

# AIR FORCE

ABOVE ALL

JANUARY ISSUE • 01/06/96

## EX FORGING SABRE: RSAF MAKES HISTORY



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*We would like to express our sincere appreciation to LTC Thiruthakka Devan for his invaluable contributions towards the production of Air Force News and wish him all the best in his future endeavours.*

*We would also like to welcome LTC Sebastian Benhur aboard the Air Force News team.*

## EXERCISES

Ex Wallaby 05	3-5
12th Exercise Cope Tiger Launched	6

## LOCAL NEWS

International Military Testing Association Conference 2005	6
Pushing the Boundaries of Reality	7
Get ACTIVE and Stay Fit!	7
Budding Pilots, Eager Youth	8
MINDEF Internship Programme	8
New Initiatives for a Transforming WOSA Corps	9
The Voice of the WOSA	9

## AIR FORCE 21 VISION

Transformation Towards a 3G RSAF	10-11
----------------------------------	-------

## COVER STORY

Making History in Twentynine Palms, U.S.A.: EX Forging Sabre	12-15
--	-------

## AWARDS/CEREMONIES

RSAF Combined Graduation Ceremony	16
Broadening Horizons	16
National Day Awards Investiture 2005	17-18
Care & Share	18
RSAF Officers appointed as NCC Unit Advisers	19
ALS-SBAB first to win Distinguished Public Service Award	19
Flying the National Flag Overseas	20
Yesterday Specialists, Warrant Officers Today	20

## YOUR HEALTH!

Avian Influenza: What you should know	21
---------------------------------------	----

## OVERSEAS NEWS

RSAF Aircraft participate in Australian Defence Air Show	22
--	----

## VISITS

Defence Services Staff College, India	22
French Armed Forces	22
12th RSAF – FAF Air Working Group Meeting	23
TNI-AU Senior Officers' Exchange	23
Courtesy Calls on Chief of Air Force	23

## BUZZ AROUND THE BASES

A Fitting Close to a Milestone Year	24
Sembawang Air Base turns 36	24
TASC celebrates her 15th Anniversary	25
Senior Management Dialogues	25
Change in Command for Sembawang Air Base	26
A New Leader for Air Force School	26
A New Commander for Changi Air Base	27
Changes in Command and Senior Appointments	27

## Ex Wallaby 05

*The largest air-land integration exercise was held in this year's Exercise Wallaby from 14 Oct to 27 Nov 05 with more than 4000 personnel and equipment from the RSAF and the Army participating. RSAF's assets included the F-16C/D Fighting Falcons from 143 SQN, Searcher Unmanned Aerial Vehicle (UAV) from 128 SQN, Super Pumas from 126 SQN, C-130 Hercules from 122 SQN and Air Defence Artillery systems including the Mechanised Iгла system from Divisional Air Defence Artillery Brigade (DAB). Personnel from 201 SQN, Tactical Air Command Post Squadron and 1 Medical Squadron (1MS) also participated in the six-week exercise held at Shoalwater Bay Training Area (SWBTA), Queensland, Australia.*



The SWBTA, which is four times the size of Singapore, presented training opportunities not readily available back home. LTA Dan Ho, a flight navigator from 122 SQN, commented,

"Most of the time we only get to practise executing low-level missions during such overseas exercises. It's also true that without this exercise, we, as operators, would not know the overall situation. The exercise gave me a wider perspective as to how the Army operates, how helicopters and fighters operate."

Indeed, training in Exercise Wallaby was carried out at three levels — training within the squadron, between different units



A Searcher UAV takes off to carry out its mission - the Searcher's ability to continuously survey the battlefield from the air is vital for integrated operations.



in the RSAF and Army and finally the integrated operations with various units participating in the exercise. For SSG Julian Sim, an aircrew specialist in 126 SQN, the exercise was an eye-opener. In

Exercise Wallaby, 126 SQN, besides other missions with the Army and RSAF, helped 1MS to evaluate the Air Mobile Life Support Units and Heliborne Medical Evacuation teams, used for the first time in an overseas exercise since achieving Initial Operating Capability in May 05. "We got to do some hands-on, helping out the medics and doctors," said SSG Sim. "In this respect, we found ourselves doing more than just basic roles like trooplift; it's been refreshing and more fulfilling."



While Exercise Wallaby has previously featured fighters in the A4-SU Super Skyhawk, the F-16 Fighting Falcons that were here for the first time added new dimensions to the exercise. CO 143

SQN, LTC Dennis Loh, explained, "What the F-16 really brings to the table is its multi-role capability. The F-16 is capable of carrying out air-to-air and air-to-ground missions, and we can even do this at night. Especially with the integration of the UAV into our mission, the F-16 can carry a greater payload of weapons, thus enhancing the effectiveness of our missions. The F-16 brings a lot of flexibility and survivability to the air dimension here."



Still, the new environment posed challenges for the detachment. SSG Donus Hoo from 143 SQN noted, "Not many facilities were suitable for fighters here because we were using a commercial airport throughout the exercise. Through liaisons with the airport operators, we managed to get the equipment and space needed for the detachment to operate here safely."



An HEME Mission being carried out by 1MS and 126 SQN personnel during the exercise.

Exercise Wallaby culminated in an integrated strike and live-firing demonstration on 21 Nov 05, showcasing the results of months of preparation and the honed integrated capabilities of the RSAF and Army. The RSAF participated in this exercise deploying the UAV for

## Ex Wallaby 05



battlefield surveillance and targeting, the F-16 conducting strike sorties, heliborne medical evacuation and resupply, while armoured brigades advanced and destroyed an 'enemy'. COMD 25

Div/Chief Armour Officer and Army Exercise Director, BG Wong Ann Chai, remarked, "It's the first time we have brought so many moving parts together in a live firing exercise and the Army is constantly finding new and creative ways to interface with the RSAF every day. This exercise is the result of six months of close interaction and co-operation between the RSAF and Armour. What we have seen here in the demonstration is just the initial fruits of this labour."



The success of the demonstration is a step forward for the RSAF in its road to become a 3G force. The unprecedented scale and complexity of the exercise was in itself a success, as then CO

6 DA BN, LTC Sebastian Benhur, noted, "Now we are going into a higher level of integration and therefore complexities, which demands more focus, preparation and dedication for effective execution. So to bring it to this level, execute the operations here and then see the combination of hardware, software and heartware fall into place, the soldiers here can see for themselves that complex manoeuvres can actually work in an organised and safe way."

CO 41 SAR, LTC Kenneth Liow, echoed his sentiments, "I think this is an unique



A Super Puma readying for a trooplift mission during the exercise, as Army personnel prepare to board the aircraft.



exercise in that the battalion got to see every facet of the RSAF, not just upfront in destroying and defeating the enemy, but also in resupplying our forces and evacuating our casualties. I feel it shows that we are not alone and we have friends in the air supporting us."



Besides strengthening the individual and joint capabilities of the various units, air-land power experimentation in various slices was also another key feature of this exercise. "One of the things we are looking at is network centricity", said Commander Tactical Air Support Command and RSAF Air Director, COL Richard Pereira. "By networking our various capabilities and developing systems that are more responsive and

time sensitive, we would become an even more effective, integrated force, which is in tandem with shaping our 3G transformation journey."

On experimentation opportunities in Wallaby, COL Pereira added, "Some of these operational experiments may be difficult to carry out at home due to space constraints or other limitations, so bringing the different moving parts and people together at SWBTA to validate and translate these experiments into tangible operations enables us to take a big step forward for RSAF's transformation."



Still, there were challenges in validating these experiments. Head Command, Control, Communications, Computers and Information Test Centre (C4ITC), Air Plans Department, LTC Tay Chye Bin, who



A C-130 dropping "fuel" (substituted by water during the demonstration) - as Armour brigades may advance rapidly during a mission, fuel drops such as this will help Armour brigades continue their missions with greater effectiveness.

## Ex Wallaby 05



CAF, MG Lim Kim Choon (front), with members of the RSAF detachment at EX Wallaby.

led a team to experiment with concepts that would enhance air-land integration, explained, "As this is the first time we are fielding experimental systems in an overseas operational exercise in such a large scale and of such great complexity, many of the operational systems were not linked to the experimental systems, so we would have to look into how the different systems could communicate

and integrate with each other safely and effectively given the short span of time we have. Fortunately we had a group of dedicated Defence Science and Technology Agency (DSTA) engineers who worked conscientiously and contributed significantly to the successful integration of both the live assets and the experimental systems we had brought along."

The success of Exercise Wallaby and the live demonstration has validated the new concepts and given the RSAF new insights into potential areas to make these concepts even more robust. The exercise also underscores the excellent defence relations between Singapore and Australia, who are both members of the Five Power Defence Arrangements.



F-16s deploying flares to ward off enemy air defence artillery missiles during the live demonstration.



CAF, MG Lim (second from right), meeting some of the RSAF personnel operating the Mechanised Iglu at Shoalwater Bay Training Area, Australia.

## 12th Exercise Cope Tiger Launched



CAF, MG Lim (centre), delivering his opening address at the opening ceremony of the exercise. To his left is Chief of Air Staff, RTAF, ACM Sukumpol Suwanatat, and to his right is Vice-Commander of the General George C. Kenny Headquarters (Provisional) and Commander, Pacific Air Operations Centre, Hickam Air Force Base, Brigadier-General Gregory J. Ihde.

The RSAF, Royal Thai Air Force (RTAF), the United States Air Force (USAF)/ United States Marine Corps opened Exercise Cope Tiger in a ceremony held at Paya Lebar Air Base (PLAB) on 30 Nov 05. The ceremony, officiated by Chief of Air Force, MG Lim Kim Choon; Chief of Air Staff of the RTAF, ACM Sukumpol Suwanatat; Vice-Commander of the General George C. Kenny Headquarters (Provisional) and Commander, Pacific Air Operations Centre, Hickam Air Force Base, Brigadier-General Gregory J. Ihde, declared the start of the Command Post Exercise (CPX) phase. The two-day CPX saw participants from the air forces train together in mission planning exercises and mission commanders' training, thus gaining further insight and understanding of each other's operating procedures. "As always," COMD PLAB and RSAF Exercise Director, COL Peter Ware added, "the main challenge

is to be able to deliver realistic and relevant training for the people involved in a highly dynamic and safe manner. This way we can continue to expand the usefulness and the relevance of this exercise in developing the combat readiness of the three countries." The second phase of the exercise, the Flying Training Exercise, will be held at Korat from 6 to 17 Feb 06.

Held annually since 1994, Exercise Cope Tiger has enhanced the professionalism and interoperability of the air forces. "It's been a great opportunity for us to challenge and get to know one another and grow the exercise in size and complexity every year," said USAF Exercise Director, COL Jeffery L. LeVault. Echoing his sentiments was RTAF Exercise Director, GPCAPT Songtam Chokkanapitag, "COL Peter Ware was my friend when we worked together during Exercise Air Thai Sing a while ago. I believe such exercises will strengthen the bonds between the RSAF and the RTAF and this will benefit both our air forces."



