

AIR FORCE 21

ABOVE ALL



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ADSD A DECADE OF VIGILANCE



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We would like to express our appreciation to LTC Low Kheng Guat and CPL Gad Tan for their invaluable contributions towards the production of this issue and wish them well in their future endeavours.

We would also like to welcome MAJ Dalbir Singh aboard the Air Force News team.

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Trilateral Friendship

EX Cope Tiger 05, the 11th in the Cope Tiger series, came to a close on 4 Feb 05. The exercise, declared open on 1 Dec 04, was conducted in two phases: the Command Post Exercise at Paya Lebar Air Base on 3 and 4 Dec 04 and the Flying Training Exercise (FTX) in Korat, Thailand from 24 Jan to 4 Feb 05. This year's exercise saw the participation of 12 F-16 Fighting Falcons, eight F-5 Tigers, two AS-332M Super Pumas, one KC-135R Stratotanker and one E-2C Hawkeye. 12 RSAF Air Defence Artillery (ADA) systems, which include the I-Hawk, Rapier, Mistral, RBS-70, 35mm Anti Aircraft Artillery, P-STAR, were also deployed for the exercise, at the Chandy range in Koke Kathiem, Thailand.

The annual air exercise between the RSAF, Royal Thai Air Force (RTAF) and United States Air Force (USAF), codenamed EX Cope Tiger is the largest combined air exercise conducted in Thailand. Over the years, the scale and scope of the exercise has increased significantly, with subsequent exercises seeing participation of more personnel and aircraft. New participants for this year's exercise include the U.S. Navy and Air National Guard as well as RSAF's KC-135R Stratotanker.

"The exercise has allowed our three air forces to interact very closely and we have had many professional exchanges which are mutually beneficial," said RSAF Exercise Director, BG Richard Lim. He added, "The exercise has provided the opportunity for friendship to be further fostered amongst the younger officers who will be the future leaders of our air forces. Such friendship will go a long way towards cementing the defence relations among our countries."

The RTAF and USAF Exercise Directors echoed such sentiments. Said USAF EX Director, COL George Daniels, "One of the objectives of this exercise was for our three air forces to come together and work towards one common objective and we have been very successful with that so far." Thinking similarly was RTAF EX Director, GPCAPT Songtam Chokkanapitag, "We've been able to learn and share with each other but more important has been the fostering of good relationships between our three air forces."

Indeed friendship and mutual understanding between the exercise participants and the locals of Korat were the motivational factors behind the joint community relations



The exercise saw the deployment of numerous different aircraft from participating nations. **Above:** An RTAF F-15 (left) taking off. **Right:** A U.S. Navy F-18 taxiing for take-off.

project, conducted in conjunction with EX Cope Tiger 05. The project was kick-started at Ban Nongraweang School, Muang district, Nakhon Ratchasima province in the morning of 28 Jan 05. Officiated by the RSAF, RTAF and USAF Exercise Directors, the day's proceedings saw the donation of academic and sports equipment, clothing and food to the school. School Principal, Choopool W. Chimplee, expressed his appreciation for RSAF's donation of 20 computers. He said, "The computers will help my students further embrace technology. I'm indeed happy for the students and their parents and very grateful to the RSAF."

The community relations project also included the provision of free medical and dental services by the RSAF, RTAF and USAF to the local populace, from 28 to 31 Jan. Close to 2300 patients were treated over the four-day period. Wing Commander Vajara Phiphobmongkol, an RTAF medical officer with Bhumibol Adulyadei Hospital said, "What's most important about this programme is that it fosters a good relationship between the military and the local civilians." He added that the medical programme had provided the opportunity for interaction between doctors and nurses from the three air forces. "After this we will all be close friends."



(From right) RTAF, RSAF and USAF exercise directors GP CAPT Songtam Chokkanapitag, BG Richard Lim and COL George Daniels handing out stationery sets to the students of Ban Nongraweang School.



ADA systems such as the Mistral (above) were deployed in Koke Kathiem.



CPT (DR) Amos Loh, (left), a medical officer with ARMC, attending to a local during the medical programme.

RSAF's Inaugural Detachment to Udon

The RSAF marked yet another milestone in its overseas training stints with its first detachment to Udon, Thailand. Conducted from 15 Mar to 8 Apr 05, the detachment involved a total of 15 RSAF aircraft from three squadrons.

LTC Pek Hong Hwa, CO 144 SQN and Detachment Commander of the inaugural detachment, said that the detachment's ability to



Two RSAF F-16s taxiing their new training ground in Udon.

commence flying training within a mere 24 hours of landing in Udon, was a testament to their operational readiness. He added that this feat could not have been achieved without the support of RTAF's Wing 23. The Commander of Wing 23, GPCAPT Pongstorn Chaisen, said that he was most happy to host the RSAF detachment and added, "During my visits to Singapore, Singaporeans took good care of me and fully supported me in seeing through my tasks. Hence, when the opportunity arose for me to assist the Singaporeans, I ensured that they received the fullest support from my staff.

As part of the detachment activities, the RSAF and RTAF jointly conducted a socio-civic programme on 22 Mar 05. On behalf of the RSAF, Commander Paya Lebar Air Base, COL Peter Ware, presented 11 computers, selected software applications, anti glare screens and about 70 books to representatives from two local schools in Udon Thani during a symbolic handover ceremony.

The Principal of Udon Pichairak Pittaya Secondary School, Mr Sa-Ngup Palinyot, expressed his appreciation to the RSAF's donation of computers and supporting accessories, which he said would help enhance the students' education.

The training deployment to Udon underscores the longstanding friendship between the RSAF and the RTAF. The close cooperation between the two air forces includes visits, exercises and other professional exchanges for mutual benefit.



COL Ware (2nd from right), with GPCAPT Chaisen (far right), presenting a keyboard to principal, Mr Sa-Ngup in a symbolic handover of computer equipment to the secondary school.

Aerospace Technology Seminar 2005

The Aerospace Technology Seminar held at Air Force School on 25 Feb 05 brought engineers, technical managers and specialists from the RSAF, aerospace companies and academic institutions together to share knowledge on experiences and new technologies in the field of aerospace. Featuring a keynote address by President, Nanyang Technological University, Dr Su Guanng, discussion topics such as avionics, Unmanned Aerial Vehicles and propulsion were presented by RSAF Logisticians, academics from the National University of Singapore and the Nanyang Technological University and industry professionals. Chief of Air Force, MG Lim Kim Choon, was the Guest-of-Honour for the event.

The Seminar was an excellent opportunity for professional exchanges between military engineers and their civilian counterparts as they form vital links in a "defence ecosystem" that is important to defence technology and the defence of Singapore. As Head Air Logistics, COL Tsoi Mun Heng, elaborated in his welcome address, "A strong Eco-system is important for us, as technology is one of the cornerstones of our transformation into a 3G SAF. As a forum for the sharing and exchange of ideas and developments in aerospace technology, this seminar has a



President NTU, Dr Su Guanng, delivering his keynote address.

part to play in the strengthening of the Eco-system." With the successful conduct of the Aerospace Technology Seminar 2005, participants achieved a better appreciation of the future directions of aerospace technology.

Innovating for a Quality Future

Marking 17 years of RSAF Productivity and Innovation in Daily Effort (PRIDE), this year's RSAF PRIDE Convention held at Air Force School on 7 Mar 05 recognised PRIDE activists, units and formation who had contributed ideas and suggestions to increase productivity in the RSAF. Featuring a video screening and display exhibits from outstanding projects, the convention also saw Guest-of-Honour, Chief of Air Force (CAF), MG Lim Kim Choon, presenting awards to teams and individuals who had made significant contributions to the RSAF PRIDE movement.

One of the projects that deserved special mention, also highlighted by CAF during his address, was the "S-211 Structural Upgrade". The project had recommended that the upgrade of the SIAI Marchetti S-211 trainer aircraft be done locally instead of engaging the manufacturer. The proposal dramatically lowered the cost for the RSAF by approximately \$5.5m. The project also helped the team comprising CPT Ernest Kong, Mr Tui Chen Guan and CPT Reuben Lim from Air Logistics Department win the Outstanding Unit Suggestion Management Scheme (USMS) Suggestion (Support) Award.

