having been active in the National Cadet Corps as a student, I enjoyed working in a military environment. And of course, the Air Force had some of the fastest and most advanced technology, so it felt exciting to work with the RSAF.”

MAJ Hoo has not regretted his decision since. In fact, contrary to his aspiration as a youth, MAJ Hoo enjoys the diversity of responsibilities that the RSAF brings. “Over the years, I’ve realised that I want to do more than just engineering. As an AEO, on the engineering side, you do airpower generation – rectifying aircraft and conducting reliability trending to ensure the same defect doesn’t occur repeatedly on the same aircraft. You may be tasked to organise a parade, deal with foreign military personnel, provide logistics support to an overseas detachment, and handle many other unique tasks – you never know what you might get next.”

The call of duty as an AEO also surpassed that of most other engineering careers. “What struck me when I first joined the

RSAF as an AEO was the dynamism of the job. It was very much a 24/7 job, because my technicians working the night shift sometimes required me to return to base to make certain decisions in the rectification of the aircraft. Also, our aircraft fly on a daily basis, so we have to put in a lot of effort into maintaining the aircraft very frequently.”

While most would have taken the long and irregular working hours as an obstacle to a healthy family life, MAJ Hoo, on the other hand, saw it as a blessing in disguise. Explained MAJ Hoo, “The operational nature of my job is a challenge to work-life balance, but that actually made me realise the need to prioritise between family and work. In the corporate world, it’s easy to slowly neglect your family and to gradually work longer hours into the night. Being an AEO has taught me especially to treasure my weekend family time with my wife. As a superior, I also try to be understanding to the family needs of my personnel.”

MAJ Hoo especially enjoys the camaraderie found in the SAF. “As a NCC Cadet, and even now, I enjoy the esprit de corps that is developed amongst military personnel. In many corporate organisations, it’s either you make the cut, or you’re out, your welfare is hardly looked after. Even among organisations that do advocate team effort, it’s hard to find one as tightly-knit as the SAF,” shared MAJ Hoo. “At the moment, I’m in charge of 80 technicians. All of them come with different stories and needs, and it is not possible to satisfy all their needs, nor is it possible to talk to them on a daily basis. But I do my best to make a difference in the lives of those I do get to talk to, and when they give their best effort to the organisation, I feel happy as well.”

## Smoking – The Risks of Starting and the Benefits of Stopping

The top 3 causes of death in Singapore are cancer, heart disease and stroke. These 3 diseases share a common risk factor - smoking. The trend of smoking in Singapore is fairly similar to that of developed countries with the recent rise in teen and female smoking rates.

### What's so bad about smoking?

Smoking is the most important preventable cause of ill health and death in Singapore and all over the world. Those who die from smoking die an average of 14 years earlier. Smoking causes lung cancer (with a 5-year survival rate of 14 percent), heart disease, stroke, lung diseases and other cancers such as cancer of the mouth, pancreas, kidney, cervix and bladder. Men who smoke are 17 times more likely to develop lung cancer than non-smokers are.

Smoking also causes over 90 percent of chronic obstructive lung disease, which is a condition that makes it difficult to breathe normally and which causes severe breathlessness with just small amounts of exertion. Other consequences of smoking include spontaneous abortions during pregnancy, low birth weight babies (who are prone to health problems) and the sudden infant death syndrome.

40 percent of male smokers are impotent, compared with 28 percent of male non-smokers. Smoking may also double the chances of erectile dysfunction.

### It's not too late to stop

Stopping smoking at any age has major and immediate health benefits:

- In 2 days - Sensations of smell and taste are enhanced
- In 2 weeks - Circulation improves and lung function increases
- to 3 months by up to 30 percent
- In 1 year - The excess risk of heart disease is reduced by 50 percent
- In 5 years - Risk of heart disease reduces to the level of non-smokers
- In 10 years - Risk of lung cancer is reduced by 50 to 70 percent and continues to decline

These are in addition to the money and time saved from buying cigarettes and finding a convenient place to smoke.

### How do I stop smoking?

The first step is to realise that smoking is harmful to your health and those around you. Smokers may think that they don't smoke very much per day, but they do not realise the cumulative damage to their bodies over the years. Also, the aforementioned smoking-related diseases do not occur overnight, nor does the smoker identify them easily. Hence you may be completely oblivious to the impending danger.