(From left) ACM Sukumpol Suwanatat, MG Lim Kim Choon and Brigadier General Gregory J. Ihde being briefed on the facilities at the CPX in PLAB.

## International Military Testing Association Conference 2005

The 47<sup>th</sup> International Military Testing Association (IMTA) Conference, held for the first time in Asia from 8 to 10 Nov 05, gathered practitioners and professionals from around the world at the Pan Pacific Hotel. The Conference organised by the Applied Behavioural Sciences Department (ABSD) from MINDEF attracted more than 300 military personnel and civilians, including over 100 participants from overseas armed forces and non military agencies.

"The IMTA is an important forum for the exchange and discussion of research results, ideas and techniques," said Dr Tan Kim Siew, Permanent Secretary (Defence Development), who was the Guest of Honour at the opening of the conference. In his keynote address, Dr Tan said, "Concerns about the ability and will of our soldiers to fight and remain resilient in the face of adversity will be as relevant today as ever. This is where the field of



PS(DD), Dr Tan Kim Siew, addressing participants during the opening of the IMTA.

behavioural sciences can contribute. And this is where the IMTA has much to offer. As a gathering of behavioural scientists and practitioners working in the military from different parts of the world, it provides a platform for the fertile cross-pollination of ideas and sharing of best practices."

With the theme of "Supporting Military Transformation and Operations in a Changing World", the conference

presented topics not only on behavioural sciences, but for the first time, included a Human Resource track to discuss human resource challenges such as job proficiency testing, training, leadership and organisational behaviour, personnel management and manpower analyses. Presenters included keynote speaker, Future Systems Architect, BG Jimmy Khoo; Head Air Manpower, COL Tan Swee Bock; and officers from Aeromedical Centre.



Head Air Manpower, COL Tan Swee Bock, giving out his address during the conference.



## Pushing the Boundaries of Reality



The Instructor Operator Station of the F-55 OFT is located in the control room and managed by an instructor who will control and monitor the simulation training

A pilot gets into the cockpit of his F-16D Fighting Falcon and takes off at maximum allowable weight, against strong wind. After take-off he has to traverse a thunderstorm on route to his target. Along the way he encounters adversarial aircraft and is forced to engage it in aerial battle. The pilot fights, his aircraft sustains damage and he's forced to return to base and perform an emergency landing.

Scenarios such as these have been recreated on a daily basis at the Flight Simulator Centre since the introduction of two new fighter aircraft simulators to the facility.



The dual seat configuration of the F-16 OFT allows pilots and Weapon Systems Officers (Fighter) to train together. "Without the new OFT, the first time they would fly together would be in the actual aircraft," said CO, FSC LTC Mike Yeo (left). "If they can train in a simulator first, then in actual flying their learning curve would be accelerated," he added.

The F-5 OFT, developed locally by ST Electronics boasts an avionics upgrade that allows pilots to practise their avionics management and system handling. It provides pilots with a

The new F-16 and F5 Operational Flight Trainers (OFT) are state-of-the-art simulators which provide a realistic and safe environment for pilots to be trained on basic aircraft handling, instrument flying, night flying,



CAF observing simulated flight training in the F-16 OFT after the commissioning ceremony.

emergency procedures as well as various air-to-air and air-to-ground missions. With their introduction, FSC now has a simulator for every fighter platform in the RSAF, under one roof. The simulators were officially commissioned on 26 Oct 05 at FSC in a ceremony graced by Chief of Air Force MG Lim Kim Choon.

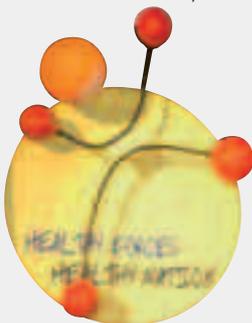
The F-16C/D Operational Flight Trainer is a dual-seat cockpit simulator – a first in the RSAF. The simulator is capable of covering the full spectrum of F-16 operations - providing basic training in aircraft handling, instrument flying, night flying and emergencies as well as tactical training in areas of team coordination, contingency planning and in-flight decision making.

realistic virtual air combat arena created by a combination of advanced databases, high resolution displays, reactive computer generated entities, cockpit mock-up and augmenters such as G-suit and active control loading.

As close to actual flying as training on the new simulators may be, FSC continues to push the boundaries of realism. There are already plans to link up the new F-16 and F-5 simulators, hence pitting pilot against pilot rather than against an "artificial intelligence". Such an achievement, when accomplished, would be a first for the institution and yet another step towards RSAF's goal of emerging as a 3<sup>rd</sup> Generation Air Force.

## Get ACTIVE and Stay Fit!

Some 700 staff at MINDEF had a change of routine on 28 Oct 05, as they participated in the All Companies Together In Various Exercises (ACTIVE) Day held at the



The new MINDEF Healthy Lifestyle Logo unveiled by CAF, MG Lim, during the ceremony.

Gombak Recreation Centre. The annual event was graced by the Chief of Air Force and Chairman of the MINDEF Healthy Lifestyle Steering Committee, MG Lim Kim Choon. Besides addressing the participants in a speech, MG Lim also unveiled the new MINDEF Healthy Lifestyle Logo, which portrayed the idea of leading a vibrant and healthy lifestyle. The participants then engaged in healthy lifestyle exercises such as a modified Boxercise workout and inter-service games.

ACTIVE Day is held annually to encourage servicemen to lead a healthy and active lifestyle. This year's ACTIVE



MINDEF personnel working out during the mass aerobics session.

Day organised by Gombak Base and HQ Medical Corps also promoted health awareness through a Healthy Lifestyle exhibition held at the event.

## Budding Pilots, Eager Youth



From left: MAJ Lee Joon Guan, Timothy Phua Xi Sheng, Gilbert Tay and CPT Jeffrey Nah.

Timothy Phua Xi Sheng, 18 and Gilbert Tay, 17 became the envy of their fellow Singapore Youth Flying Club course mates as they were rewarded with a coveted flight onboard an RSAF F-16D Fighting Falcon jet. The incentive flight, held on 25 Nov 05 at Tengah Air Base, is part of the Singapore Youth Flying Club (SYFC)-RSAF Orientation programme, which serves as an incentive to SYFC students who have displayed exceptional flight knowledge and capabilities. Phua and Tay flew in the dual seat cockpits of jets piloted by MAJ Lee Joon Guan and CPT Jeffrey Nah respectively.

Though it wasn't their first time flying in the cockpit of an aircraft, the budding pilots admitted that their flight on board the F-16s was markedly different from anything they had ever experienced.

"There's a whole world of difference, be it in terms of aircraft performance, conditions or the altitudes in which we fly," said

Gilbert. "The planes we fly don't have afterburners and so even at full power, we only feel a slight push," said Timothy.

Both Gilbert and Timothy have applied to sign on to the RSAF as pilots and hence the familiarisation flight provided a brief insight into what could possibly be their future careers. "It has certainly made us a lot more informed and has given us much greater first hand knowledge, even before actually stepping into the RSAF," added Gilbert. "It's certainly a good headstart!"

Other than its Flying Training Course, the Singapore Youth Flying Club also conducts a Co-Curricular Activities Programme which aims to impart the passion of flying to students, from an early age of 13. While the course previously existed as a mere enrichment programme dedicated to Aeromodelling – the building and flying of model airplanes - the endorsement of a new syllabus by MOE in 2000 has made it much more than that.

Aeromodelling still remains the core of the syllabus: students learn basic aerodynamics, how to interpret blueprints and subsequently apply this knowledge by building and flying model airplanes, through their four years of secondary studies. In addition, they are exposed to numerous other aviation related activities such as flying experiences onboard RSAF aircraft like the C-130 Hercules and Chinook helicopters, aviation industry visits and outdoor adventure training camps. Such additional activities provide an added dimension to the growth of students, honing their leadership qualities and helping them build character, whilst constantly immersing them in an aviation filled environment.

Students who have gone through the four-year SYFC CCA Programme are hence much more comprehensively equipped, with both aviation knowledge and lifeskills, to enter SYFC's more demanding Flying Training Course en route to fulfilling their dreams of taking to the skies as pilots.

## MINDEF Internship Programme



The students being briefed by the aircrew prior to their Chinook familiarisation flight.

As part of the MINDEF Internship Programme, Paya Lebar Air Base (PLAB) hosted 22 junior college students on 29 Nov 05. The programme, which spans seven days, took students nominated by their schools for their good academic and co-curricular activity records to various MINDEF/SAF installations and facilities. Through discussions and visits to the services, SAFTI Military Institute,



The students being briefed by an RSAF pilot on the F-5S Tiger and other opportunities in the RSAF.

Defence Science and Technology Agency and Defence Science Organisation, the students gained greater insight into the roles and capabilities of MINDEF/SAF as well as challenges of a career with the organisation.

At PLAB, the students were briefed on the structure and the organisation of the RSAF and experienced a familiarisation

on a CH-47D Chinook. The students also viewed a static display of an F-5S Tiger. "This visit has actually revealed to me several things about the RSAF that I may not have realised," said Mr Koo Chee Hoe from Victoria Junior College. "I've always thought the SAF is all about regimentation and discipline, but after sitting on the Chinook today, I've actually really enjoyed the freedom of being in the skies and it's given me a new perspective on how the RSAF defends our airspace."

This is the second of such internship programmes organised by MINDEF Scholarship Centre and Joint Operations Department. The pilot programme was first conducted in 2003.

## New Initiatives for a Transforming WOSA Corps

Since its inauguration in 2004, the Air Force Warrant Officers' Council (AFWOC) has introduced numerous initiatives for the betterment of RSAF's WOSAs. Ranging from focus groups and studies, to forums and discussions, these initiatives serve to promote ownership, engagement and active participation of WOSAs – attributes that are necessary for today's dynamic security environment and tomorrow's Network Centric battlefield. The new initiatives will see an enhancement of the roles of Warrant Officers and the added empowerment will see them working more closely with the Commanders, in the day to day running of the Formations.

The AFWOC too strives to constantly better itself and equip its members with organisational management tools and skills to help the council perform its roles better. An example of this would be the conduct of the Organisational Learning workshop, held from 22-24



Participants attending a lecture during the workshop.

Nov 05 at Air Force School. Besides the sharing of ideas and experience, the workshop enhanced the skills of the AFWOC / FWOC (Formation Warrant Officers' Conference) members on the topic of Organisational Management and equipped them with tools that will help them in their daily functions in their respective formations.



The workshop participants role-played as chefs and had to concoct new, innovative dishes – initiatives and ideas which they hope to implement.