Team leader, CPT Ernest Kong, attributed their success to a combination of determination and innovation. He thanked his team members for



CAF, MG Lim (2nd from left) being briefed on one of the exhibits by Mr Kong Sing Yeong from ALS-SBAB.

challenging old assumptions and trying new ideas. Drawing a quote from the famous scientist and inventor, Thomas Edison, CPT Kong quipped, "I have not failed, I have found 10,000 ways that do not work. I am not discouraged, because every wrong attempt discarded is often a step forward towards success."



CPT Ernest Kong (left) receiving the Outstanding USMS (Support) Award from CAF, MG Lim, on behalf of his team

Total Defence: You Play A Part!



"If a major crisis should happen, we must be able to draw upon our inner strength to overcome the adversity and to pull through like we have done many times in recent years... We have every reason to be confident of the future but let us continue to strengthen our Total Defence and remember – 'Everyone has a part'."

– Mr Cedric Foo

One of the factors why Singapore was able to overcome any challenge it faced in recent years was its commitment towards Total Defence — this was a point reiterated by Minister of State for Defence, Mr Cedric Foo, during the launch of the Total Defence Campaign 2005 on 15 Feb 05. Drawing examples from the fight against SARS, the last economic downturn and the recent tsunami disaster, Mr Foo highlighted its importance, saying, "We are only as strong as the weakest link in the 'Pentagon of Total Defence' - Military, Civil, Economic, Social and Psychological."

This year's Total Defence Campaign, with the tagline of "There's a Part for Everyone", is centred on getting everyone involved towards actively contributing to ensure Singapore's continued survival and success. Kicking off the campaign was the six-day Total Defence Photofest 2005 at Suntec City from 15 to 21 Feb 05, which showed the five facets of Total Defence in daily life. The new Total Defence Icons created by the Ministry of Defence and Temasek Polytechnic and the reintroduced Total Defence song, "There's a Part for Everyone", sung by Singapore Idol Finalist Ms Olinda Cho, were also unveiled. Concurrently, a Photo Competition, "Total Defence Caught in Action", organised by the Central National Education Office (NEXUS) and the Photographic Society of Singapore, was also launched. Entries best depicting the meaning of Total Defence stand to win cash and cameras sponsored by Nikon Singapore.

Carnival of Cohesion

Strengthening the bond between NSmen and regulars was the theme of the SAF-SAFSA Sports Carnival 2005, held at the Khatib Camp Stadium, on 27 Feb 05. With the tagline, "Cohesion Through Sports", the carnival saw teams from RSAF pitted against teams from Army formations and Naval Logistics Command in 7-aside soccer and 3-on-3 basketball tournaments.

The RSAF basketball team, led by CPT Chua Yong Kiat from HQ Air Defence Brigade, did the Service proud by emerging as champions, beating DIV Engineers in the finals by a score line of 29-17. CPT Chua was full of praise for his team's achievement and attributed their victory to the experience his teammates had gained from playing in similar competitions. He said, "The event is a good avenue for NSmen and regulars to come together and have a good time."

The Carnival, an annual event since 2004, also serves as a platform to promote cohesiveness and team excellence amongst RSAF operationally ready NSmen and their regular counterparts.



COMD 25 DIV/Chief Armour Officer, Vice-President SAFRA, BG Bernard Tan with the triumphant RSAF 3-on-3 basketball team.

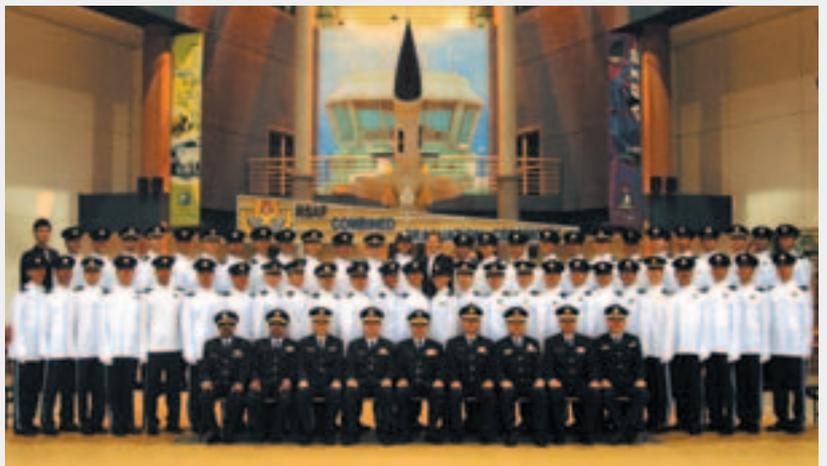
New Additions to the RSAF Officer Corps - RSAF Combined Graduation Ceremonies



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

CPT Brandon Sim, who graduated in the 119th Transport Wings Course with a Best Trainee award in the January ceremony, noted that motivation was a very important ingredient in his achievement. "During flying training, it was important to have discipline and the ability to motivate yourself," said CPT Sim. Echoing such sentiment was OCT Chen Zhong Hao, who graduated in the March ceremony with a Best Trainee Award in the 6th Air Logistics Officers Course (Technical), "The course was mentally very exhausting, but I believed in the saying that since I am already in this, I might as well do well in it."

Air Force News would like to congratulate CPT Sim and OCT Chen on their achievements and wish all graduands the best in their future undertakings.



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

24 and 54 officers graduated in two separate RSAF Combined Graduation Ceremonies held on 14 Jan 05 and 24 Mar 05 respectively. Both ceremonies were held at Air Force Museum and were graced by Guest-of-Honour, Chief of Air Force, MG Lim Kim Choon. In the presence of their loved ones, the officers, hailing from Flying, Weapon Systems Officer and Air Logistics courses, received their Wings, Brevets, Swords and Certificates from the Guest-of-Honour, marking the successful completion of the various vocational courses in the RSAF.

A Literary Accomplishment

When COL Lee Ling Wee first started working on an essay, as part of the course requirement for the United States Armed Force's Air War College, lofty ambitions of it emerging as one of the top in his college had not been on his mind. "I vaguely knew that the best papers would be selected for some prizes but my main focus was to write a good paper, get good grades and graduate well", he said.

Imagine his surprise when he was told that his essay had been chosen to compete with the best essays from America's 11 military schools in the 23rd annual Chairman of the Joint Chiefs of Staff (CJCS) Strategy Essay Writing Competition. COL Lee's essay ended up beating off the stiff competition from the 27 other contenders to clinch the third prize. This was the second time that a non-American student had won a prize in the competition, since it started in 1981.

"I was first incredulous, then elated and later grateful to the Air War College faculty. I owed much to the faculty staff, especially Professor Ted Kluz, for offering me a rare opportunity to participate in this competition and for their confidence in me," said COL Lee. He also expressed much appreciation to his wife, Ren Tse, for her support throughout the yearlong course. In fact, it was during a conversation with her on the issue of Global Terrorism that COL Lee first realised the great potential the topic held. Having found a subject he felt strongly about, COL Lee worked hard to meet the tight deadline. The essay competition had hardly been on his mind then: "It seems that I aimed at a humble target and managed to hit a more prestigious one," he said.

The CJCS Strategy Essay Writing Competition is managed by the U.S. National Defence University Press on behalf of the Chairman to select the best essays written by the students of the five staff colleges and six war colleges of the U.S. Armed Forces.

Air Force News congratulates COL Lee on his achievement!



COL (then LTC) Lee (far right) and seminar mate LTC Michael Duvall (far left) with their spouses during their course graduation ball.

"Beliefs define behaviour, actions, and reactions. For as long as the prevailing wisdom holds that Islam and progressive thinking are incompatible, the strategies and methods that can be found for working with progressive Islamic elements to fight against radical elements will be limited and weak."

- An excerpt from COL Lee's essay entitled
"War Against Global Terrorism: Winning the Hearts, Minds and Souls of the Muslim World."

Doing Well Down Under



MAJ Tan (left) and his wife (right), with Australian Chief of Defence Force, GEN Peter Cosgrove, at the ACSC graduation ceremony.

a humble desire to learn from my Australian and overseas coursemates' operational experiences, and secondly, a firm belief in productive sharing as well as exchange of ideas and opinions."

Besides receiving accolades on his work, MAJ Tan was extremely appreciative of the opportunity to attend the Australian Command and Staff Course. He added, "I felt I came out of the course a more confident officer, prepared to undertake heavier responsibilities in both command and staff appointments."