The next step is to believe you are capable of quitting and to set a quit date. Everyone is able to quit smoking if he or she is determined to do so. Tell your friends and family about your commitment to stop smoking and tell them the day you are stopping. Some may find it difficult to abstain completely and there are adjuncts to help one stay off smoking. These include nicotine replacement products and medication. You may speak to your doctor for further advice.



The next important step is to remove roadblocks. Remove all cigarettes from your home, vehicle and workplace. Make it inconvenient to obtain them. Each time you feel the urge to smoke, weigh the benefits of going out of your way to obtain a cigarette versus saving money which you can use to reward yourself for successful abstinence. Other methods are to spend less time in environments that encourage smoking and to say a simple and clear 'No' each time friends offer you a cigarette.

It helps to fill the gaps in your life that were previously occupied by smoking. Eat fruits or sweets during those periods when you previously had your regular smoking breaks, such as after meals. Some people smoke because they feel it relieves stress. Learn stress management strategies such as relaxation exercises and positive thinking so that you do not have to depend on a cigarette to achieve this effect.

Having said all this, it is important to remember that if you relapse after a period of abstinence, it does not mean that you have failed. Not everyone is able to quit the first time they try it. It is common for relapses to occur and this can happen months or even years after the quit date. If it does happen, find out the circumstances that led to it and try again.

Smoking is a lifestyle choice. If you are considering starting, understand the risks involved. If you're currently smoking, realise the benefits of stopping. Your health in your later years depends on the decisions you make today. Choose wisely and live a longer, healthier and happier life.



## Successful Command Ceremonies for PLAB, TAB and CAB



COL Peter Ware expressing his appreciation for the efforts and contributions of PLAB personnel.

Three Successful Command ceremonies were held for the Base Commanders of Paya Lebar Air Base (PLAB), Tengah Air Base (TAB) and Changi Air Base (CAB) on 12 Nov 07, 6 Dec 07, and 10 Dec 07 respectively. The ceremonies, officiated by CAF, MG Ng Chee Khern, marked the handing over of their responsibilities to COMD Air Power Generation Command, COL Tan Kah Han, and COMD Air Combat Command, COL Richard Pereira. The ceremonies also recognised of their many contributions and dedication to the organisation.

**Outgoing COMD PLAB, COL Peter Ware**, joined the RSAF as a pilot in 1980. He received his Wings as a fighter pilot in



BG Ang saluting the TAB colours at the TAB Successful Command ceremony.

1982, and has flown the F-5 and F-16 fighter aircraft. COL Peter Ware has served in several key appointments, including Deputy Commander, Tengah Air Base; Deputy Head Air Operations in Air Operations Department; and finally, COMD PLAB. He has since assumed the appointment of Office Director, Future Systems Directorate.

**Outgoing COMDTAB, BG Gary Ang**, joined the RSAF as a Weapon Systems Officer (Command, Control and Communication) in 1986. A SAF (Overseas) and President Scholar, BG Ang served in several key appointments including Head Air Intelligence; Director (Policy) in MINDEF, and COMD TAB. He has since assumed the



COL Lim receiving the Successful Command plaque from CAF, MG Ng Chee Khern.

appointment of Assistant Deputy Secretary (Policy).

**Outgoing COMD CAB, COL Lim Yeong Kiat**, joined the RSAF as a pilot in 1984. He received his Wings as a fighter pilot in 1987, and has flown the A-4SU and F-16 fighter aircraft. COL Lim has served in several key appointments including Branch Head, Air Plans Department; DY COMD CAB, and finally, COMD CAB. COL Lim has since assumed the appointment of Head Air Operations.

Air Force News wishes BG Ang, COL Peter Ware and COL Lim the best in their future endeavours.

## TAB Celebrates its 36<sup>th</sup> Anniversary



COMD TAB, BG Ang, presenting the Base's contributions to the Chairperson of the Melrose Home, Ms Ng Kim Neo, on 5 Dec 07.

Tengah Air Base (TAB) celebrated her 36<sup>th</sup> Anniversary with a celebration at Vivocity on 7 Dec 07. Following an opening address by Base S3, LTC Paul Sung, base personnel and their families enjoyed a series of fun-filled activities. Lucky Draw prizes and gifts for the children added to the joyful atmosphere. Concluding the celebration was a movie session at the Golden Village Vivocity cinema.

