

AIR FORCE

ABOVE ALL

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We would like to express our sincere appreciation to COL Peter Wee and LTC Harbajan Singh for their invaluable contributions towards the production of Air Force News and wish them well in their future endeavours.

We would also like to welcome COL Tan Swee Bock and PTE Calvin Lau aboard the Air Force News team.

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Forging a Common Identity— the Air Logistics Brevet

Air logisticians in the RSAF will now have a vocation brevet to call their own. The Air Logistics Organisation (ALO) in the RSAF celebrated the launch of their new brevet during their Annual Dinner and Dance on 13 May 05. Subsequently, Chief of Air Force, MG Lim Kim Choon, pinned the new brevet on Head Air Logistics, COL Tsoi Mun Heng in a symbolic ceremony held at the Air Defence Systems Division on 3 Jun 05, in which senior officers and warrant officers also received their new brevets and presented them to their juniors.

The brevet will be worn by air logistics officers, senior technicians, air vehicle specialists and air material specialists. The brevet will also be awarded to graduands during the RSAF Combined Graduation Ceremony or the End-of-Course ceremonies of these vocations. The inauguration of the Air Logistics Brevet recognises the professionalism of air logisticians and their significant contributions to the success of RSAF missions. As COL Tsoi explained during the ALO's Dinner and Dance, "The brevet launch aptly marks this milestone as we begin a new chapter towards a 3G SAF. It did not happen overnight and certainly not without the contributions and sacrifices of our predecessors. As Einstein once remarked on his achievements — We stood upon the shoulders of giants."



Above: CAF, MG Lim Kim Choon (right) unveiling the brevet at the ALO Dinner and Dance on 13 May 05.

Right: the ALO brevet for officers.



A Wheelin' Good Time



The military aircraft which normally grace the runway of Paya Lebar Air Base, had to make way for traffic of a different sort on 12 Jun 05, as thousands of cyclists and inline skaters flocked to the base for runway cycling.

An annual event jointly organised by SAFRA and the RSAF, this year's event bore added significance, being its 10th Anniversary. In commemoration, some 1000 of the 7000 participants who gathered prior to the flag-off, formed a massive figure of "10" across the 60-metre wide runway.

Flagging off the event was Guest-of-Honour, Minister for Community Development, Youth and Sports, Dr Vivian Balakrishnan. "What struck me the most was that families, people young and old, and people in wheelchairs are all able to have a good time along the runway," said Dr Balakrishnan, having completed the 6-kilometre long family route with his son.

Pedalling down the runway was not the only novel experience for the day. Guests were also treated to a static display of the full range of RSAF aircraft and weapon systems. Most jumped at this



Above, left: 2 wheels better than more? Bicycles dominated the runway, while aircraft took a back seat.

Above, right: The huge "10" formed by participants, prior to the flag-off.

Left: Plane fun: Families emerging thrilled with their tour of the C-130.



unique opportunity, with many climbing onboard aircraft such as the CH-47 Chinook and the C-130 Hercules for a rare peek. "It's a reminder to the public of how closely we depend on the air force and the armed forces and how it's already a part of our lives and part of the Singapore family," said Dr Balakrishnan.

Other highlights for the annual event included telematches, bike demonstrations and performances by the Bowen Secondary School military band and the SAF Music and Drama Company.

Our Peacekeepers return to the Gulf



The RSAF once again displayed its commitment to the reconstruction of post-war Iraq with the deployment of 24 personnel to the region on 20 Jun 05. Of the 24 personnel, 11 comprised aircrew and support staff from the RSAF while the other 13 were technicians from Singapore Technologies Aerospace Engineering. The deployment, which followed an 11-member advance party send-off on 10 Jun 05, will see the RSAF KC-135 stratotankers providing air-to-air refuelling for coalition aircraft.

Chief of Defence Force, LG Ng Yat Chung, who presided over the sending-off, conveyed his well wishes to the departing crew. "I commend your professionalism and dedication to the call of duty and look forward to your successful return. On behalf of the Singapore Government, the Ministry of Defence and the SAF, I wish all of you every success in the mission, a smooth journey and a fulfilling tour of duty."

For Detachment Commander, MAJ Sivaraman Rajan, CO 112 SQN, leading the RSAF contingent to the Gulf offered a rare and unique challenge. "I'm certainly looking forward to it. On a

Above: CDF, CAF and senior RSAF officers with the detachment crew.