Well done, MAJ Tan, for doing the RSAF proud!

A pleasant surprise awaited MAJ Tan Chee Wee during the graduation ceremony of the Australian Command and Staff Course (ACSC) in Dec 2004. MAJ Tan was awarded the Commandant's Writing Skills Prize for his outstanding writing skills during the Foundation Studies component of the course. "I am delighted that my efforts have translated to good course results and the Commandant's Writing Skills Prize was definitely an unexpected, pleasant farewell gift," said an elated MAJ Tan on winning the award.

In addition to clinching the Commandant's Writing Skills Prize, MAJ Tan was also in the running for the Secretary of Defence Prize for achieving excellent grades in the Strategic Studies Module during the course. In spite of the challenges and the gruelling nine months of coursework, MAJ Tan exhibited professionalism by scoring no less than a distinction in all his assessed subjects.

When asked about his secret recipe for success, MAJ Tan, who is currently CO 203 SQN, said "My motivation was two-fold. Firstly,

RSAF's HOTSHOTS!



The Gryphons of 142 SQN are tops for EX Hotshot 2004/2005.

The RSAF's annual competition of pilot and logistics crew competence closed on 11 Mar 05 at Tengah Air Base. Featuring scenarios which required pilots to hit targets both on the ground and in the air, as well as testing the effectiveness of the squadrons' logistics crews, Exercise Hotshot 2004/2005 was once again a tight race between all the fighter squadrons in the RSAF.

Sweeping awards in both the piloting and logistics categories, 142 SQN's remarkable performance culminated in attaining the most coveted Best Hotshot Squadron award. Chief of Air Force, MG Lim Kim Choon, graced the closing ceremony and presented the awards to the winners.

Air Force News congratulates 142 SQN and all other winners on their achievements.



MAJ Richard Yuen from 149 SQN: this year's Best Hotshot Pilot.

EX Hotshot 2004/2005 Winners

<i>Best Hotshot Squadron</i>	142 SQN	<i>Best Dedicated Crew Chief</i>	1SG Dennis Lim Ho Soon, 140 SQN
<i>Best Hotshot Pilot</i>	MAJ Richard Yuen, 149 SQN	<i>Best Weapon Load Crew</i>	SSG Paranthaman, 143 SQN
<i>Best Pilot in Air-to-Air Gunnery</i>	CPT Chong Chien Fung, 141 SQN	<i>Best Logistics Flight</i>	142 SQN
<i>Best Pilot in Bombs</i>	LTC Tay Boon Chong, 142 SQN	<i>Best Logistics Support Team</i>	ALS-TAB
<i>Best Pilot in Strafe</i>	MAJ Theng Fai Yew, 142 SQN	<i>Best Armament Team</i>	142 SQN

Taking Pride in our Safety Culture

The Annual Safety Conference, organised by the Air Force Inspectorate, was held at the Air Force School on 1 Apr 05. The Conference was the culmination of the safety forums held every quarter and rounded up safety concerns the Air Force had to meet in the past year. Featuring addresses on promoting safety awareness from senior RSAF officers such as Head Air Force Inspectorate, COL Adrian Ong; Head Air Operations, BG Charles Sih; and Head Air Logistics, COL Tsoi Mun Heng, the event also honoured formations, units and individuals who displayed exemplary efforts in maintaining safety standards. Of special mention was 121 SQN, which extended its accident-free record to 33, bagging the highest Unit Accident-Free Flying Years Award at the event.

Chief of Air Force, MG Lim Kim Choon, urged the participants of the Conference to maintain the high safety standards of the RSAF in his keynote address. "In the coming years, as we restructure and transform to a 3G Air Force, the demands on our people will increase even as we cope with the high tempo of our operations. It is imperative that we manage these contending demands in a safe and sensible manner...In this regard I often encourage commanders to call for safety timeout whenever the need arise," MG Lim said.



CO 121 SQN, MAJ Joachim Lee, receiving the squadron's award at the ceremony.

OCS Cadets Visit RSAF Formations

112 Cadets from the Officer Cadet School (OCS) visited Sembawang Air Base (SBAB), Air Force School (AFS) and Paya Lebar Air Base (PLAB) on 30 Mar 05. As part of the programme, the Cadets viewed a static display of aircraft and air defence systems and visited some of the RSAF training facilities such as the Helicopter Simulation Centre (HSC) in SBAB, Flight Simulator Centre (FSC) and the Command, Control and Communications (C3) Wing at AFS. The Cadets were given a familiarisation flight onboard the RSAF Super Puma helicopter, enabling them to learn more about the RSAF's operational capabilities and training. CPT Gaurav Keerthi from 127 SQN and CO 18 DA BN, MAJ Chang Kim Sai, two scholars in the RSAF presented the Cadets with a glimpse of life in the RSAF. The successful visit rounded off with a dinner hosted by Director, Joint Operations and Planning Directorate/Chief of Staff (Air Staff), BG Ng Chee Khern. During dinner and interaction with RSAF senior officers, the Cadets took the opportunity to enquire about scholarships and career opportunities in the RSAF.



Above: Cadets being briefed on how simulator training is being carried out at Flight Simulator Centre.

Right: A cadet asking a question at the dialogue session before the panel comprising (from left) Chinook pilot, CPT Gaurav Keerthi; Head Air Manpower, COL Peter Wee; DJOPD/COS(AS), BG Ng Chee Khern; Head Air Training, COL Tan Meng Dui and CO 18 DA BN, MAJ Chang Kim Sai.



Our Ambassadors Honored



Mr Foo (centre) with senior MINDEF and SAF officers and award recipients.

The SAF Overseas Medals and Certificates of Commendation were presented to 41 personnel who represented the SAF in three overseas operations, at a ceremony held at the Joint Services Officers' Mess in MINDEF on 15 Feb 05. Of the 41 honoured, 37 hailed from RSAF's KC-135 detachment to the Gulf, between June and September 2004, as part of Singapore's contribution to the multilateral reconstructive efforts of Iraq. Minister of State for Defence, Mr Cedric Foo, presented the medals and certificates during the ceremony.

Receiving the Overseas Medal for his contributions towards operations in the Gulf was LTC Upanand Nair, who had served as the National Contingent Commander (NCC) during the deployment from Jun 11 to 1 Aug 04. As NCC, LTC Nair's tasks involved strategic planning and selection of missions, which allowed the detachment to best optimise its aircraft's capabilities. On the participation of the operations in the Gulf, LTC Nair said, "This mission gave us the opportunity to put into practice what we have been training for over the years and what the RSAF is capable of. I am very proud and happy to receive the award; it is a testimony of our contributions to the multinational effort."

AAIS Member Companies Visit Changi Air Base

Prospective employers of RSAF senior technicians made a trip to Changi Air Base (CAB) to view the working environment, and gain an insight into the training and development of our senior technicians on 28 Jan 05. The 49 visitors were from member companies of the Association of Aerospace Industries (Singapore) (AAIS), which consist of aerospace companies based in Singapore, some of which include Singapore Airlines Engineering Company, Matsushita Avionics Systems Corporation and Turbine Overhaul Services Pte Ltd. As part of the programme, they were briefed on the training philosophy and professional skill training process of senior technicians and the structure of Air Logistics Squadron in CAB. They then had a first hand opportunity to interact with the senior technicians at the professional level as they toured the various work centres and first line facilities in the squadron and learnt more of their working processes through briefings led by the senior technicians.

The visit underscores the commitment of both RSAF and AAIS in the RSAF-AAIS Career Transition Scheme, which facilitates the transition of experienced senior technicians to the local aerospace industry. The visitors came away with a better perspective of the skill sets, quality and safe working culture imbued in our senior technicians.



MSG Bernard Lim (far left) briefing the visitors on how maintenance of an F-16 is carried out.

Paving the Way for a New Generation

The RSAF's A4-SU Super Skyhawks ceased operational duties on 31 Mar 05 at Tengah Air Base. The simple ceremony saw 12 A4-SU complete their last flight in Singapore as a fighter aircraft, which 142 SQN pilots and guests such as Chief of Defence Force, LG Ng Yat Chung and Chief of Air Force, MG Lim Kim Choon, participated. While the ceremony was tinged with some sadness, the A4-SU can rest easy in the assurance that the defence of Singapore's airspace continue to be in the good hands of the RSAF's new F-16D Blk 52+ fleet and the incoming RSAF's Next Generation fighter. Even so, the A4-SU will always have a distinguished place in the annals of the RSAF's history books.