Initiatives such as the OL Workshop, serve to develop a 3G WOSA Corps that is not only capable and confident of handling uncertainties in today's security environment but that is also actively engaged to better support RSAF's transformation into a 3G Air Force.

## The Voice of the WOSA



MSG Chacko Joseph presenting one of the topics at the forum.

"Professionalism in Operations and Training" was the theme for the ADSD WOSA Forum 2005, held on 4 Nov 05 at the ADSD auditorium.

Graced by Commander ADSD, BG Tan Meng Dui, the forum saw four speakers from the ADSD WOSA Corps share their experiences in recent RSAF operations and overseas training stints. The speakers touched on topics ranging from the experience of an Air Operation Systems Specialist in participating in Operation Flying Eagle, to ADSD's approach to RSAF's 3G Transformation journey.

2WO Yong Haw Seng, one of the presenters for the topic on ADSD's approach to transformation, said that participating in the Forum was an "exciting" experience and felt proud of his involvement in it. "The forum definitely benefited the WOSA community, in terms of knowledge gained and raising awareness of what the



COMD ADSD (3<sup>rd</sup> from right) BG Tan Meng Dui, leading the Q&A panel.

WOSA can do," he added, on the importance of such forums to the WOSA Corps.

Letters of appointment were also presented to the new members of the ADSD Formation Warrant Officers Conference (FWOC), namely: Command Chief WO ADSD, SWO Tan Kok Beng; Quality Assurance Centre ADSD, MWO Hor Sau Seak; Chief WO 203 SQN, 1WO Tom Tam; and Flight Sergeant Major, Ground Logistics Squadron, 2WO Kalimuthu. The forum was concluded with a Q&A session chaired by Commander ADSD, BG Tan Meng Dui.

In all, the ADSD WOSA Forum 2005 provided an avenue for the WOSA Corps to share their experiences and have a better understanding of each other's roles in the Division. It also provided an opportunity for the WOSA Corps to interact with one another and with their senior commanders.

## Transformation Towards a 3G RSAF



*The demands on the RSAF today are significantly greater than yesteryears. Today, the RSAF continues to work round the clock in sustaining our 24/7 Homeland Air Security posture, which has now become an integral part of Air Force operations. Not only have we maintained our Peacetime Support Operations (PSO) commitment by sending KC-135 to the Gulf, we also took on Humanitarian Assistance and Disaster Relief (HADR) operations on an unprecedented scale at a moment's notice with the Boxing Day Tsunami Disaster. Going forward, we can only expect the demands on the RSAF to continue to head north. Hence, it is crucial for the RSAF to transform quickly so as to become more effective and efficient in doing what we are doing today, in order to create more capacity to take on the new challenges that may come our way. This article will give a flavour of some broad areas that the RSAF will be looking into in the years to come.*

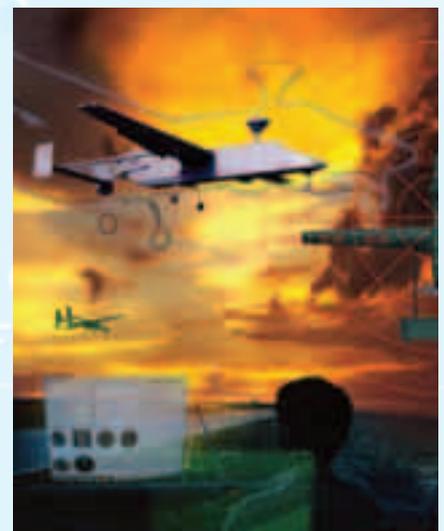
### Three Pillars for Transformation - Technology, Concepts, People

While the metamorphosis of a caterpillar into a glorious butterfly requires it to remain in a cocoon, it is quite unlikely that RSAF can afford such luxury. The RSAF's transformation journey towards a 3G force, more capable of handling the expanded spectrum of threats across the various domains, is not predicated on just fielding new technologies alone. Tomorrow's military capabilities will depend on the right investment in enabling technologies, integrating and employing them with our new operational concepts, and more importantly, by people who are properly trained and willing to embrace the new concepts. Without proper doctrines and correctly skilled war fighters, the newest machines will not generate the airpower that allows the RSAF to continue its dominant role in future battles. Hence, the three pillars for our transformation: Technology, Concepts and People.

#### Technology

The employment of new technologies in the recent conflicts, from Operation Desert Storm to Operation Iraqi Freedom, has provided the world a glimpse of what technology can offer if we are willing to embrace it. The common CNN video of precision guided munitions hitting the target at exactly the right place is only the end-point of a process involving a complex array of inputs and information that enable it to arrive at the right place, at the right time.

Some key technological areas that will enable dominance in the battlefield are precision strike capability, information networks and unmanned platforms. While these technologies are not uniquely applied to the utilisation of airpower, they will provide the foundation for the RSAF to leapfrog in our capability development. For example, one traditional key weakness of airpower lies in its impermanence. However, with the technology of unmanned platforms like the Global Hawk (a large unmanned aircraft), 24-hour coverage of the battlefield can already be achieved. With the eventual advent of unmanned strike platforms, not only will there be round-the-clock intelligence, surveillance and reconnaissance (ISR) coverage of the battlefield, the enemy will not have breathing space between pauses in air strikes encountered today.



## Transformation Towards a 3G RSAF

### Concepts

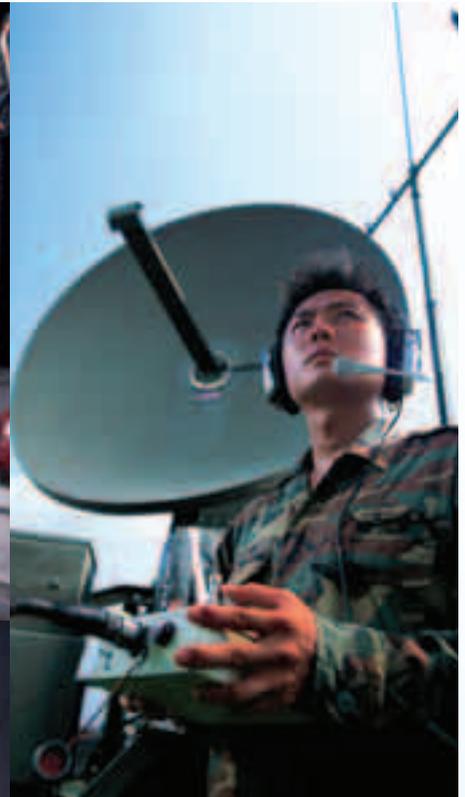
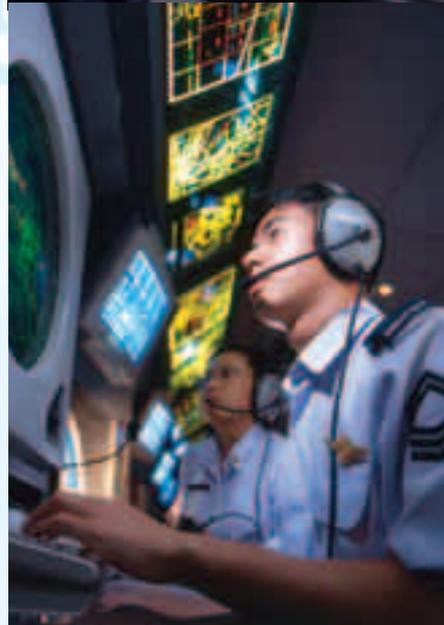
Technology in itself is of little use if it is not complemented by the appropriate concepts of employment. In order for the RSAF to maintain itself as a modern airforce, transformational concepts and appropriate deployment will be needed to propel the RSAF to greater heights.

#### Air Dominance

In the past, control of the air was achieved through the decisive application of airpower against installations or infrastructure used by hostile forces. The central idea is that with the destruction of the installations or infrastructure, the generation of hostile airpower can be stopped, thus allowing us to achieve air dominance. Looking forward, technology may be able to provide cost-effective alternatives in the form of surface-launched precision-strike missiles. This would radically alter the air dominance conceptual equation in two ways. First, application of fires on installations or infrastructure can be done using a more diversified set of strike means. Where the balance lies, however, will remain something for us to examine. Second, if airpower can be applied through a variety of means, achieving air dominance will be more than the destruction of installations and infrastructure. The ability to target elusive missile launchers and ship-based missile launchers will increasingly be part of the air dominance campaign.

#### Dominating from the Air

Coming back to the earlier example of unmanned platforms, UAVs allow us to overcome the transient nature of airpower with their long endurance. With their persistence, unmanned systems carrying good sensor payloads have the unique ability to paint the battlespace continuously. Coupled with on-demand air strikes as mentioned above, UAVs allow us to employ the concept of applying force in a timely and precise manner. The result is one where the enemy faces certain destruction each time he moves. Such persistence denies the enemy any opportunity to reconstitute. This can be so demoralising to any ground soldier or naval combatant that the mere presence of unmanned systems could cause the collapse of their morale and cohesion.



### People

New technologies and concepts offer new opportunities. Nevertheless, in order to make the most of these opportunities, a similar transformation in our organisational structure and people is required. Ultimately, it is the people who can harness and exploit technology in revolutionary ways that will make the critical difference. The challenge for the organisation is to create an environment which encourages the unleashing of the innovative minds of our people. Generally, a spirit of experimentation, openness, and intelligent risk-taking are some important attributes which should be encouraged.

Operationally, the transformation journey ahead is going to be filled with new ideas, some of which may seem to contradict our traditional norms. It would be useful to clarify the merits of each idea in the different specific context. However, the key point is to be cognisant of the dangers of falling into the mental traps of perceiving available options in terms of discrete "1" or "0". Rather, the real opportunity lies in the potential of creating systems that are truly flexible and adaptive to prevailing conditions and requirements. Adaptiveness through continuous learning will truly be a premium competitive advantage for the RSAF, especially at a time when many agree that the only certainty about the future is uncertainty.

## Making History in Twentynine Palms, U.S.A.: EX Forging Sabre



Picture courtesy of Army Information Centre

**Across the barren plains of the Mojave desert, in the largest U.S. Marine Corps training facility on earth, the SAF made history on several fronts in its first integrated strike exercise, codenamed Forging Sabre. Held from 10-21 Nov 05 at the US Marine Air Ground Task Force Training Centre (MAGTFTC) in Twentynine Palms, California - a training area that is twice the size of Singapore - Forging Sabre was SAF's first unilateral exercise conducted in Continental USA. The exercise also marked the first time that elements from all three of RSAF's US-based detachments - Peace Prairie, Peace Vanguard and Peace Carvin II - operated with Army elements and unmanned aerial vehicles within a live-fire exercise setting.**



COL Philip Lim, the overall Exercise Director, explained the nature of integration that Forging Sabre entailed. "This is really a live process integration, vertically from the division headquarters, right down to the platform, as well as horizontal integration across platforms and services," said COL Lim. .