Right: CAF presenting the State Flag to MAJ Rajan during the send-off ceremony.



personal level, I feel that it's a challenge and also an opportunity to discover myself as well as to learn and grow, because the exposure that I can get is not available locally," said MAJ Rajan. On 20 May 05, Chief of Air Force, MG Lim Kim Choon, presented the State Flag to MAJ Rajan as well as State Insignias and letters of encouragement to the RSAF participants in a send-off ceremony held at Changi Air Base.

To date, the RSAF has deployed two successful detachments to the Gulf: a C-130 transport aircraft detachment from 3 Feb to 4 Apr 04 and a KC-135 detachment from 4 Jun to 11 Sep 04.

15th RSAF NSmen Seminar

Operationally Ready National Servicemen (NSmen) in the RSAF gathered in the Air Force School auditorium for the annual NSmen Seminar on 13 May 05. The Seminar, which helps keep NSmen abreast of the latest developments and challenges, was organised by the Air Force Supply Base and included presentations on NS initiatives, a review on RSAF operations in the region such as the recent Operation Flying Eagle, and RSAF transformation initiatives. Guest-of-Honour, Chief of Air Force, MG Lim Kim Choon, was present to address the participants and chair a discussion panel to answer the NSmen's queries during the Question and Answer session.

"One of the key things I took away from the seminar was the current capabilities of the air force and where it was going from here," commented MAJ (then CPT) (NS) Tay Han Ming on the benefits of the seminar to NSmen. MAJ (NS) Tay, currently S3, 9 DA BN, also found the seminar informative, especially on the transformation initiatives undertaken by the RSAF. MAJ (NS) Tay added, "The seminar sent a very good message to NSmen to get themselves ready for the RSAF's transformation journey and how they can contribute to the transformation. Overall, the seminar gave a lot of confidence to the NSmen as there are already plans in place to build an even stronger air force for the defence of Singapore."



Left: CAF, MG Lim Kim Choon, delivering his keynote address during the seminar.

Below: Sharing a light moment with the NSmen during the Question and Answer session: (from left) Head Air Intelligence, COL Tan Boon Kim; Head Air Logistics, COL Tsoi Mun Heng; Chief of Air Force, MG Lim Kim Choon; Head Air Operations, BG Charles Sih; Head Air Manpower, COL Peter Wee and CO 9 DA BN, MAJ (NS) Chris Koh.



Transforming the SAF through PRIDE



CO ALS-SBAB, COL (then LTC) Thiam Boon Siong, receiving the MINDEF Excellence Award from Minister for Defence, Mr Teo Chee Hean

The 18th MINDEF PRIDE (PRoductivity and Innovation In Daily Effort) Day on 16 Jun 05 honoured 161 individuals, units and formations for their efforts and contributions towards organisational excellence, innovation and productivity in the past work year. Guest-of-Honour, Minister for Defence, Mr Teo Chee Hean, officiated at the award presentation ceremony and toured the exhibition featuring notable achievements in enhancing productivity and innovation in the SAF and MINDEF. Suggestions and projects from the MINDEF PRIDE Movement resulted in \$274 million in savings and cost avoidance for the organisation in 2004. The event underlines Ministry of Defence and SAF's commitment to the PRIDE Movement and the latter's role in propelling the SAF to become a 3G Force.

Winning both the prestigious Minister for Defence Award and the MINDEF Excellence Award for the first time, Air Logistics Squadron-Sembawang Air Base (ALS-SBAB) was commended for its achievement during Mr Teo's speech at the event. Despite the heightened operational tempo due to Operation Flying Eagle, ALS-SBAB has not only continued improving and innovating their work processes, they have also came out tops amongst MINDEF and SAF units in terms of organisational excellence. When asked on the squadron's philosophy of success, CO ALS-SBAB, COL (then LTC) Thiam Boon Siong, attributed it to three fundamental qualities — passion, robust systems and strong leadership. Said COL Thiam, "In ALS-SBAB, we practise our core values as a part of life rather than just talking about it. We have a system and structures to guide our practices and our work plans revolve around them. By just enhancing our squadron's core values, we are naturally moving forward in our journey of excellence."

Air Force News would like to congratulate ALS-SBAB and all award winners on their achievements.



Left: The MINDEF Pride Day Exhibition at SAFTI MI.

2004 CDF Essay Competition



CPT Teh Hua Fung, receiving the third prize from CDF, LG Ng Yat Chung.