Rescued from the compactor in the United States and refurbished as the A-4S Skyhawks in 1972, the RSAF steadily increased its A-4S fleet and soon 142 SQN, 143 SQN and 145 SQN were formed to fly the A4-S. However, as engine problems threatened the reliability



A TA4-SU training in the vast skies of Cazaux, France.

of the A4-S, the RSAF embarked on a landmark partnership with local defence industries to upgrade the A4-S. The new A4-SU Super Skyhawk began its maiden flight in 1986, and the first locally upgraded aircraft boasted much improved performance and reliability with a new non-afterburning version of the General Electric F404-GE-100D turbofan. Such advancements allowed the A-4SU to fulfil its strike roles even more effectively. Showing off the A4-SU Super Skyhawks new capabilities, it formed the aircraft of choice of the RSAF's aerobatics team, the Black Knights, wowing visitors with their death defying stunts.

While the A4-SU may have been overshadowed by the arrival of the more technologically advanced and capable F-16C/D and the F-16D Blk 52+ in the late 90s and news of its replacement by the



The A4-SU as the Black Knights in 1990.

next generation fighter in the new millennium, the men and women behind the A4 had always performed above expectations. This was exemplified through winning the EX Hotshot a record seven times since its inception, including the last edition of the local competition involving RSAF fighter squadrons that the A4-SU would participate. Its importance in aiding the RSAF to be a first class air force has not diminished. In 1998, the A4-SU training squadron, 143 SQN, packed its bags and moved to Cazaux Air Base in France to form 150 SQN. With the uniquely designed TA-4SU Super Skyhawks, the aircraft formed an integral part of Advanced Jet Training that every fledgling fighter pilot has to go through in order to obtain their wings.

"The A4 has become an icon of the RSAF through the yearly bomb-burst and presidential salute during the National Day Parade and the Black Knights aerobatics team," noted CO 142 SQN, LTC Tay Boon Chong. "So it has a place in the hearts of all the sons and daughters of Singaporeans and inspired many of them to join the RSAF. Hopefully we can rub off some of that spirit in the F-16 or the new fighter platform."



CDF, LG Ng Yat Chung; CAF, MG Lim Kim Choon; CDS, Prof Lui Pao Chuen; Senior RSAF officers and 142 SQN pilots posing for a group photo that will go into RSAF history.



Watching over the skies of Singapore one last time: the A4-SU in flight.

ADSD Open House

Guest-of-Honour, Minister For Defence, Mr Teo Chee Hean (centre), officiating the opening of the ADSD 10th Anniversary Family Day cum Open House.



The Air Defence Systems Division (ADSD) celebrated a “decade of vigilance” at the ADSD Family Day cum Open House, held on 12 Mar 05 at the ADSD Complex. The event, which kick-started ADSD’s 10th Anniversary celebrations, saw ADSD personnel, their families, Grassroots Leaders and numerous other guests revelling in a host of activities to mark the momentous occasion. Officiating the opening of the events was Minister for Defence, Mr Teo Chee Hean.



Numerous games provided young visitors with a truly fun-filled day.

Show of Force

On display was a wide array of ADSD’s air defence assets, ranging from weapons like the Mistral and Rapier missile systems to radar systems such as the Basic Giraffe and a mobile Command Control Centre. Visitors had the rare opportunity to handle some of the weapon systems or in the case of the Oerlikon 35mm Anti-Aircraft Gun – climb on board and be taken for a “spin”.

In the Zone

Adjacent to the static display was the Total Defence (TD) Zone – an area set aside to reiterate to families and guests, the need to be involved in Total Defence. Within this “Zone” were stalls where visitors could sample combat rations or have SAF standard-issue camouflage paint applied to their faces – activities which better acquainted them with the SAF “experience”. To remind visitors of Singapore’s history, video screenings on World War II and snacks such as sweet potato, which were common during the



Experiencing the thrill of helming an Iglu Surface-to-Air Missile system.

time, were made available. The Singapore Civil Defence Force was also present to display their fire-fighting equipment and to demonstrate their rescue and medical capability.

Entertainment for all Ages

To add variety and colour to the celebrations the SAF Music and Drama Company put up a song and dance performance at the ADSD auditorium. Meanwhile at the fairground, street magic performers, cartoon mascots, balloon sculptors and giant “inflatables” kept the scores of children occupied throughout the event. Dog shows featuring the trained

canines from the Field Defence Squadron, drawing competitions, quizzes and games were some of the other activities that catered to both the young and old. Stalls manned by commercial companies and entrepreneurship clubs from various schools also played a part in contributing to the bustling bazaar atmosphere.

The open house followed visits by Grassroots Leaders, students from several ITEs (Institutes for Technical Education) as well as trainees from Delta Company, BMTC School 2. The visits served to familiarise guests with ADSD’s air defence capabilities.



Combat Rations proved a rare delicacy for the visiting guests.

A Decade of Vigilance, Dedication and Vision The Air Defence Systems Division

In light of Air Defence Systems Division's 10th Anniversary, Air Force News treks back in time to the formative years of the organisation, to revisit its colourful history and remember the vital role it plays as guardians of our skies.

Early Days

In 1968, an air defence advisory group was formed to study and propose a suitable air defence system for our country. This resulted in the birth of the Singapore Air Defence Command (SADC). SADC's role was of paramount importance – to safeguard the integrity of our airspace against aerial threats.

Milestones in Progress

Over the next 20 years, Singapore's air defence underwent a phase of rapid growth and development. This period saw a number of "firsts" for Singapore in the realm of air defence.

It was in 1969 that the decision to acquire our first air defence system was made. That year, a S\$73 million upgrade package was awarded to the British Aircraft Corporation to refurbish the Bloodhound Mark II Surface to Air Missile (SAM) system and to train personnel to service and operate the system. On 1 Jun 70, the system was officially handed over by Flight Lieutenant John Caulfield of the RAF, to LTC Foo Kok Swee, then base commander, Seletar and Director, Singapore Armed Forces Technical Institution (SAFTECH). Hence 170 SQN was formed to operate the Bloodhound system.



Our first air defence weapon: the Bloodhound Mark II SAM missile system.

A year later, the Gombak Radar Station was handed over to SADC by the RAF and renamed Air Defence Radar Unit.

In 1978 a core group of officers and local experts undertook a study to determine the future air defence needs of Singapore. The team laid the foundation for the

reorganisation of all Air Defence Artillery units under a new formation headquarters called the Singapore Air Defence Artillery (SADA) on 9 Jul 79. Also, as a result of the study, an array of air defence systems was induced into the SADA Order of Battle (ORBAT) by the early 1980s, consisting of the Giraffe Low Level Search and Designation radar, RBS 70 portable SAM system, Improved Homing-All-The-Way-Killer (I-Hawk) system and the Rapier Low Level SAM system.

In 1983, the Air Force Systems Command (AFSC) was formed. Based at Bukit Gombak as the command, control and communications (C3) centre of the RSAF, AFSC's roles included air traffic control, weapons control and communications.

On 31 May 90 our trademark Bloodhound SAM system was decommissioned. This made way for the acquisition of more technologically advanced systems such as the French-made Mistral SAM system and the American Portable Search and Target Acquisition Radar (PSTAR) over the next few years.

In 1995, the systematic, organisational and vocational integration that had been taking



The Air Defence Radar Unit at Gombak paved the way for the formation of AFSC.



The inauguration parade of ADSD on 1 Jun 95.

place since the fusion of the Bloodhound system with the GL 161 Display and Processing system in 1972, culminated in the merger of SADA and AFSC. The result was the birth of ADSD on 1 Jun 95. The union combined SADA's ground-based air defence and AFSC's airspace surveillance specialisations, enhancing operational synergy and manpower utilisation.

Over the years ADSD continued to seek more advanced weapons systems, to keep up with the varied threats to our airspace. 1997 saw the acquisition of ADSD's first Russian SAM – the Igla, while in Mar 98, then Minister for Education and Second Minister for Defence, RADM Teo Chee Hean commissioned the SCTS Radar and Tower Simulator system. That very year, on 13 Jul, a new sensor was added to the division's arsenal with the unveiling of the FPS 117 radar by then Deputy Prime Minister and Minister for Defence, Tony Tan. This was followed by the procurement of the Salvo Launcher Unit in July 99 – a firing platform which allows the simultaneous launch of two Igla missiles.