"By working face-to-face, both the Army and the RSAF exercise participants were better able to understand the complexities and intricacies of each other's operations, especially in the areas of mission planning, execution consideration and terminology," said Exercise Director (Air) COL Sarbjit Singh.

It was indeed such integration of services and platforms that Forging Sabre sought to validate. The exercise saw RSAF AH-64D Longbow attack helicopters, CH-47D Chinook helicopters, the Unmanned Aerial Vehicle and F-16C/D Fighting Falcons integrate with the artillery systems and commandos as one combined force.



"The biggest challenge is to integrate with the other units that are here - the commandos, the artillery and the UAVs from the RSAF," said Peace Vanguard Detachment Commander, LTC Christopher Wong.

"All this while we've been operating autonomously in the U.S. and working mainly with the U.S. Army. Now we've got a great opportunity to work with our own forces and it's been a great challenge for us," he added.



Supply Specialist 1SG Jayalakshmi has never experienced such interaction and coordination with her counterparts in the Army before, and says that she has come off better from it. "We are exercising

with the other services and it has been an experience to communicate and exchange ideas with them. We interact with other technicians and learn more about their roles as well as techniques," she said, adding that she intended to pass her new-found operational knowledge to her colleagues back in Peace Vanguard.



The need to know the concept of operations from other services was equally appreciated by CPT Cheong Kok Seen, an Instructor Pilot on the Apache. "This is the first time that we are actually integrating with the ground units and the other platforms in the SAF. So the biggest challenge is how to better understand the concept of operations of the other units for the different types of missions they carry out," he said. He added that such integration was a "stepping stone" in RSAF's transformation into a 3<sup>rd</sup> Generation (3G) Air Force.

Sharing his sentiments was MAJ Foo Tee Jong. As the Commando Liaison officer, MAJ Foo served as the direct link between the exercise headquarters and the commandos out in the area of operations.



"The exercise has been an enlightening and eye-opening experience for my guys. We can see that we are moving very much ahead as a 3<sup>rd</sup> Generation force with new technology," said MAJ Foo.

The UAV community is one such fraternity that is likely to be heavily involved in this transformational journey. In Forging Sabre, the UAV detachment - RSAF's first to the U.S. - served as the "eyes in the sky", providing the "shooters" with an aerial picture of the simulated enemy's location.

## Making History in Twentynine Palms, U.S.A.: EX Forging Sabre



Operating out of the same platform and runway as their counterparts in the manned aircraft was a significant departure from the dedicated, isolated airfield the detachment is used to, back home in Murai Camp. "Back home we're more or less isolated and operate out of our own airfield whereas here we conduct multiple air platform operations with all the other exercise participants, within the same area of operations and from the same runway as well," said LTA Ramesh Chandran, an UAV Pilot. "It's something that we've learnt a lot from and will definitely be useful for future exercises," he added.

The safety issues that arise from such sharing of airfields and airspace by so many different air platforms is just one of the numerous potential hazards that Chief

Safety Officer LTC Paul Sung and his two deputies had to look into.

The Flight crew faced flight hazards mid-air due to the numerous air assets involved in the exercise, while on the ground, troops had to contend with the harsh, unpredictable desert climate. In addition, the entire exercise area, being a live-fire area, had been littered with Unexploded Ordnance, which could go off if stepped on.

With thorough planning and a robust safety structure and monitoring, the safety team was able to minimise any risk that existed to a minimum and accomplish a 100% accident-free rate for the exercise.

"We've instilled multiple layers of safety. At the top level is the leadership, with the second level being the management overseeing what the units are doing. We



also conduct inspections and spot-checks and preach individual situational awareness," said LTC Sung. "Because this exercise is in a foreign environment, not all the hazards can be picked out immediately. Everyone has to be aware, looking out across their boundaries to identify problems," he added.

The twelve-day exercise emerged a resounding success, showcasing slices of the three core capabilities of the 3<sup>rd</sup> Generation (3G) SAF – precision strike, unmanned warfare, and Integrated Knowledge Command and Control (IKC2). The success of the exercise demonstrated the sensor-shooter linkages across various SAF platforms and services and validated the 3G integrated strike concept.

**EX Forging Sabre also saw visits from Minister for Manpower and Second Minister for Defence, Dr Ng Eng Hen and Chief of Staff (Air Staff), BG Ng Chee Khern. Both of them took time to visit the personnel and view the area where the first integrated live-fire demonstration was held on 21 Nov. They also attended numerous detailed briefings by the SAF units on detachment, to have a better appreciation of the exercise**



BG Ng speaking to detachment personnel during his visit.

### Chief of Staff (Air Staff)

Chief of Staff (Air Staff) [COS(AS)] BG Ng Chee Khern, visited RSAF airmen from the Peace Vanguard (PV) and Peace Prairie (PP) detachments who were participating in EX Forging Sabre, from 18-19 Nov 05.

During his visit, which took place from 18-19 Nov, BG Ng flew aboard an RSAF AH-64D Apache Longbow helicopter to get a first hand view of the strike operations from the cockpit of the Apache.

He also witnessed the dry – run of the Integrated Strike Operations, which saw AH-64D Apache Longbow Attack Helicopters, F-16D Fighting Falcon aircraft, an Unmanned Aerial Vehicle, Commandos and Artillery come together as an integrated force to strike at simulated enemy armoured targets.

On 19 Nov 05, BG Ng called on the Chief of Staff, MAGTFTC, COL James R. Braden. BG Ng was also given a tour of the facilities at Camp Wilson, where the SAF troops were stationed.

Towards the close of his visit, BG Ng mingled with detachment personnel during a meet-the-people session. "Well done to everybody. It's been a very good exercise and an important capability development in terms of how the army and airforce work together," said BG Ng.



Dr Ng getting a feel of the cockpit of an Apache.

### Dr Ng Eng Hen

Minister for Manpower and 2<sup>nd</sup> Minister for Defence, Dr Ng Eng Hen visited EX Forging Sabre on 21<sup>st</sup> Nov 05.



During his visit, Dr Ng witnessed the 3G integrated strike live firing which saw Apaches, F-16s, a UAV, commandos and artillery units integrate as one force to identify and eliminate a simulated enemy armour column (details on previous pages).

"It gives us great confidence, when you have complex technology that you can integrate together, and it gives the SAF great confidence in knowing that it works, and we are reaching a high standard," said Dr Ng following the successful demonstration.

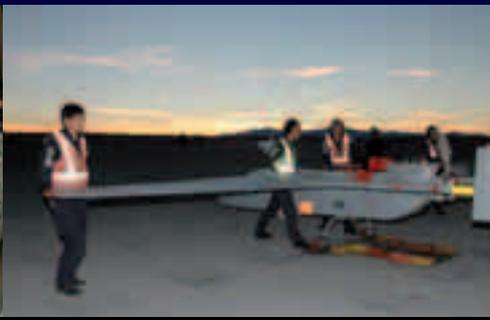
"When we embarked on this journey of the 3G SAF, one of the fundamental aspects was to use superior platforms, superior technology to multiply our effects."

"You need exercises like this to convince yourself that you can put the various platforms, the various technologies together."

"All in all, I think this particular exercise was successful in meeting our objectives," he added.

Following the live-fire demonstration, Dr Ng interacted with detachment personnel at a meet-the-people session.

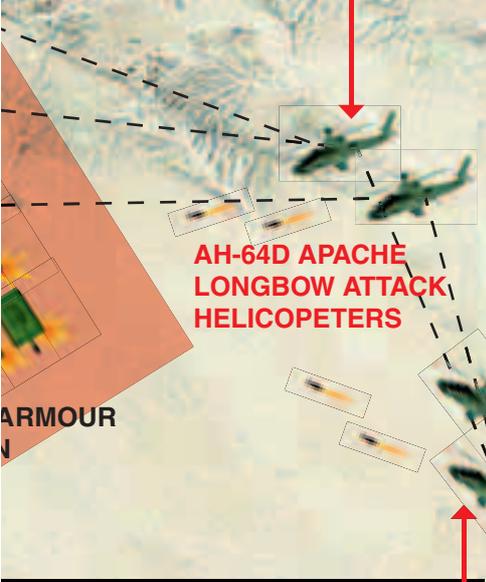




fire demonstration witnessed by Dr Ng Eng Hen. Dr Ng, SAF and high above the sandy plains on d...

is are activated for an air strike. er-guided bombs home in to the designated by the ground troops.

Hell-fire missiles before moving remaining targets with their



**AH-64D APACHE  
LONGBOW ATTACK  
HELICOPTERS**

The AH-64D Apache Longbow Attack Helicopters are activated. The lead Apache detects the targets using its Longbow Radar System and relays the information to the other Apaches and HQ.



**6** ARTILLERY  
The lead Apache designates the targets to the artillery guns.

**5** HQ orders commencement of integrated strike.

**HQ**



## RSAF Combined Graduation Ceremony

22 graduands from the various Officer Cadet Courses received their Wings, Brevets, Swords and certificates in the presence of their loved ones on 18 Nov 05 at the RSAF Combined Graduation Ceremony. The ceremony, which was held at the Air Force Museum, marked the completion of the vocational courses in the RSAF. The officiating officer was Chief of Air Force, MG Lim Kim Choon.

Best Trainee for the 8<sup>th</sup> Air Logistics Officer Course (Supply), 2LT Andrew Soon, looked forward to completing his course to become an Air Logistician, as it meant that he could contribute to the RSAF in his own area of expertise. "It's an honour to be named the best trainee in this course, but to me, it's just an added bonus to what I have learnt from the course. My course mates have been very encouraging and they were very helpful in assisting one another in studying for the difficult tests."



Graduands of the RCGC together with CAF (seated, centre) and senior RSAF officers.

Air Force News would like to congratulate all graduands and wish them well in their future endeavours!

## Broadening Horizons



Attending the Command and Staff Course (CSC) at the New Zealand Defence Force (NZDF) Command and Staff College in Wellington offered LTC Tan Boon Kiat an opportunity to extend his knowledge and advance in his development as a military officer. However, the eight-month long course was not without its share of challenges for the 32-year old Weapon Systems Officer (Air Defence Artillery) officer. Hitting the books for the first time after his graduation from

Australian Defence Force Academy 10 years ago, LTC Tan had to contend with the fact that essay writing and presentation was an everyday affair for the CSC, something he wasn't quite accustomed to since he had studied for an engineering degree back then. "Moving from punching numbers on calculators to writing 5000-word academic essays was not easy," admitted LTC Tan. "But the directing staff and lecturers were very helpful and I managed to pick up the required skills."