Prior to its anniversary celebrations, TAB also arranged a visit to Melrose Home on 5 Dec 07. The children received goodie bags and were treated to a buffet lunch. At the close of the visit, COMD TAB, BG Gary Ang, presented TAB's donations of \$35,039, as well as a set of gardening tools and a wheelbarrow to the Chairperson of the Home Management Committee, Ms Ng Kim Neo.

## CAB Celebrates its 36<sup>th</sup> Anniversary



Celebrations for CAB's 36<sup>th</sup> Anniversary included the sealing of a Heritage Capsule.

Changi Air Base (CAB) celebrated its 36<sup>th</sup> Anniversary with a series of cohesion activities including inter-unit bowling, soccer and singing competitions, a 'Family-at-Work Day' and a treasure hunt from 30 Nov – 4 Dec 07.

Celebrations kicked off with the sealing of the Heritage Capsule, made from an A-4 dragchute canister. CAB units contributed various artefacts of significance to the capsule, such as squadron logos and photographs.

An anniversary dinner was also organised for CAB personnel at The Chevrons on 30 Nov 07 with COS(AS), BG Charles Sih, as the Guest-of-Honour. Past CAB Commanders were also invited to the dinner.

## PLAB Celebrates its 26<sup>th</sup> Anniversary



PLAB celebrated its 26<sup>th</sup> Anniversary with a traditional cake-cutting ceremony.



Activities such as archery (above) and air rifle shootouts as well as bowling kept Base personnel entertained.

Paya Lebar Airbase (PLAB) celebrated its 26<sup>th</sup> Anniversary at Yishun SAFRA on 26 Oct 07. It was a half-day free-and-easy event for the Base personnel to enjoy themselves in a relaxed setting. There were indoor and outdoor activities catered for everyone. The celebration concluded with a sumptuous lunch and a lucky draw.

During the event, COMD PLAB, COL Peter Ware, also presented awards to outstanding servicemen in the Formation.

## ARMC Celebrates its Silver Jubilee

The RSAF Aeromedical Centre (ARMC) celebrated its 25<sup>th</sup> Anniversary with an anniversary dinner, held at the British Club on 21 Dec 07. Personnel from ARMC, past and present, were invited to the event. In his speech at the dinner, Chief Air Force Medical Officer (CAMO), COL(DR) Chong Chun Hon, recognised the many contributions of ARMC personnel over the past 25 years and credited ARMC's numerous achievements and accolades to their efforts.

ARMC's first commemorative book, 'For Man, For Mission – 25 Years of Excellence', was also launched at the dinner. The book showcased the extensive development of ARMC over the past 25 years, and served as a tribute to the professionalism and commitment of its personnel to the RSAF.



CAMO, COL Chong Chun Hon (centre, in black) and ARMC personnel cutting the ARMC Silver Jubilee cake.

## AFS Celebrates its 7<sup>th</sup> Anniversary



COMD AFS (2<sup>nd</sup> from left) and senior AFS officers cutting the traditional AFS 7<sup>th</sup> Anniversary cake.

The Air Force School (AFS) 7<sup>th</sup> Anniversary celebrations was held at AFS on 29 Dec 07. All AFS personnel, trainees, and their family members were invited to the event.

Booths featuring various attractions such as free massages and photo-taking opportunities with static displays of air defence systems were set up to entertain participants.

Following COMD AFS, COL Koh Teow Huat's opening address, 43 awards were presented to recognise the contributions of outstanding personnel and trainees. To support its adopted home, the Cheshire Home, AFS also organised a sale of artwork contributed by residents of the home. The sales proceeds of \$524 was donated to the home.

## Healthy Mind, Happy Life – The AFS Health Week

The Air Force School (AFS) Workplace Health Promotion Committee organised the second annual AFS Health Week for all AFS staff and trainees from 5 – 9 Nov 07.

As part of the Health Week, speakers from professional organisations were invited to speak on topics such as 'Cultivating a Healthy Mind', 'The Good, The Bad and The Science of Health Supplements', and even on financial wellness. Activities such as free health screenings and the one-day 'Smoke-Free' and 'Take-the-Stairs' programmes

were also organised to encourage healthy lifestyles. In addition, a health exhibition and bazaar was set up at the auditorium foyer providing servicemen with discounted health products and services.