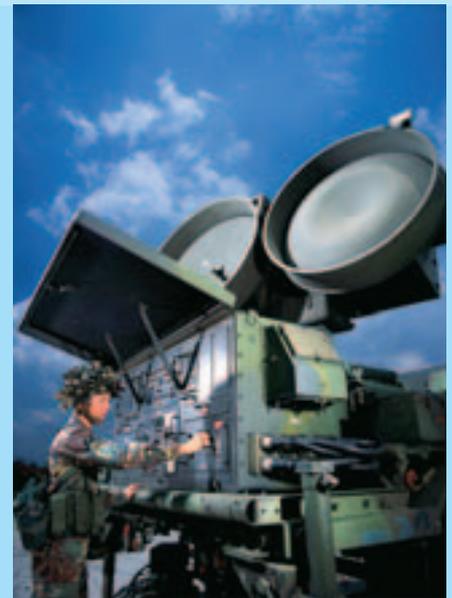
At the inception of ADSD in 1995, all air defence units were scattered across the island in camps such as Seletar Khatib, Amoy Quee and Paya Lebar. It was only on 5 Apr 02, with the official opening of the new ADSD complex at Chong Pang, that the air defence community had a complex that they could truly and proudly call home. The new camp now houses the Division Headquarters, Air Defence Brigade, Divisional Air Defence Artillery Brigade and seven other units – 3, 6, 9, 18 DA BNs, 160 SQN, Air Logistics SQN and Ground Logistics SQN.

What lies ahead?



Perpetual vigilance, has and will continue to be, the mantra of the air defence community.

Our traditional constraints of strategic depth and limited air space make it necessary for ADSD to adopt a tight, multi-layered and overlapping air defence system. A network of radar detection systems provides a continuous and recognised air situation picture, while a centralised command and control system processes and analyses information from the sensors and assigns an



Steadfast in its duty of monitoring, scrutinising and protecting our skies.

appropriate weapon system to engage an incoming aerial threat.

The heightened security climate after the events of 11 Sep 01 and the ever changing, unpredictable geopolitics have made it crucial for ADSD to maintain a state of perpetual vigilance. Fighter aircraft and ground based ADA forces are on standby 24 hours a day, seven days a week. It is also vital that ADSD constantly seek to be on the cutting edge of technology, people and concepts to always be one step ahead. With the increasing sophistication of air threats, ADA weapons of the future will have to be more responsive, more lethal and capable of engaging a wide spectrum of targets.

As ADSD celebrates its 10th anniversary, it can look back with pride to its past achievements in safeguarding the sovereignty of our airspace. Celebrating "A Decade of Vigilance", the men and women of ADSD continue to pledge their dedication to keeping Singapore's skies safe and free.



Home of the Air Defenders: The new ADSD complex at Chong Pang.

On the occasion of ADSD's 10th Anniversary, Air Force News spoke to Commander ADSD, BG Jimmy Tan, who shared his thoughts on the Division's progress over the last 10 years and what he envisions for its future.



What is the significance of ADSD's 10th Anniversary?

The theme for the Air Defence Systems Division (ADSD) 10th Anniversary celebrations is **A Decade of Vigilance: Dedication and Vision**. It has been 10 years since the creation of ADSD; which on the 1 Jun 1995, saw the amalgamation of 2 separate formations; the Singapore Air Defence Artillery (SADA) and the Air Force Systems Command (AFSC).

The 10th Anniversary celebrations is an opportune occasion to highlight the significance of ADSD's achievements in the last decade; which not only saw the physical integration of available sensors and air defence systems, but also an organisational amalgamation of **people** from both the air defence and Command, Control and Communication (C3) communities. This high level of macro-competency is reflected in our motto – to be "Vigilant and Ready". The former describes the ever watchful and alert state of ADSD in ensuring that the airspace of Singapore is protected against any possible threat, while the latter refers to the high operational readiness of our units in defending our people and homeland against any aggressor.

This level of dedication from the entire community was put to the test after 9/11, when ADSD, together with the rest of the RSAF, became even more heavily committed to peacetime 24/7 Homeland Air Security operations. This is especially challenging, as we enter an era where non-conventional threats and potential terrorist acts abound. The previous efforts in integrating both our hardware and heartware enabled our people to rally together with a heightened sense of mission and commitment as robust plans were formulated and put into action.

Hence, the 10th Anniversary celebrations is an occasion to not only look back at our previous achievements, and instil a sense of professional pride within the community, and but to look forward, at where ADSD would be moving towards in the future.

What have the last 10 years meant for ADSD, operationally and strategically, taking into account the radically changed security environment?

ADSD's core mission is to safeguard the integrity of our national airspace. At the same time, we are also committed to the air defence of the Army, as well as to provide specialist support in field defence and flying support operations of the airbases. Given the limited airspace that we work in, we realised very early on that it was not enough to just look at individual competencies and system capabilities, say in ADA or mission control in isolation. Rather, it was critical that we strengthen the linkages among them, enabling us to work more effectively as a system and force-multiply.

The new ADSD vision "A **Premier Force** that is Pervasive and Dominant, made up of **One Family** of Professionals Committed to **One Mission**" captures this focus very well. The high level of individual professionalism and system integration that enabled us to build up a robust and responsive air defence previously is the very same foundation that we rely upon to respond quickly and effectively to the new security environment after 9/11. We still remain as committed to our conventional missions as before. At the same time, we have put in place an effective 24/7 all round air defence coverage of Singapore, comprising a responsive layered air defence shield made up of fighters and ADA forces, and complemented by Command and Control (C2) and airspace control measures.

To cater to these new operational needs, we not only reviewed critical workflows and C2 processes, but looked into longer-term issues such as manpower sustainability and equipment serviceability. We had to work even more closely with the rest of the RSAF, SAF and civilian agencies such as CAAS, rallying not just our active combat personnel, but bringing in the engineers and logisticians from ALS and DSTA, and even involving our NSmen in these operations.

What has changed in terms of ADSD's direction over the last 10 years and what has remained the same?

Peacetime operations to cater to non-conventional threats in Homeland Air Security have become one of the key mission areas for ADSD after 2001. In parallel, there was also an RSAF-wide effort to review our workflows and C2 processes, during a major systems review a few years ago. We have also launched several studies looking at ADSD's operational and structural transformation, based on a conceptual foundation in Network Centric Warfare (NCW) as a force-multiplier, in order to better prepare and plan for the move to a 3G SAF.

Nonetheless, several principles are still applicable even in this changing age. The principle of tapping the synergies between the ADA and mission control entities is still highly relevant in the operational context today. As we become more networked, it is not just the hardware that must provide the necessary infrastructure that will allow us to leverage on knowledge as a force-multiplier, but our people must be able to adapt and be responsive and flexible in an increasingly more complex and dynamic operating environment. It is thus important to preserve this level of integration and inter-dependency between the 2 communities as we forge ahead.

How has ADSD advanced in line with RSAF's transformational journey to becoming a 3rd Generation air force?

ADSD's 3G journey would be in line with the RSAF's own efforts in transformation, relying on the pillars of NCW, Unmanned Warfare and Precision Strike, and guided by the strategies of Air Dominance, Dominate from the Air and Homeland Air Security.

This would not only call for a re-think of our operational, C2 and organisational structure and processes, but a look at how we can leverage on current and future weapon and sensor systems in an increasingly networked and inter-dependent environment. We would have to learn to leverage on knowledge as a force-multiplier, in order to operate seamlessly and effectively. This will help us achieve our desired operational effects across the spectrum of operations from peacetime to hot war. In addition, our people would also have to transform and develop suitable professional competencies and skills in order to be able to work effectively in such an information-rich and highly dynamic environment.

The Next Lap Towards a Positive NS Experience

The NSmen Service Centre (NSSC), a one-stop centre set up to meet the needs of NSmen serving in the SAF, was formally launched by Minister of State for Defence, Mr Cedric Foo, at the Central Manpower Base on 23 Mar 05. Under the NSSC, activities which were previously managed by the individual NS units are now centralised, increasing administrative efficiency and convenience for NSmen.

As part of the NS Admin Excellence Vision, various NS initiatives were communicated to the public during this event. These included: My CallUp, eSelf-Update, My Unit and My NS booklet.