His perseverance did not let him down as he not only graduated with a pass with distinction for the Postgraduate Diploma in Arts (Defence and Strategic Studies), but was also awarded the Mutual Assistance Plan Prize as the best international student and the Mitchell Prize for Formal Speaking. The latter award was given to an international student for the first time. Aside from being able to enjoy the beautiful scenery and sights of the country, studying in the New Zealand had widened his knowledge of the NZDF and he had made many international friends along the way.



LTC Tan (6<sup>th</sup> from left) with some of his classmates during a study trip at the NZDF CSC.

"The military power and commitments in the NZDF is quite unlike the SAF because of the differing geopolitical contexts the countries are in. Despite the NZDF being a small organisation, it is highly professional and possesses extensive experience from its participation in United Nations Peacekeeping Missions, which is one area I think we could learn from," said LTC Tan.

LTC Tan felt that the leadership and command module of the course would be especially relevant and applicable when he takes over as Commanding Officer of 160 Squadron in February this year. Air Force News congratulates LTC Tan on his achievements and wishes him the very best for his new appointment.

# National Day Awards Investitures 2005



The RSAF PPA (Military) (Silver) recipients with their family members: HAL, COL Tsoi Mun Heng (2nd from left); COMD PLAB, COL Peter Ware (3rd from left); and HAO, BG Charles Sih (2nd from right).

A total of 720 National Day Awards comprising the prestigious Pingat Pentadbiran Awam (Tentera) [Public Administration Medal (Military)] (PPA), Commendation (Military), Efficiency (Military) and Long Service Medals were given to SAF personnel in two separate National Day Awards ceremonies held at the Suntec City Ballroom on 11 Nov 05 and MINDEF auditorium on 22 Nov 05.

Presiding over the ceremony at Suntec City Ballroom was His Excellency, President S R Nathan, who gave out the higher categories of the awards. Among the recipients were servicemen who distinguished themselves during the Tsunami Relief Operations earlier this year. Chief of Staff (Air Staff), BG Ng Chee Khern, received the PPA (Gold), and COMD Tengah Air Base, BG Gary Ang

and Head Joint Operations Department, BG Wong Huat Sern, received the PPA (Silver) (Bar) for their contribution in the relief operations. Seven other senior RSAF officers also received the PPA (Silver) and PPA (Bronze) medals for their dedication and professionalism in the line of duty.

Head Air Operations, BG Charles Sih, who was awarded the PPA (Silver), felt happy and honored to receive the medal, stating that the challenge and reward of "ensuring the security of the nation and looking after our people" as being a key motivation in serving his country. Another PPA (Silver) recipient, Head Air Logistics, COL Tsoi Mun Heng, echoed his sentiment, "I am fortunate to have been given the opportunity to serve in appointments where

I could make significant contributions to the development of the Air Force. I am also fortunate to have an understanding family who have made it possible to do my best for the organisation." COMD Paya Lebar Air Base, COL Peter Ware, who also received the PPA (Silver), added, "We are a country with limited resources, so everyone of us in a position to do so must give our heart and soul to doing what we are have to in support of the nation. We are the nation's military, we are the best able to defend Singapore, so we must do our best, because the country is counting on us."

*continued on page 18*



COS(AS) BG Ng Chee Khern with his wife, after receiving the Tsunami Relief Operations - PPA (Military) (Gold) award.

The following RSAF Officers and WOSA were awarded medals during this year's National Day Awards.

<p><b>Tsunami Relief Operations — PPA (Military) (Gold)</b></p> <p>BG Ng Chee Khern <i>Chief of Staff (Air Staff)</i></p>	<p><b>Tsunami Relief Operations — Commendation Medal (Military)</b></p> <p>COL Chan Mun Kit <i>Head Special Operations Group, Air Operations Department</i></p>	<p>LTC Steven Long See Kwong <i>Air Engineering Training Institute Wing Commander, Air Force School</i></p>	<p>1WO Ong Lai Beng <i>Section Warrant Officer In-Charge, Air Logistics Squadron-Sembawang Air Base</i></p>
<p><b>Tsunami Relief Operations — PPA (Military) (Silver) (Bar)</b></p> <p>BG Gary Ang Aik Hwang <i>Commander, Tengah Air Base</i></p> <p>BG Wong Huat Sern <i>Head, Joint Operations Department</i></p>	<p>LTC Tang Tong Seng <i>Branch Head, Air Operations Department</i></p> <p>LTC Vincent Lim Swee Sing <i>CO 127 SQN</i></p> <p>LTC Calvin Ng Cheong Gay <i>CO 125 SQN</i></p>	<p>LTC Koh Cheng Boon <i>S3, Divisional Air Defence Artillery Brigade</i></p> <p>LTC Chng Boon Kai <i>CO 128 SQN</i></p> <p>LTC Yap Pik Hwee <i>Wing Commander (Air Defence Artillery), Air Force School</i></p>	<p>1WO Lim Eng Hock <i>Regimental Sergeant Major, Tactical Air Support Command</i></p> <p>2WO Ng Hock Heng @ Lim Hock Heng <i>Flight Sergeant Major, Ground Logistics Squadron-Air Defence Systems Division</i></p>
<p><b>PPA (Military) (Silver)</b></p> <p>BG Charles Sih <i>Head Air Operations</i></p> <p>COL Peter Ware <i>Commander, Paya Lebar Air Base</i></p> <p>COL Tsoi Mun Heng <i>Head Air Logistics</i></p>	<p>LTC Shanmugaratnam S/O Erampamoorthy <i>Detachment Commander, Sembawang Air Base</i></p> <p><b>Commendation Medal (Military)</b></p> <p>LTC Francis Ngooi Choong Ngee <i>CO 122 SQN</i></p>	<p><b>Efficiency Medal (Military)</b></p> <p>1WO Lim Hup Peng <i>Regimental Sergeant Major, Field Defence Squadron-Paya Lebar Air Base</i></p> <p>1WO Voon Kim Sin <i>Warrant Officer In-Charge, 140 SQN</i></p> <p>2WO Lim Hwee Chuan <i>Principal Quality Assurance Inspector, Tactical Air Support Command</i></p>	<p>1WO Ng Chong Soon <i>Flight Warrant Officer In-Charge, Air Logistics Squadron-Paya Lebar Air Base</i></p> <p>2WO Lim Hua Sin <i>Flight Warrant Officer In-Charge, Airfield Maintenance Squadron-Tengah Air Base</i></p> <p>2WO Yeo Hock Kiat <i>Section Warrant Officer In-Charge, Air Force Communications Squadron</i></p>
<p><b>PPA (Military) (Bronze)</b></p> <p>COL Cary Chen <i>Head Project, Systems Development Group</i></p> <p>COL Kwek Kok Kwong <i>Head Joint Research Department, Joint Intelligence Directorate</i></p> <p>COL Ng Chee Meng <i>Head, Air Plans (now Commander, Changi Air Base)</i></p> <p>COL Hoo Cher Mou <i>Head Air Training</i></p>	<p>LTC Sim Kim Yong <i>S3, Tengah Air Base</i></p> <p>LTC Harbajan Singh S/O Sewa Singh <i>Branch Head, Air Manpower Department</i></p> <p>LTC Ashok Kumar <i>Wing Commander (C3), Air Force School</i></p> <p>LTC Loh Seok Chen <i>Head Personnel Administration Centre, Sembawang Air Base</i></p>	<p>1WO Lim Seng Huat Gary <i>Section Warrant Officer In-Charge, Air Logistics Squadron-Paya Lebar Air Base</i></p> <p>1WO Chew Tin Kok <i>Flight Warrant Officer In-Charge, Air Logistics Squadron-Paya Lebar Air Base</i></p> <p>1WO Loh Chee Wai Ignatius <i>Principal Station Controller, Air Logistics Squadron-Sembawang Air Base</i></p>	<p>2WO Nonis Jeffery Gerard <i>Specialist Trainer, Field Defence Squadron-Tengah Air Base</i></p> <p>1WO Boo Kim Nam <i>Flight Warrant Officer In-Charge, Air Logistics Squadron-Tengah Air Base</i></p> <p>1WO Tang Chee Seng <i>Warrant Officer In-Charge, 160 SQN</i></p> <p>1WO Chew Tin Kok <i>Flight Warrant Officer In-Charge, Air Logistics Squadron-Paya Lebar Air Base</i></p>

## National Day Awards Investitures 2005



LTC Shanmugaratnam (left) receiving his Commendation Medal from Minister for Defence, Mr Teo Chee Hean.

At the MINDEF Auditorium on 22 Nov 05, Minister for Defence, Mr Teo Chee Hean, and Senior Parliamentary Secretary, Associate Professor Koo Tsai Kee, presented Commendation, Efficiency and Long Service Medals to personnel who have distinguished themselves through commendable performance,

exceptional efficiency or served the organization continuously with dedication. LTC Shanmugaratnam from the Air Operations Department, who received the Commendation Medal for his service during the Tsunami Relief Operations, saw the award as a peak of his illustrious career. The helicopter pilot not only received accolades during his attachment to the US Army in 1988 to 1990 where he assisted in the disaster relief mission for Hurricane Ofa in Western Samoa, but also represented Singapore in soccer as a youth. "In my 26 years of service, I have been involved in many rescue missions and the experience I have gained from them were instrumental in the Tsunami relief operations. I've been trained to serve the nation, so I believe in giving the best I can when I am representing the country overseas. Besides it's important to understand that when people need help, it's good to give a helping hand."

National Day Awards are conferred yearly upon deserving men and women in recognition for their invaluable contributions towards the defence of the nation.

Air Force News would like to congratulate all medal recipients on their achievement!

## Care & Share



Representatives of RSAF units which won the SHARE Platinum award in a group photo at the Istana — (from left) CPT Ng Aik Boon from 18 DA BN, LTC Joachim Lee from 121 SQN, LTC Mark Ng from 110 SQN, COL Thiam Boon Siong from ALS-SBAB, COL Tan Swee Bock from HQ RSAF, LTC Danny Low from HQ ASB, LTC Low Chin Hun from ALS-PLAB, 1WO Susan Ang from 201 SQN.

Continuing its strong support for the community, the RSAF's efforts were recognised at the Community Chest Awards ceremonies held at the Grand Copthorne Waterfront Hotel on 23 Sep 05 and at the Istana on 8 Oct 05. Winning several Social Help and Assistance Raised by Employees (SHARE) awards in various categories, the annual awards are given out to units with good participation rates in the SHARE programme, which allowed our workforce to contribute to the Community Chest via various means. The RSAF garnered 48 awards this year, of which 11 were Platinum awards.