"The health and wellness of our servicemen bear a direct impact on productivity and operational readiness. Hence, we need to invest in a healthy lifestyle and create a healthy workplace in AFS," said COMD AFS, COL Koh Teow Huat, on the importance of keeping fit and healthy.



Among other services, AFS personnel enjoyed free health screenings as part of the second annual AFS Health Week.

## CDF Visits PLAB



CDF visited PLAB and interacted with personnel from stand-by units through a breakfast session.

On 31 Dec 07, CDF, LG Desmond Kuek, visited stand-by units at Paya Lebar Air Base (PLAB). During the visit, CDF interacted with pilots, logisticians, field defence and other Base personnel over a breakfast session. CDF also reiterated the importance of stand-by duties to Singapore's security and reminded personnel that their efforts were well recognised.

The visit and dialogue session enabled CDF to better appreciate and understand RSAF operations and the concerns of RSAF personnel. The visit also served to inform RSAF personnel of the rationale behind MINDEF and SAF policies.

## CAF Visits 121 SQN



CAF, MG Ng Chee Khern (6<sup>th</sup> from left), former CO 121 SQN, LTC Joachim Lee (7<sup>th</sup> from left), and CO 121 SQN, LTC Mervyn Tan (5<sup>th</sup> from left), with 121 SQN personnel.

CAF, MG Ng Chee Khern, visited 121 SQN on 1 Nov 07. The visit enabled CAF to better understand and address the concerns of RSAF personnel, and to discuss with them issues pertaining to Projects PHOENIX and CARDINAL.



During the visit, CAF was briefed on the squadron's operations. He also visited the squadron's training facilities. The visit concluded with a dialogue session between CAF and the squadron personnel.

Commanding Officer, 121 SQN, LTC Mervyn Tan, found the dialogue session especially fruitful. "CAF spoke on the importance of the transformation for greater alignment in peacetime and wartime, as well as on the strengths of Project CARDINAL. It was enlightening and it also raised interest in the transformation projects."



Chief Instructor, 121 SQN, 1WO Tan Toh Lam, was appreciative of CAF's visit. "We feel honoured that CAF has taken the time to visit us and to better appreciate our unique composition of personnel. It shows the care and concern from the top down, and adds to the morale of our squadron," 1WO Tan said.

## CDS Visits 120 SQN



CDS (4<sup>th</sup> from left) learnt more about 120 SQN's operational role and capabilities.

Chief Defence Scientist (CDS), Professor Lui Pao Chuen, visited 120 SQN at Sembawang Air Base on 21 Dec 07. During the visit, CDS was briefed on the operational role of the squadron and was updated on the development of the AH-64D Apache Longbow attack helicopter and its capabilities.

CDS went for a familiarisation flight aboard the Apache where he experienced various tactics, operations, and sensor capabilities of the attack helicopter. The visit concluded with an interaction session with COMD Participation Command, BG Wong Huat Sern, and personnel from 120 SQN.

## PC Brings Festive Cheer to the Sree Narayana Mission Home



COMD PC, BG Wong Huat Sern, presenting PC's donations to President of the Sree Narayana Mission Home, Ms Sujatha.

In the Christmas spirit of giving, more than 60 personnel from Participation Command (PC) visited Sree Narayana Mission Home on 14 Dec 07 to bring laughter and cheer to its residents. The visit was personally led by COMD PC, BG Wong Huat Sern.

PC donated more than \$10,000 worth of groceries, condiments and other essential items like sandals and bibs to the home. To add to the festive atmosphere, PC also engaged professional performers to entertain residents with a magic show, balloon-sculpting and carolling performances.

## Changes in Appointments

### Changes in Senior Staff Appointments

Deputy Head (Engineering),  
Air Logistics Department  
– 30 Nov 07  
Incoming: COL Cheong Han Kwok Francis

Deputy Head (Systems),  
Air Logistics Department  
– 30 Nov 07  
Incoming: COL Thiam Boon Siong

Head, Air Operations Department  
– 26 Dec 07  
Incoming: COL Lim Yeong Kiat  
Outgoing: BG Tan Meng Dui

Deputy Head (Materials),  
Air Logistics Department  
– 30 Nov 07  
Incoming: COL Chung Wei Ken

Head, Air Force Inspectorate  
– 30 Nov 07  
Incoming: LTC Ng Chee Keong  
Outgoing: COL Teoh Keng Hin Kevin