My CallUp

Revolutionising MINDEF's call-up notification procedure is My CallUp. My CallUp is a new, innovative way of calling up NSmen for In-Camp Training (ICT). It makes use of a broadcast system to notify NSmen of their scheduled call-up activities via SMS, phone and/or e-mail. This will aid in alleviating the administrative workload of issuing hard copies SAF 100, thus allowing formations to focus on key NSmen human resource management and training issues. With this, Personnel Administration Centres in RSAF formations will continue to provide NSmen with a high level of service quality by better targeting their needs and queries.



Mr Foo and fellow guests viewing a demonstration on the features of the NSSC.



The 'Just Click' NS Initiative Booklet.

My CallUp kick started its pilot phase with PLAB and ADSD in January 2005. The rest of the RSAF formations will follow up with the launch in phases, stretching to end 2005. During the pilot phase, NSmen were given a copy of the 'Just Click' booklet, FAQs and a letter, explaining and guiding them through the various NS initiatives. This booklet was also issued to the remaining formations prior to the launch of My CallUp. NSmen simply needed

to log on to My Internet World (MIW) at www.miw.com.sg to acknowledge the call-up notice. An e-mail of the notification could then be forwarded to his employer via the web site.

My Unit



The My Unit

My Unit is a personalised unit web site residing on MIW allowing NSmen to view information such as unit events and ICT training programmes. A forum is also available for NSmen to provide feedback and stay in touch with their units.

My NS Booklet



The hardcopy NS Booklet (left) is replaced with My NS Booklet, which can be found at the MIW website (right).

My NS Booklet serves to replace the existing hardcopy NS Booklet. NSmen can log on to MIW to retrieve their ICT records conveniently. The NS booklet currently in use will be discontinued from Oct 05 onwards.

To provide further assistance to NSmen, e-Self-Update allows them to update their particulars on-line through MIW.

"Our NSmen not only have to balance their work and family commitments but also have the added responsibility of ensuring that they are operationally ready to answer the call of duty. In recognising their contributions and sacrifices, MINDEF is committed to ensuring that our NSmen have a positive experience in all their interactions with the SAF."

- Mr Cedric Foo

Air Force 21 Seminar 2005

The theme of the Air Force 21 Seminar 2005, which was held on 9 Mar 05 at Changi Air Base, was *“Transforming People towards AF21 Vision”*. Jointly organised by Air Training Department (ATD) and 201 Squadron, Air Defence Systems Division (ADSD), the seminar was organised around a *“small group discussion, large group sharing”* format to facilitate more sharing and open dialogue. The seminar successfully drew a total of more than 140 senior Officers and Warrant Officers working in and outside the RSAF.

People Transformation

The intent of the seminar was to engage key stakeholders on the *people transformation* agenda to support the RSAF's transformation into a 3G force and in realising its vision of First Class Learning Organisation as encapsulated in the AF21 vision statements. In the opening address, COL Tan Meng Dui, Head Air Training, summarised it aptly as follows: *“Quite apart from the need to transform and what to transform to, our people must also be ready to transform. Put simply, people transformation is about changing culture, habits and attitudes of our people to create the organisational capacity to respond more effectively to the future.”*

COL Tan also articulated the need for a RSAF Organisational Development (OD) framework.

Together with the 3 key strategies of Leadership Development (LD), Organisational Learning (OL) and Knowledge Management (KM), and anchored on the RSAF's core values, the RSAF OD framework can be represented by a house imagery as shown.



The RSAF OD framework as represented by a house imagery.

“A key component of the RSAF AF21 vision is to be a first class learning organisation. This framework is founded on two key fundamental beliefs; people are our greatest assets and no one truly has a monopoly of ideas in this complex and dynamic world. The key strategy is thus to develop and “grow” our people through fostering an organisation-wide culture of learning and sharing”.

- COL Tan Meng Dui



COL Tan Kah Han addressing the participants.

Small Group Discussion, Large Group Sharing

Facilitated by COL Tsoi Mun Heng, Head Air Logistics (HAL), and COL Tan Kah Han, Deputy Head Operation Centre (DHOC), the first discussion topic was *“What is clear and still not clear to you about the need and strategies towards Transforming People and developing World-Class People in the RSAF?”* This question follows from HAT's presentation and was meant as a probing question to seek convergence on the need for people transformation and an OD framework in the RSAF, that is, the *“why”* questions. This was necessary before moving on the second and more practical experience sharing session in the 2nd half of the seminar, where the *“how”* question would be discussed.



Left: COMD TASC, COL Richard Christopher Pereira, sharing an opinion during the seminar.

Experience Sharing by the RSAF Formations

One of the key highlights of the seminar was the sharing of experience by one-year OL course participants from the various RSAF formations. Four officers, namely, MAJ Joachim Lee from Changi Air Base (CAB), LTC Yap Pik Hwee from Air Force School (AFS), LTC Tam Wvi Huat from Air Logistics Organisation (ALO), and LTC Koh Cheng Boon from Air Defence Systems Division (ADSD), passionately shared how organisational learning can and have benefited their lives as well as those within their circles of influence. This then led to the next topic for discussion, "Within my sphere of influence, how can I contribute towards the RSAF's vision of a World Class People, and also First Class Air Force?"

Take-Away from the Seminar

At the end of seminar, MG Lim Kim Choon, CAF, summed up by reiterating that the vision of the RSAF is to be "World Class People, First Class Air Force". CAF

emphasised the importance for people transformation in the RSAF in order to achieve this vision. CAF said, "In the 3G RSAF, the uncertainties are unimaginable and unexpected. Our people are competent and we have trained our people well, but they are still process-oriented. We do not accept failure - not the person who failed, but the action that failed. The mindset and culture of our people need to transform. If you are only process-trained, you can only handle known unknowns but not unknown unknowns. Transformation is thus necessary if we want to handle real uncertainties."

CAF also triggered the thoughts of many on what defines a transformed person. "A transformed person in the RSAF is one who exercises his leadership qualities when the time calls for it," said CAF.

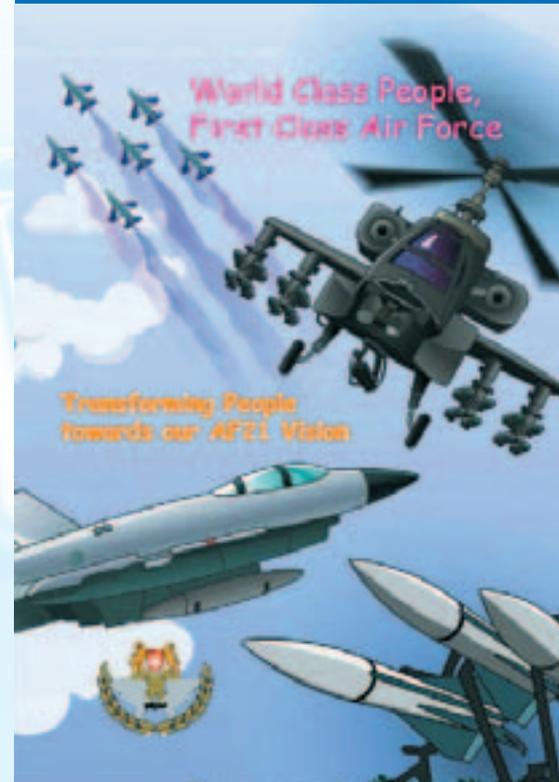
This seminar served as a good platform for dissemination and dialogue on the RSAF's People Transformation journey, the OD initiatives and AF21 Vision. In subsequent years, respective formations will take turns to organise such seminars in similar fashion.



DY COMD CAB, COL Cary Chen (far left), leading a discussion.

AF21 Learning Journal

Another take-away from the seminar was the AF21 Learning Journal that was given to all participants during the seminar. An effort by Air Training Department (ATD), the AF21 Learning journal puts together the AF21 Vision, the RSAF OD Framework, useful frameworks and tools from the teachings of Organisational Learning, to enhance the personal growth in each of our learning journey. Used as a guidebook, it can help one to understand and practice some of the useful frameworks and tools of Organisational Learning. As a journal, it can be used to record personal reflections, insights and learning points in each of our learning journey.



Military Attaché Corps



MAC members being briefed on the Igl'a's operational capabilities.