For Air Logistics Squadron – Sembawang Air Base (ALS-SBAB), winning the Platinum award for the third straight year is testimony of the squadron's long-standing commitment

'walk the talk', ALS-SBAB has a CARE office manned by officers and WOSA to build a corporate culture of giving." Besides SHARE and donations, the Squadron also help out at their adopted home to build wire fences, retrofit hydraulic beds and design locks, utilising the Squadron's core strength in engineering skills.

Amongst the Platinum Award winners is 121 SQN. For the personnel of 121 SQN, the spirit of volunteerism and giving came naturally. Having been involved in Tsunami Relief operations and socio-civic activities during the recent Ex Camar Indopura allowed the SQN personnel to have a first hand encounter of the plight of the less fortunate. "Quite a few personnel in the Squadron actually raised their contributions towards Community Chest

towards helping the less fortunate. CO ALS-SBAB, COL Thiam Boon Siong, elaborated, "We believe it is a win-win situation for everyone involved. Participating in such programmes and activities not only enhance the image of ALS-SBAB and the RSAF, it is also a way to give back to society and help servicemen find added meaning in their jobs. In order to

as they felt compelled to help, at least in a local and financial context," observed CO 121 SQN, LTC Joachim Lee. "Such efforts are an extension of the Squadron's philosophy of helping others, which is significant because we have to constantly watch out for our other crew members and leverage on each other's strengths and capabilities."

Platinum	
HQ RSAF	122 SQN
18 DA BN	201 SQN
110 SQN	ALS-PLAB
165 SQN	ALS-SBAB
121 SQN	Peace Vanguard Det
Gold	
HQ ADSD	AFAB
3 DA BN	AFS
6/9 DA BN	AFSB
112 SQN	ALS-ADSD
113 SQN	ALS-CAB
141 SQN	ALS-TAB
144 SQN	AMS-PLAB
145 SQN	AMS-CAB
149 SQN	Peace Prairie Det
163 SQN	Peace Carvin II Det
203 SQN	Peace Carvin III Det
Silver	
HQ CAB	140 SQN
111 SQN	AMS-SBAB
126 SQN	FSS-CAB
127 SQN	FSS-PLAB
Bronze	
HQ SBAB	143 SQN
HQ ASB	AMS-TAB
125 SQN	FTC
142 SQN	

## RSAF Officers appointed as NCC Unit Advisers



**New to the fold:** From left, MAJ Marcus Woo, CPT Reuben Lim, CPT Augustine Tan, CPT Kam Kian Lee and CPT Leong Si Wai.

Five RSAF officers, amongst officers from the other services, were appointed as National Cadet Corps (Air) Unit advisors in a ceremony held on 7 Nov 05 at Amoy Quee Camp. Guest-of-Honour, Chief Guards Officer, BG Goh Kee Nguan presented certificates of appointment to the new Unit Advisors.

NCC Unit Advisors - who are senior SAF officers, regulars, NSmen or retirees - are volunteers appointed by the NCC Council for a three-year term of service. These NCC Unit Advisors, who are deemed

to be highly motivated individuals and good role models, have to spend at least four hours each month working with the NCC Cadets.

Serving as a vital link between RSAF and the NCC (Air), they will provide advice and guidance to the NCC Unit Commanders on matters relating to training, unit management, discipline, recruitment and retention and inculcation of the NCC Core Values. They will also provide feedback and suggestions on the NCC (Air) Unit to Commandant NCC.

Newly appointed Unit Advisor MAJ Marcus Woo aims to share with the NCC cadets more about the RSAF through active interaction and organised visits to RSAF units and observation of training activities "Hopefully, such engagements and exposure will further strengthen their appreciation of the importance of defence and prepare male cadets in particular, for their National Service," said MAJ Woo.

## ALS-SBAB first to win Distinguished Public Service Award

The Air Logistics Squadron, Sembawang Air Base (ALS-SBAB), joined six other organisations to be named the Distinguished Public Service (DPS) Award winners this year. The 24-year old Squadron also became the first RSAF unit to win the coveted award, which recognizes public service organisations having attained key Organisational Excellence (OE) standards. ALS-SBAB had also attained the Singapore Quality Class and was awarded both the MINDEF Excellence Award and Minister for Defence Award at the 2005 MINDEF PRIDE Day. The DPS was the second-highest category of public service awards handed out by Head of Civil Service, Mr Peter Ho at the National Library on 21 Nov 05.

The award is a major milestone for ALS-SBAB's OE journey and is a testament to RSAF's progress towards her vision of a First Class Air Force with World Class people. "The award also reinforces the strategies and directions we have taken in our OE journey, which are very much aligned to the elements of excellence," added CO ALS-SBAB, COL Thiam Boon Siong. The Squadron, which played an integral role in SBAB's effective response to the Tsunami Relief Operations in 2004, also manages the logistics operations in four RSAF helicopter detachments in different parts of the world. These include Peace Vanguard and Peace Prairie Detachments in Continental United States of America and the Oakey Detachment in Australia.

The demanding operational exigency of the Squadron has not stalled its quest to achieve OE. For the Squadron, the success is attributed not only to the leadership's commitment to "walk the unit's values", but also in its people's drive for excellence and the systems in place to facilitate this drive. "As a guiding principle, we aim to provide a working environment that would unleash our people's full potential and provide them with an enjoyable and rewarding experience," explained COL Thiam. "The ultimate key is still effective two-way communications; our investment in this area has given us tremendous returns in terms of our operational readiness and the great work enjoyment that our people have experienced." Some of ALS-SBAB's innovation in this area includes

its "One Knows, All Know" strategy, which allows personnel to be updated instantly on the latest news in the Squadron through a network of scrolling LED displays and its in-house video production, Channel ALS.

"ALS-SBAB's OE achievement would not be possible without the support of SBAB, particularly our Base Commander, for his trust and support in giving us the space to do what we think is good for the squadron," said COL Thiam. The squadron also thanked past COs, including Head Air Logistics, COL Tsoi Mun Heng, for laying the foundation and kick-starting the momentum during their tours here. COL Thiam added, "We do not see OE as a separate track from operational support; by translating and aligning our operational objectives with OE, we saw positive reinforcement to our operations."



CO ALS-SBAB, COL Thiam, with the Squadron's DPS award.

## Flying the National Flag Overseas

For their significant contribution in overseas missions and for flying the Singapore flag with pride, 42 SAF servicemen received the SAF Overseas Service Medals and Certificates of Commendation, from Minister for Defence, Mr Teo Chee Hean, in a ceremony held 1 Dec 05.

Of the recipients, 40 were RSAF personnel who served as crew on board the KC-135 Stratotanker that was deployed to the Gulf between June and September 2005, as part of the multinational effort towards the reconstruction of Iraq.



2<sup>nd</sup> Frame Detachment Commander for the mission to the Gulf, MAJ Lau Tee Chun, lauded the contribution of the detachment. "The operations were very satisfying because we knew we were doing something fruitful – helping a country reconstruct after a period of conflict," he said.

"And with the way our coalition partners have been responding, I know we've made a difference out there," he added.



Mr Teo (front row, centre) and senior MINDEF and SAF leaders with the award recipients.

A deployment to the Gulf region, a non-benign region no doubt, is not without its risks. The RSAF crew however carried out its duties professionally and diligently, ensuring the success of their missions.



"We are all soldiers. We are all part of the SAF. This is what we are trained to do," said MSG Loganathan s/o Ramasamy, a Boom Operator from 112 SQN, who participated in the detachment to the Gulf.

He also had a word of advice for fellow servicemen bound for overseas missions. "When such an overseas mission comes along, prepare yourself well, go there with a positive attitude and you'll definitely learn a lot from the operations."

In addition to the 42 recipients, deserving credit was also given to ST Aerospace, which received a plaque during the ceremony, for the excellent support provided by the company's technicians to the KC-135 deployment.

## Yesterday Specialists, Warrant Officers Today



The traditional mixing of spirits by the graduands, symbolising the unity of the three services.

The 32<sup>nd</sup> Joint Warrant Officers' Course (JWOC) promotion ceremony, held on 29 Dec 05 at the Orchid Country Club, saw a total of 85 participants from Army, Navy and Air Force graduate to the rank of 2<sup>nd</sup> Warrant Officers. The ceremony was officiated by the Chief of Navy, Rear-Admiral Ronnie Tay.

Of the 43 RSAF graduands, 2WO Lim Koon Bin, a senior technician from the Air Logistics Squadron - Air Defence Systems Division bagged the Book Prize award after having emerged top in the cohort. "I am happy that my hard work has paid off. It's been a really enjoyable course and I've gained a lot from it," said 2WO Lim. "The course has

really transformed us from our roles as senior specialists and equipped us with the necessary knowledge to embark on the new journey as Warrant Officers."

Over the nine-week course at the SAF Warrant Officers' School, participants are imparted with the necessary skills and leadership qualities that will help them as they assume their new responsibilities as middle echelon leaders of the SAF.

Air Force News congratulates all successful participants of the course!



RSAF Book Prize award winner MSG Lim assuming the rank of 2WO, with a little help from his wife.

## Avian Influenza: What you should know



Flu vaccines such as Tamiflu (above) may have an integral role to play in the event of an outbreak; but widespread and indiscriminate use of the vaccines may limit its effectiveness.

Birds may be a nuisance for pilots and air traffic controllers everywhere, but they may now present a completely new danger to populations around the world. Avian influenza, also known as bird flu, is a contagious disease caused by viruses that normally infect birds and less commonly pigs, but have on rare occasions infected humans with fatal consequences. With fresh reports of new infections in China and Turkey, and many countries in South East Asia and East Asia affected by the virus, there is a clear and present threat that the virus may mutate and become contagious amongst humans. While there is no cause for alarm yet as the virus has not mutated to a stage where it can transmit effectively between humans, there is significant risk that if more people contract the disease from birds, then the chances that the virus can mutate to a more infectious stage is higher. Avian influenza symptoms are not very different from human influenza

symptoms – fever, cough, sore throat, pneumonia amongst others. To date, there have been no reported cases of bird flu in Singapore. As such, local birds are considered safe, and there is no necessity to cull or avoid them. Poultry products, such as eggs, have gone through the strict controls and checks of the Agri-Food and Veterinary Authority (AVA) of Singapore and are thus safe for consumption.

One interesting note about the bird flu virus is its sensitivity to heat, which means that there is no danger of contracting the disease by consuming properly cooked food. According to the World Health Organisation, “normal temperatures used for cooking (70°C in all parts of the food) will kill the virus.” By ensuring your food is properly cooked, that raw poultry is not mixed with any other food and practising good hygiene will protect oneself from the virus.

Studies have shown that the virus spreads through direct contact with infected birds, or touching surfaces with nasal excretions, saliva and faeces of infected birds. When dealing with birds in Singapore, it is still recommended to practise good hygiene practises, such as washing of hands, especially during and after contact with their faeces and corpses.