### Changes in Command Appointments

Commander, Air Combat Command  
– 12 Nov 07  
Incoming: COL Richard Christopher Pereira

CO, 140 SQN, Fighter Group,  
Air Combat Command  
– 15 Nov 07  
Incoming: LTC Kwan Kum Wah  
Outgoing: LTC Leong Khum Keong Vincent

CO, 119 SQN, UAV Command  
– 4 Jan 08  
Incoming: LTC Alex Chong Seow Kwuang  
Outgoing: LTC Tan Thiam Siong

Commander, Air Power Generation  
Command  
– 12 Nov 07  
Incoming: COL Tan Kah Han

CO, 126 SQN, Heli Group,  
Participation Command  
– 15 Nov 07  
Incoming: LTC Lim Kok Kheng  
Outgoing: LTC Tan Chin Kwang

CO, 116 SQN, UAV Command  
– 8 Jan 08  
Incoming: LTC Ang Kheng Leong Benedict  
Outgoing: LTC Tan Yik Louis

Commander, Paya Lebar Air Base,  
Air Power Generation Command  
– 12 Nov 07  
Incoming: COL Tan Soon Hock Tommy

CO, 121 SQN, Transport Group,  
Air Combat Command  
– 16 Nov 07  
Incoming: LTC Tan Wei Ming Mervyn  
Outgoing: LTC Joachim Lee Boon Poh

CO, 6 DA BN,  
Participation Command  
Divisional Air Defence Group  
– 12 Jan 08  
Incoming: MAJ Tan Giam  
Outgoing: LTC Fong Kok Wai

Acting Commander, Tengah Air Base,  
Air Power Generation Command  
– 26 Dec 07  
Incoming: COL Ho Foo Sing

CO, 122 SQN, Transport Group,  
Air Combat Command  
– 21 Dec 07  
Incoming: LTC Lau Tee Chun  
Outgoing: LTC Bogaars George Michael

CO, 120 SQN, Heli Group,  
Participation Command  
– 18 Jan 08  
Incoming: LTC Ng Wei-Jin  
Outgoing: LTC Sew Chun Liang

Commander, Air Logistics Group, FW 1,  
Air Power Generation Command  
– 12 Nov 07  
Incoming: COL Low Chin Hun

### Changes in Chief Warrant Officer (WO) Appointments

Command Chief WO,  
Air Power Generation Command  
– 23 Oct 07  
Incoming: 1WO R Sasidharan Pillai

Chief WO, FDS, Sembawang Air Base,  
Participation Command  
– 1 Oct 07  
Incoming: 1WO Kok Sik Kiang  
Outgoing: MWO Ramasamy s/o  
V Rajagopal

Chief WO, ALS, Sembawang Air Base,  
Participation Command  
– 23 Oct 07  
Incoming: MWO Tan Woo Huat Richard  
Outgoing: MWO Kwek Hiok Chew

Command Chief WO,  
Participation Command  
– 30 Oct 07  
Incoming: MWO Kwek Hiok Chew

Chief WO, FSS, Sembawang Air Base,  
Participation Command  
– 1 Oct 07  
Incoming: 1WO Julie Toh Tet Lee  
Outgoing: 1WO Dasaradha Thulaisidas

Chief WO, 201 SQN,  
Participation Command  
– 24 Dec 07  
Incoming: 2WO N Tamilmannan  
Outgoing: 1WO Leow Mun Chew Alfred

Command Chief WO,  
Air Combat Command  
– 12 Nov 07  
Incoming: MWO Muthiah Ampigapathi

Chief WO, ALS, Tengah Air Base,  
Air Power Generation Command  
– 2 Oct 07  
Incoming: 1WO Lim Hua Sin  
Outgoing: 1WO Thanapalan  
Viveyhanandhan

Chief WO, FSS, Paya Lebar Air Base,  
Air Power Generation Command  
– 26 Dec 07  
Incoming: 1WO Dasaradha Thulaisidas  
Outgoing: MWO Andre Ravinderan  
Nadaison

Base Chief WO, HQ Paya Lebar Air Base,  
Air Power Generation Command  
– 14 Nov 07  
Incoming: MWO Andre Ravinderan  
Nadaison

# RSAF's BLACK KNIGHTS

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