On 18 Jan 05, as part of a quarterly familiarisation visit to Singapore, members of the Military Attaché Corps (MAC), led by their Dean, Defence and Naval Attaché of the Embassy of the United States of America in Singapore, CAPT Charles Rivers Cleveland, visited the Air Defence Systems Division (ADSD) Complex. As part of the programme, the guests were briefed on RSAF's roles and capabilities, with special emphasis on ADSD's role in defending Singapore's airspace. Hosted by Comd ADSD, BG Jimmy Tan, the visit also gave members of MAC the opportunity to view demonstrations of ADSD's capabilities as they toured the complex.

The MAC, which is a group of Defence Attachés and Advisors, based in Singapore and overseas, is a key aspect of SAF's defence relations with foreign militaries. The visit underlines the spirit of friendship and professional co-operation the SAF/RSAF enjoys with member countries of the MAC.

Deputy Under-Secretary for International Affairs, USAF

The Deputy Under-Secretary for International Affairs, United States Air Force, Mr Bruce Lemkin, visited Singapore from 25 - 26 Jan 05. During his stay, Mr Lemkin visited Changi Air Base (CAB) and the Tactical Air Support Command (TASC) and was briefed on the RSAF's operational capabilities. Mr Lemkin also called on Chief of Air Force, MG Lim Kim Choon, during his visit.

Mr Lemkin's visit highlights the warm and friendly relations both air forces continue to enjoy. As the Deputy Under-Secretary for International Affairs of the USAF provides policy oversight and guidance to international programs, Mr Lemkin's visit also accentuates the professional co-operation between the RSAF and USAF.



MAJ Albert Ho (left) briefing Mr Lemkin (right) on the Searcher UAV during his visit to TASC.

Chairman, Joint Chiefs of Staff Committee, Pakistan



COL Foo presenting GEN Ehsan with a plaque during his visit.

At the invitation of Chief of Defence Force, LG Ng Yat Chung, the Chairman, Joint Chiefs of Staff Committee (CJCSC), Pakistan, General (GEN) Ehsan UI Haq made a three-day introductory visit to Singapore.

As part of the visit, GEN Ehsan visited the Air Force School (AFS) on 17 Feb 05. GEN Ehsan and his delegation visited the Radar and Tower Simulator, Aircraft Recognition Resource Centre, Computer Aided Instruction Centre, and the Air Force Museum.

GEN Ehsan's delegation included Director General Logistics Joint Services HQ, Air Vice Marshal Zafar Hussain; Personal Staff Officer to CJCSC, Brigadier Sohail Shafkat and Assistant Personal Staff Officer to CJCSC, COMD Majid Iqbal. Also present at the visit was Pakistani Defence Attaché to Singapore, COL Anwar UI Haq Chaudhry.

The visit provided GEN Ehsan with an insight into RSAF's operational capabilities and training infrastructure.

Commander, United States Pacific Air Forces



GEN Hester (right) signing the guestbook at MINDEF while CAF, MG Lim, looks on.

General (GEN) Paul Hester, Commander of the United States Pacific Air Forces (PACAF), made his introductory visit to Singapore between 6 – 9 Mar 05. During his four-day stay, GEN Hester visited several RSAF units to gain further insights on the RSAF's operational capabilities. Besides touring Tengah Air Base, 203 SQN and Tactical Air Support Command, GEN Hester also took a familiarisation flight onboard an RSAF Super Puma.

During his visit, GEN Hester also called on Minister of Defence, Mr Teo Chee Hean; Chief of Defence Force, LG Ng Yat Chung and Chief of Air Force, MG Lim Kim Choon. GEN Hester's visit highlights the warm defence co-operation and relationship between Singapore and the United States of America. The RSAF and PACAF interact regularly through bilateral exercises and professional exchanges.

US Air War College



Commandant, US Air War College, Major General Elder (left) presenting COMD PLAB, COL Peter Ware with a memento.

Members of the United States Air War College, led by its Commandant and Vice Commander, Maxwell Air Force Base, Major General Robert J. Elder Jr, visited Paya Lebar Air Base (PLAB) on 10 Mar 05. Besides learning more about RSAF's operations at the base, the group also visited the United States Air Force (USAF)'s 497th Combat Training Squadron stationed at PLAB.

The visit is part of the programme for the United States Air War College's field study trip to Singapore, which allows its students to gain a better appreciation of the security environment in the region. The visit not only enhanced the warm friendship between the RSAF and USAF but also promoted professional exchanges between the two Air Forces.

RSAF- TNI-AU Junior Officers Exchange Programme

As part of the RSAF- TNI-AU Junior Officers Exchange programme, the RSAF hosted a team of Indonesian Air Force (TNI-AU) officers from 28 Mar to 31 Mar 05. During the four-day visit, the team visited Sembawang Air Base (SBAB) and the Air Defence Systems Division (ADSD). The programme not only allowed the officers in the team to have a greater understanding of RSAF's operations but also enhanced mutual understanding and promoted greater interaction between the junior officers of both air forces.

Right: TNI-AU officers learning about the capabilities of the Mistral during their visit to ADSD.



Sharing Expertise

Air Intelligence Department hosted the 6th Subject Matter Expert Exchange (SMEE) from 23-26 Feb 05. Inaugurated in 1998, the SMEE, otherwise known as the Intelligence Co-operative Exchange, is an annual event where members of the United States' 13th Air Force, conduct briefings on a number of Intelligence-related topics to a select RSAF audience. This year's delegation was led by Director of Intelligence, LT COL Michael McMahon.

The 13th Air Force is responsible to Pacific Air Forces to plan, execute and control aerospace operations throughout the Southwest Pacific and Indian Ocean regions.



The event provided the opportunity for much discourse between officers of both air forces.

Senior Management Dialogues

The Permanent Secretary (Defence Development) [PS(DD)], Dr Tan Kim Siew, and the Deputy Secretary (Administration) [DS(A)], Mr Lim Hup Seng, visited Sembawang Air Base (SBAB) on 1 Mar 05 and Air Force School (AFS) on 31 Mar 05 respectively. Both visits featured interactive dialogue sessions between MINDEF's Senior Management and the Officers and Warrant Officers, Specialist and Airman (WOSA). The successful visits enabled servicemen to gain a better understanding of MINDEF policies and allowed PS(DD) and DS(A) to have a better appreciation of issues and concerns of servicemen on the ground.



PS(DD) (centre), answering a question from the floor at SBAB.



DS(A) (fourth from left), during the dialogue session at AFS.

CDF Visits Changi Air Base

The Chief of Defence Force (CDF), LG Ng Yat Chung, visited Changi Air Base (CAB) on 15 Mar 05. Besides being updated on the development and operations of CAB, CDF toured the base's Air Traffic Control tower and went for a familiarisation flight on board the Fokker-50 Maritime Patrol Aircraft. Before wrapping up the visit, CDF had an informal and interactive dialogue, where he shared his thoughts on the operations of the base and gathered feedback from the base's personnel on organisational issues.



CO FSS-CAB, LTC Subash (left), briefing CDF (right) on some of the facilities in the ATC tower.

RSAF Apaches Reach Milestone of 5,000 Flying Hours

The Peace Vanguard (PV) detachment, based in Marana, Arizona, United States of America (US), achieved 5,000 flying hours on 1 Nov 04. The detachment was set-up in 2001 and operates the highly advanced AH-64D Apache Longbow aircraft. In the three years since its inception, the detachment has completed the US Army Certification Training (CT) Program and attained 'Combat Ready' status. This is the status awarded to units that have successfully completed CT and are ready to be deployed to theatres of operation like Iraq and Afghanistan. The detachment has also participated in Exercise Tiger Balm, a bilateral exercise involving troops from both the US Army and the SAF.

Like all other detachments based in the US, the RSAF PV detachment comprises members from the RSAF and the US Armed Forces. It was thus fitting that the 5,000th hour was achieved by a mixed crew — CPT Eric Chng and MAJ Gregory Bush from the RSAF and US Army National Guard respectively. Air Force News extends its heartiest congratulations to Peace Vanguard Detachment on its achievement.



PV commemorating 5,000 Apache hours

126 SQN wins Top Award at Australian International Airshow

126 SQN has done the RSAF proud by clinching the static display award for its static display of two AS332 Super Pumas at the Australian International Airshow. The biennial Airshow, held from 15 Mar 05 to 20 Mar 05 at Avalon Airport, is Australia's premier airshow. This year's airshow attracted an outstanding 200,000 visitors, which included members of the aerospace industry and the general public. RSAF's Chief of Air Force, MG Lim Kim Choon was also present at the airshow. The RSAF deployed two of its Super Pumas as part of the static display.