This advice also extends to overseas travel – there is no real danger of visiting affected countries, if one takes the necessary precautions against contacting wild birds and practising good hygiene. An added precaution one can take is to get a flu vaccination such as Tamiflu or Relenza. There is no vaccine against the current strain of avian influenza, as the ones available only protect a person from the common influenza. Even so, the vaccination can lessen the impact of avian influenza and save lives if taken early. Therefore it is recommended by the Ministry of Health for those travelling to temperate countries in the Northern Hemisphere, those who suspect that they may be exposed to infected chickens or farms when travelling, or those who are at higher risk of developing complications from flu viruses, be vaccinated. Widespread vaccinations and stocking up of vaccines are however not recommended – the possibility that the virus will develop an immunity against the vaccine is much higher this way and will severely limit its effectiveness.

With the facts separated from the myths, it is hoped that RSAF servicemen would take the necessary precautions and actions when they are travelling overseas or at home and protect themselves from this deadly virus.



Poultry in various countries have been culled to prevent the spread of the virus.

## RSAF aircraft participate in Australian Defence Air Show

A Marchetti S-211 Jet Trainer from 130 SQN, a KC-135R Stratotanker from 112 SQN and two F-16 Fighting Falcons from 143 SQN were on display at the Royal Australian Air Force (RAAF) Base Pearce on 19 and 20 Nov 05. The Australian Defence Air Show treated some 90,000 visitors to a vast array of aircraft on flying and static display, which featured the four RSAF aircraft and a United States Air Force B1-B Lancer amongst other RAAF aircraft. The static display by RSAF proved to be a popular feature in the Show since Singapore's aircraft were the only foreign ones opened for public access. A booth was also set up to showcase the history of the RSAF and the operations of 130 SQN in RAAF Base Pearce, with a static display of a Marchetti S-211 as its centrepiece.



RSAF personnel briefing visitors to the Marchetti S-211 Jet Trainer at the air show.

## Defence Services Staff College, India



CPT Kelvin Koh (fourth from right) briefing the visitors on the features of the radar console.

Chief Instructor (Air), Air Vice Marshal GS Bhogal, VM; Army Wing Directing Staff, COL GS Lamba and Air Wing Directing Staff, WG CDR VPS Rana, from the Defence Services Staff College, India, visited Air Force School on 25 Oct 05.

During the visit the guests visited the Radar and Tower Simulator where they were briefed on its numerous features, such as its ability to simulate different weather conditions and night-time environment. They also toured the school's Aircraft Recognition Resource Centre and the Computer Aided Instruction Centre.

The visit served to better inform the visitors of the roles and capabilities of the Air Force School and signified the warm defence relations between the RSAF and the Indian Armed Forces.

## French Armed Forces



SSG Rajesh Saraj showing General Officer, International Affairs, FAF, BG Jean Albert Epitalon the features of a 0.5" calibre Heavy Machine Gun installed on a Super Puma helicopter.

General Officer, International Affairs, FAF, BG Jean Albert Epitalon and Dy Officer, International Affairs Office, FAF LTC Langella Jean-Christophe, who were in Singapore for the 9<sup>th</sup> SAF-FAF (Army) Staff Talks, visited Sembawang Air Base (SBAB) on 10 Nov 05. They were accompanied by French Defence Attaché, CAPT Gilles Bonavita.

At 125 SQN, the visitors viewed a video presentation on the RSAF, SBAB and the SQN. They were also briefed on the Base's involvement in Humanitarian and Disaster Relief missions conducted during Operation Flying Eagle, in aid of victims of the earthquake and tsunamis of Boxing Day 04, which devastated regions of Thailand and Indonesia.

## 12th RSAF—FAF Air Working Group Meeting

The 12<sup>th</sup> RSAF — FAF (French Air Force) Air Working Group met from 5 to 6 Dec 05 at MINDEF. The meeting, co-chaired by Chief of Staff (Air Staff), BG Ng Chee Khern and Chief of Staff (International Relations), GDA Rayssac Jean-Pierre, served as a forum between members of the RSAF and FAF to discuss bilateral matters and explore professional areas of interests at a strategic, conceptual and exploratory level. During their stay in Singapore from 5 to 7 Dec, the FAF officers also visited the Aeromedical Centre, Air Force School and Changi Air Base. The FAF officers also called on Chief of Air Force, MG Lim Kim Choon, on 6 Dec 05.

The meeting underscores the warm and friendly ties between the RSAF and FAF. Both air forces interact through professional exchanges and exercises such as EX Western Arc.



The FAF visitors with their RSAF hosts in a group shot after their visit to Changi Air Base.

## TNI-AU Senior Officers' Exchange



CO FSS SBAB, LTC Quek Chiew Teck briefing AM Prayitno in the base's Air Traffic Control tower.

A delegation from the TNI-AU (Indonesian Air Force) comprising Deputy Chief of Staff, AM Herman Prayitno; Commander, Sector Command III, AFM Abiadi Hasan and Assistant Officer for Intel Product, COL Thomas Ken Darmastono as well as Indonesian Defence Attaché, COL Agus Supriyatna, visited Sembawang Air Base on 12 Dec 05.

The guests attended a briefing and video presentation on the roles and capabilities of SBAB. They also visited the base's Air Traffic Control tower and Helicopter Simulator Centre where they learnt more about the characteristics and capabilities of the Chinook Full Mission Simulator.

The visit served to enhance the warm defence relations and the long-standing friendship between senior officers from both Air Forces.

## Courtesy Calls on Chief of Air Force

The following visitors called on Chief of Air Force, MG Lim Kim Choon, during their stay in Singapore.



7 Oct 05  
CAPT Jiamsek Chantarasena  
Defence Attaché  
Royal Thai Embassy



16 Nov 05  
AVM John Blackburn  
COMD Integrated Area Defence System

## A Fitting Close to a Milestone Year



CAF, MG Lim (centre), and senior RSAF officers blowing out the candles to mark ADSD's 10th Anniversary.

Serving as a fitting finale to the year-long celebrations of the Air Defence Systems Division's (ADSD) 10<sup>th</sup> Anniversary, were the Adopted Homes visits, 10<sup>th</sup> Anniversary Dinner and Chief Defence Scientist Lecture cum Commemorative Magazine Launch.

### Adopted Homes Visit

Units from the Air Defence Systems Division carried out visits to 10 Adopted Homes for the needy between the period of September and October 05. With a theme of "Touching Hearts and Showing Care", the visits were in line with the division's continuing efforts to contribute to the community.

Other than sprucing up the living environment and the donation of food and items such as clothing and stationery to the Adopted Homes, visiting units also added a personal touch to each and every home under their care. Entertainment was catered to the Homes through a series of games and activities, providing interaction with the young and old

### 10<sup>th</sup> Anniversary Dinner

The 10<sup>th</sup> Anniversary Dinner was held on 28 Oct 05 at the Orchid Country Club with the theme, "ADSD Family – Dedication and Vision". For the men and women of ADSD, the night was one to mingle and reminisce on past achievements as well as to look forward to new challenges ahead.

Personnel in attendance were treated to a night of entertainment, provided by the SAF Music and Drama Company. Dances and Acapella items provided an aural and visual treat, to match the sumptuous food on the tables.

The event was graced by Chief of Air Force, MG Lim Kim Choon; Chief Defence Scientist, Prof Lui Pao Chuen and Chief of Staff (Air Staff), BG Ng Chee Khern.



COMD ADSD, BG Tan Meng Dui (left) and Chief Defence Scientist Prof Lui Pao Chuen, presenting the 10th Anniversary Commemorative Magazine.

### Chief Defence Scientist Lecture cum Commemorative Magazine Launch

29 Dec 05 marked the final event in the series of ADSD 10<sup>th</sup> anniversary celebrations. On this significant occasion, ADSD was honoured to have Chief Defence Scientist, Prof Lui Pao Chuen, deliver a special lecture, entitled "Reflections on the Past & the Future of ADSD". Apart from an enlightening and interesting

presentation on RSAF's air defence capabilities during its formative years, Prof Lui also shared his insights on the future challenges and opportunities for ADSD.

Following the lecture, the ADSD 10<sup>th</sup> Anniversary Commemorative Magazine was launched by COMD ADSD, BG Tan Meng Dui, together with the three Brigade Commanders to conclude the year's 10<sup>th</sup> Anniversary Celebrations. The pictorial magazine, entitled "A Decade of Vigilance: Dedication and Vision", serves as a documentation of the Division's 10-year journey and its year-long 10<sup>th</sup> Anniversary celebrations through a vivid collection of photographs and captions.

## Sembawang Air Base turns 36



SBAB personnel enjoying themselves at the SAFRA Yishun Club's Rock Climbing Wall.

On 7 Oct 05, Sembawang Air Base celebrated her 36<sup>th</sup> Anniversary with a mass sports event at the SAFRA Yishun

Club. The event allowed base personnel to come together in celebration and try their hand at a wide array of sports and games.

Competitive sports such as bowling, rock climbing and air-rifle were at hand to appeal to the sports fans in attendance while activities such as aerobics, in-door gym workouts and yoga sessions catered to the more laid back crowd.

Following an enjoyable afternoon of activities, the men and women of SBAB returned to the base's Hangar 96 for

a sumptuous dinner and excellent entertainment provided by the SAF Music and Drama Company.



Past and Present Commanders of SBAB, with COs and PSOs, celebrating the base anniversary with a cake-cutting ceremony.

## TASC celebrates her 15th Anniversary



CDS, Prof Lui Pao Chuen (3<sup>rd</sup> from left), CAF, MG Lim Kim Choon (4<sup>th</sup> from left) with Comd TASC, COL Richard Pereira (5<sup>th</sup> from left) and former commanders of TASC on stage for the Toasting Ceremony during the Dinner.



TASC personnel and residents of Villa Francis Home for Aged interacting.

Tactical Air Support Command (TASC) celebrated her 15th Anniversary and the achievement of 15,000 Searcher UAV flying hours on 7 Oct 05. Two events were organised to mark these milestones, namely a visit to Villa Francis Home for the Aged in the morning and a dinner in the evening.

During the visit to Villa Francis Home for the Aged, 100 men and women of TASC helped to clean up the compound and the premises of the Home. Interactive games were organised for the residents and the event was rounded up with a buffet lunch. In addition, COMD TASC, COL Richard Pereira presented donated food supplies for the Home to the Assistant Director of Nursing, Brother Thomas Chia.

The dinner at Pan Pacific Hotel included distinguished guests such as Chief Defence Scientist, Prof Lui Pao Chuen; Chief of Air Force, MG Lim Kim Choon, members of Air Staff as well as former commanders of TASC. The guests immersed themselves in the celebratory mood of the dinner and viewed videos showcasing TASC's history and the morning's anniversary charity activity.

## Senior Management Dialogues

Permanent Secretary (Defence), Mr Chiang Chie Foo and Deputy Secretary (Administration), Mr Willie Tan visited the Air Defence Systems Division (ADSD) and Paya Lebar Air Base (PLAB) on 4 Oct and 6 Oct 05 respectively. Both visits featured dialogue sessions between the visiting senior management and servicemen.

The session at PLAB was attended by personnel from 110 SQN, Air Force Armament Base, Air Force Supply Base, Flight Simulator Centre, Flight Test Centre, Aeromedical Centre and the Air Force Communications Squadron while the session at ADSD comprised base personnel.

Both dialogue sessions provided servicemen with an opportunity to air their concerns, to raise personnel issues for clarification and to gain a better understanding of the rationale for MINDEF policies, while allowing Mr Chiang and Mr Tan to gain a better appreciation of the issues and concerns of the servicemen on the ground.



From left: COMD HQ Air Force Systems Brigade, COL Tam Peng Yew; Permanent Secretary (Defence), Mr Chiang Chie Foo; COMD ADSD, BG Tan Meng Dui and COMD, Divisional Air Defence Artillery Brigade, COL Koh Teow Huat at the dialogue session at ADSD.



Mr Tan (3<sup>rd</sup> from right) chairing the panel during the dialogue session at the PLAB Officers' Mess.

## Change in Command for Sembawang Air Base



Outgoing commander, COL Chan Choy Kee (left), handing over the SBAB symbol of command to incoming commander, COL Tan Wee Ngee.



Chief of Air Force, MG Lim (left), presenting COL Chan with the command plaque for his successful command of SBAB.



COL Tan (right) presenting Commandant Air War College, USAF, MG Robert J. Elder, Jr. with a memento at the end of the course.

COL Tan Wee Ngee took over the reins as Commander, Sembawang Air Base, from outgoing Commander, COL Chan Choy Kee. The Change of Command ceremony took place at SBAB on 11 Oct and was officiated by Chief of Air Force, MG Lim Kim Choon.

For COL Chan Choy Kee, the ceremony marked the end of his successful command of SBAB, which he had led since April 2003. The helicopter pilot is well acquainted with the operations of SBAB, having served as CO of 126 SQN and COMD Peace Prairie Detachment, and was Deputy Commander of SBAB before taking over the helm. Under his command, SBAB performed its missions admirably, playing a leading role in the Operation Flying Eagle and relief missions for Hurricane Katrina in 2005. Besides supporting the SAF in exercises and participating in flypasts in the National Day Parade, COL Chan has also led SBAB in its transformation to a 3G force as the Peace Vanguard Detachment in Arizona completed certification training in 2004, marking a pivotal point in RSAF's first attack helicopter squadron.

Incoming commander, COL Tan Wee Ngee, is no stranger to SBAB. Having served as CO 123 SQN and heading the Air Operations Centre in Air Operations Department, COL Tan was also Deputy Commander of SBAB from 2003-2004 before leaving for further studies at the Air War College in the United States of America.

In the Air War College, COL Tan felt privileged to participate in such a prestigious course, knowing that it is the premier military educational institution in the United States Air Force (USAF). Learning together with senior officers from the USAF, US Army, US Marine, and others from militaries in 45 countries as well as non-military agencies, the experience proved to be rewarding and enriching, giving COL Tan new perspectives on today's security environment and how other militaries do their business. "More importantly," COL Tan highlighted, "It gave me the wonderful opportunity to make friends and network with officers of different nationalities and background."

Despite the cultural differences and the intense workload of the course, COL Tan did the RSAF proud in the Air War College, graduating with an academic distinction in his class of 253 students. He was also accredited with a Masters in Strategic Studies. "I guess my main motivation in doing well in this course came from a sense of national pride. When you are in a multi-national environment, there is a certain drive to represent your country well. This is particularly so when Singaporean officers have blazed the trail in the past."

Air Force News congratulates COL Tan on his new appointment and achievement, and wishes COL Chan the best in his future endeavours.

## A New Leader for Air Force School



COL Foo Kim Peng (2nd from left) handing over the AFS Symbol-of-Command to incoming commander, COL William See (2nd from right)



CAF, MG Lim (left), officiates the oath-taking of incoming commander, COL William See (right).

In a Change-of-Command ceremony held on 27 Oct 05, COL Foo Kim Peng handed over leadership of the Air Force School to COL William See. Chief of Air Force MG Lim Kim Choon officiated over the Change-of-Command ceremony.

Having joined the RSAF since 1977, COL Foo had held numerous appointments which included Head of Air Intelligence Department; Commander Changi Air Base as well as

Head Air Training Department prior to assuming command of Air Force School in 2002. In 1999, COL Foo was awarded the Public Administration Medal – Bronze (Military) for his contributions and service to SAF and the nation.

COL Foo has since retired from the RSAF and is currently holding the appointment of General Manager at ST Electronics (Info-Comms Systems) Pte Ltd.

His successor, COL William See has held several key appointments as well, since joining the RSAF in 1980. He has been Head of the Flying Training branch and CO 130 Squadron as well as having served as Deputy Head Air Operations (Ops Development).

Air Force News wishes both COL Foo and COL See the greatest success in their future endeavours.

## A New Commander for Changi Air Base



COL Andy Tan (left) handing over the CAB symbol of command to COL Ng Chee Meng (right).

Changi Air Base bade farewell to COL Andy Tan and welcomed COL Ng Chee Meng as its new Commander during the Change of Command Ceremony held on 28 Nov 05. Officiated by Chief of Air Force, MG Lim Kim Choon, the parade marked a significant milestone in Changi Air Base's 34-year history.

For outgoing commander, COL Andy Tan, the parade was a significant event in the fighter pilot's 28-year career. Having clocked more than 3000 hours on the F-5S



CAF, MG Lim (left), presenting COL Andy Tan with the command plaque for his successful command of CAB.

Tiger and F-16 Fighting Falcon, COL Tan was also one of the first two RSAF pilots to have attended F-16 fighter training at Luke Air Force Base. Before assuming command of the base, COL Tan also served as CO, 140 SQN; Detachment Commander, Peace Carvin II and held staff appointments in Air Operations Department. During his command of the Base from 25 Mar 03, COL Tan's leadership was instrumental as Changi Air Base took part in reconstruction efforts in the Gulf region and providing relief to disaster victims during the Boxing

Day tsunami and earthquake in 2004. Changi Air Base also opened its new extension in the east which houses the new F-16D Fighting Falcon Blk 52+ during COL Andy's tenure.

COL Tan would be taking over the post of Head Air Plans from COL Ng Chee Meng, the incoming commander. COL Ng, who brings a wealth of experience with a 19-year career in the RSAF, is no stranger to senior command and staff position. Emerging as the top student during his Singapore Command and Staff Course in 1999, COL Ng was also appointed the Military Personal Secretary to the Minister for Defence from 1995 to 1996. He also served a tour in the Air Operations Department, assumed command of 144 SQN and served a tour in Joint Operations and Planning Directorate, before heading the Air Plans Department.

Air Force News would like to congratulate both COL Tan and COL Ng on their new appointments.

## Changes in Command and Senior Appointments

### CHANGES IN SENIOR APPOINTMENTS

#### Commander, Sembawang Air Base

— 11 Oct 05

**Incoming:** COL Tan Wee Ngee

**Outgoing:** COL Chan Choy Kee

#### Commander, Air Force School — 27 Oct 05

**Incoming:** COL See Kok Kee William

**Outgoing:** COL Foo Kim Peng

#### Deputy Head, Air Operations Department

— 31 Oct 05

**Incoming:** LTC Anil Sankar

**Outgoing:** COL Sarbjit Singh

#### Deputy Head, Air Operations Department

— 11 Nov 05

**Incoming:** COL Tan Soon Hock Tommy

**Outgoing:** COL See Kok Kee William

#### Deputy Commander, Tengah Air Base

— 11 Nov 05

**Incoming:** COL Sarbjit Singh

**Outgoing:** COL Tan Soon Hock Tommy

#### Head, Air Plans Department — 28 Nov 05

**Incoming:** COL Andy Tan Teng Lock

**Outgoing:** COL Ng Chee Meng

#### Commander, Changi Air Base — 28 Nov 05

**Incoming:** COL Ng Chee Meng

**Outgoing:** COL Andy Tan Teng Lock

#### Deputy Commander, Paya Lebar Air Base

— 23 Dec 05

**Incoming:** LTC Yeo Yee Peng

**Outgoing:** COL Ho Foo Sing

### CHANGES IN COMMAND

#### CO, 125 SQN — 28 Nov 05

**Incoming:** MAJ Yeap Hong Kiat

**Outgoing:** LTC Ng Cheong Gay Calvin

#### CO, Field Defence Squadron - TAB

— 29 Nov 05

**Incoming:** MAJ Ng Kheng Heong Ernest

**Outgoing:** MAJ Fong Kok Wai

#### CO, 122 SQN — 2 Dec 05

**Incoming:** MAJ Bogaars George Michael

**Outgoing:** LTC Ngooi Choong Ngee Francis

#### CO, 127 SQN — 2 Dec 05

**Incoming:** LTC Chin Pak Chuen

**Outgoing:** LTC Lim Swee Sing Vincent

#### CO, 128 SQN — 9 Dec 05

**Incoming:** LTC Tan Kum Cheng

**Outgoing:** LTC Chng Boon Kai

#### CO, Tactical Air Command Post SQN, TASC

— 9 Dec 05

**Incoming:** MAJ Sim Eng Huat Patrick

**Outgoing:** LTC Cheung Chee Wai Rick

#### Det COMD, Peace Support Operations

(Super Puma), SBAB — 14 Dec 05

**Incoming:** LTC Ng Cheong Gay Calvin

**Outgoing:** LTC Shanmugaratnam S/O

Erampamoorthy

#### CO, Air Logistics Squadron - CAB

— 16 Dec 05

**Incoming:** LTC Leow Meng Fai

**Outgoing:** LTC Teng Kim Hai

#### CO, 145 SQN — 19 Dec 05

**Incoming:** LTC Lim Tuang Liang

**Outgoing:** LTC Leong Choong Yew

#### CO, Flying Support Squadron - CAB

— 21 Dec 05

**Incoming:** MAK Ong Kai Sin

**Outgoing:** LTC S Subash

#### CO, 144 SQN — 28 Dec 05

**Incoming:** LTC Tan Sek Chong Edmund

**Outgoing:** LTC Pek Hong Hwa

#### CO, Air Force Armament Base — 30 Dec 05

**Incoming:** LTC Lim Bock Aeng Arthur

**Outgoing:** LTC Loh Siang Wei

A Mechanised Iгла (foreground) providing air defence as an Armoured brigade advances during Ex Wallaby in Australia.

- Photo by: Ang Hou Fu