Earning praise from both visitors and organisers for the immaculate display of the aircraft, the deployment led by commander, MAJ Ernest Chew, won the Best Overall Military Aircraft award in the *Concours d'Elegance* for military aircraft introduced by the organisers this year. The award was presented to the RSAF by Air Marshal Angus Houston, Chief of Air Force, Royal Australian Air Force (RAAF), at an Awards Ceremony held on Saturday 19 Mar 05.



Visitors treated to the display of the RSAF Super Pumas.

Luke Air Show 2005 – PC II Detachment makes the Difference

"To give is to receive" - that was the belief of the personnel from Peace Carvin II (PC II) Detachment, as they exhibited Team Excellence during the recent Luke Air Show 2005 held from 19 to 20 Mar 05 at Luke Air Base, Arizona, USA. Besides exciting aerial performances by the Thunderbirds, visitors were also treated to a static display which included the detachment's F-16 Fighting Falcon as the centre of the eight-plane lineup. The detachment also set up a booth educating visitors on the beauties of Singapore and providing a uniquely Singaporean experience.

Through sales of squadron memorabilia and voluntary donations, the detachment managed to raise more than \$4300 for its adopted charity, the Help for Kids Foundation. The sum, which is the highest the detachment has raised for the foundation, was of great significance as it went out to the less fortunate. 40 personnel from the detachment also volunteered to wrap gift baskets for Easter day on 26 Mar 05. The detachment then spent Easter day with more than 1800 less fortunate children, whose smiles brought a priceless cheer to the personnel's hearts. Without Team Excellence, none of this would be possible.



The Air Show was an excellent opportunity for PC II to showcase its unique position as a bilateral operational entity.

Bringing joy to the less fortunate was a rewarding experience for the personnel of PC II.



Air Force School celebrates 4th Anniversary

Air Force School (AFS) celebrated her fourth anniversary on 28 Jan 05. Focusing on innovation and creativity, the theme of "4ward, i-DARE" was chosen to publicise the event. "i-DARE" represents innovation through Doing, Appreciating, Rewarding and Enhancing.

Three key events were organised to mark the joyous occasion, namely the Sports cum LIFE activities in the morning, the AFS Excellence Convention in the afternoon and a Gala Dinner in the evening.

During the Excellence Convention, AFS also launched the AFS Instructors' Creed, the AFS Instructors' Certificate and Instructor's nametag.

AFS had embarked on the Singapore Innovation Class (SIC) journey in early WY04/05 as part of their efforts toward Organisational Excellence. On 28 Jan 05, AFS was proudly awarded the Singapore Innovation Class Certification by SPRING-Singapore. Mr Low Hock Meng, Director — Enterprise Productivity Division, SPRING-Singapore, presented the award to Comd AFS, COL Foo Kim Peng, during the dinner.



Above:

COMD AFS, COL Foo Kim Peng (fifth from left), & Wing Commanders with the Wing Mascots during the Sports Event

Right:

Comd AFS (left) receiving the Singapore Innovation Class Award from Mr Low Hock Meng from SPRING Singapore



Awarded for Innovation



CPT Goh (centre), 1SG Koh (3rd from left) and fellow proud members of Team Dragon.

A Work Improvement Teams Scheme (WITS) project team from the Tactical Air Support Command clinched the Gold Award, the most prestigious presented at the 2005 National Innovation and Quality Circles Convention (NIQCC), held on 24 Mar 05. Since its formation

in 1999, the 12-man team which goes by the name "Dragon", have won numerous awards for their WITS projects, both at Service and National levels, as well as the prestigious Million-Dollar Project Award at the 2003 International Exposition of Quality Circles.

Team leader, 1SG Koh Choon Hian, expressed much pride on his team's achievement. Said 1SG Koh, "Winning the award is a recognition of the effort that we have put into it. Through the years, teamwork and communication have enhanced between members of the group. It is precisely this esprit de corps that allowed us to excel in this project and we now strive to surpass this accomplishment in future projects." Team facilitator CPT Goh Bok Sing echoed his team-mate's sentiments. He said, "We have strengthened our team spirit and we are confident that we can solve any problem that comes our way."

An Innovation and Quality Circle refers to any group of people who come together to proactively create new value for their customers, company and/or themselves. The annual convention serves to award such groups who have presented projects, which meet such criteria, as determined by a panel of assessors.

A New Commander for Tactical Air Support Command



COL Kow (left) handing the TASC symbol of command to COL Pereira.



CAF (left) presenting COL Kow the command plaque for his successful command of TASC.

On 27 Jan 05, Tactical Air Support Command (TASC) witnessed a significant milestone as outgoing commander, COL Albert Kow, handed over the reins of TASC to COL Richard Christopher Pereira. Chief of Air Force, MG Lim Kim Choon, officiated at the change of command ceremony.

Joining the RSAF in 1974, COL Albert Kow has held several important staff and command appointments, the more notable being CO 141 SQN and Branch Head in Air Operations Department. He was also S3 TASC before being appointed as Comd TASC on 28 Jun 01. Under his command,

128 SQN attained Full Operational Capability in Oct 01 and reinforced TASC as a well-organised and capable formation, fully capable of supporting both the Army and Navy in joint operations. A qualified Fighter Weapons Instructor, COL Kow was recently awarded the Public Administration Medal (Military) (Bronze) for his service to the RSAF and Singapore.

COL Richard Christopher Pereira joined the RSAF in 1982 as a pilot and later specialised on the A4 Skyhawk and has to-date clocked over 1,700 flying hours. Upon his return from the Indonesian Command

and Staff Course in Jul 98, COL (then MAJ) Richard Pereira was appointed as Commanding Officer of 145 SQN. COL Pereira has also served as a Branch Head in Air Plans Department and was involved in the development of Changi Air Base (East) as its Programme Director. Prior to his current appointment, COL Pereira was pursuing a course on National Security and Strategic Studies in New Delhi, India.

Air Force News wishes COL Kow success in his future endeavours and COL Pereira success in his new appointment.

Changes in Senior Appointments and Command

Changes in Senior Appointments

Commander, Tactical Air Support Command — 27 Jan 05
Incoming: COL Richard Christopher Pereira
Outgoing: COL Albert Kow Chong Swee

Director, Security and Intelligence Division — 1 Feb 05
Incoming: BG Chee Wee Kiong
Outgoing: BG(NS) Choi Shing Kwok

Chief of Staff, HQ Integrated Area Defence System — 1 Apr 05
Incoming: COL Albert Kow Chong Swee
Outgoing: COL Peh Teng Keng

Changes in Command

CO, Flight Simulator Centre — 17 Jan 05
Incoming: MAJ Yeo Boon Hock
Outgoing: LTC Tan Chee Seng

Det COMD, Peace Support Operations (Super Puma), SBAB — 1 Feb 05
Incoming: LTC Koh Tee Huat Derek

CO, Airfield Maintenance Squadron-PLAB — 4 Feb 05
Incoming: LTC Koh Kok Seng, James
Outgoing: MAJ Kok Kam Wai

CO, Airfield Maintenance Squadron-TAB — 15 Feb 05
Incoming: LTC Chee Leong Wah Colin
Outgoing: LTC Koh Wee Sin

CO, Fixed Wings Trials SQN, Flight Test Centre — 22 Feb 05
Incoming: MAJ Foo Yang Ge
Outgoing: COL Tan Sek Chong Edmund

CO, 110 SQN — 1 Mar 05
Incoming: LTC Ng Beng Chuan, Mark
Outgoing: LTC Tan Sze Ann

CO, 203 SQN — 30 Mar 05
Incoming: MAJ Tan Chee Wee
Outgoing: LTC Soh Fong Jin

CO, 111 SQN — 30 Mar 05
Incoming: MAJ Tan Ying Kiat
Outgoing: LTC Khoo Cheng Boon, Kenneth

The A4-SU Super Skyhawks lining up for their final flight. After an illustrious 31 years of operations, the A4-SU withdraws from operational flying with a memorable flypast involving 12 A4 fighter aircraft.

(Picture by Huang Weiqiang)