RSAF officers produced a fine showing in the 2004 Chief of Defence Force (CDF) Essay Competition once again, garnering 13 out of the 20 awards available. All winners of the competition were presented their awards during a ceremony graced by CDF, LG Ng Yat Chung on 24 Jun 05 at the SAF Advanced Schools Auditorium in SAFTI Military Institute. The CDF Essay Competition is an annual contest organised by *Pointer* magazine that allows participants to engage in discussions about various military related topics. This year's competition featured an extensive range of topics which included transformation for a 3G SAF, network-centric warfare and defence management.

For many prize-winners, participating in the competition was to satisfy their passion for writing, since participation was voluntary. CPT Teh Hua Fung from 143 SQN, whose essay on civil-military affairs earned him the third prize, said that the motivation for writing his essay came from a lifelong interest in the topic. "The more I wrote on the essay, the more curious I became about the topic, and it was from there that the conclusion began to form. To me, the contest was all about intellectual exploration — never mind the winning, losing or who wins what — it allowed me to explore what interests me personally and come up with conclusions that I did not have prior to embarking on this journey."

Air Force News congratulates all winners of the competition!



CDF, LG Ng Yat Chung (seated, fifth from left), and the 2004 CDF Essay Competition prize winners.

International Air Cadet Exchange 2005

The cadets, with pilots and crew after an exhilarating flight on board the Fokker 50.



20 international air cadets, accompanied by seven officers, visited the Air Force School (AFS), Changi Air Base (CAB) and Sembawang Air Base (SBAB) on 2, 3 and 6 Jun 05 respectively, as part of the International Air Cadet Exchange (IACE) 2005.

The cadets, hailing from diverse nationalities and backgrounds but sharing a common love for aviation, toured facilities such as the Flight Simulator Centre in AFS and the Helicopter Simulator Centre and Air Traffic Control Tower in SBAB. They also had the unique opportunity to board the Fokker 50 Maritime Patrol Aircraft and the CH-47 Chinook helicopter for familiarisation flights.

Held annually, the IACE is an exchange programme hosted by the National Cadet Corps (Air) for officers and cadets from Australia, Canada, Hong Kong, India, the United States and the United Kingdom. The IACE fosters international understanding, goodwill and friendship among youths who have an interest in aviation, via the annual exchange of air cadets between air cadet organisations of participating countries.



Mr Teng Geok Kim, Head Curator of the Air Force Museum, describing the layout of the Tengah Air Base in its early days.

MINDEF thanks its Volunteers



Minister for Defence, Mr Teo Chee Hean (right), presenting Mr S Rajasekaran with a certificate of appointment for his role as a member of the Singapore Youth Flying Club Board of Governors.

Coming from both the private and public sectors, 170 volunteers came together on 21 Jun 05 at SAFRA Mount Faber for a dinner hosted by Minister for Defence, Mr Teo Chee Hean, in recognition of their commitment and dedication towards MINDEF. During the dinner, Mr Teo also presented certificates of appointment and reappointment to 41 volunteers in appreciation of their dedicated voluntary service.

The volunteers are a key link between the public and the SAF, helping MINDEF and the SAF remain professional, dynamic, forward-looking and in touch with the community at large. For many, being a volunteer was a way to assist the MINDEF and SAF as they provided valuable inputs and advice on a diverse range of areas such as legal, finance and looking into the welfare of servicemen. The volunteers invited for the dinner hailed from 26 MINDEF Boards and Committees, such as the SAFRA Board of Governors, Advisory Council on Community Relations in Defence (ACCORD) and the Singapore Youth Flying Club Board of Governors.

JC Students visit TASC

Students from Anderson, Serangoon, Tampines and Yishun Junior Colleges (JC) visited the Tactical Air Support Command on 22 Jun 05. The visit was organised as part of a series of activities for Temasek Seminar held in July with the aim to raise the students' awareness and generate greater interest on defence issues in Singapore. During the visit, the students took the opportunity to learn more about the roles and capabilities of the Unmanned Aerial Vehicle (UAV). Having been briefed on roles and capabilities of the Searcher UAV, some students put their UAV piloting skills to the test in the UAV Simulator.

The visit allowed many students to have a close up view of the UAV, a first for many of them. The opportunity, in turn, gave them a clearer perspective on how technology is optimised in the RSAF. Mr Tan Teck Hao (right, bottom) of Anderson Junior College, who found the trip to be interesting and informative, quipped, "Looking at the level of technology here, I think it's impressive and it is paying dividends for the RSAF. I have the confidence that the RSAF will be able to defend the airspace of Singapore."



Tampines JC students being shown the components of the Searcher UAV system.



An Unforgettable Experience on an F-16



The SYFC students with their accompanying pilots from 143 SQN after the flight.

They did not have much to say about the flight, but the unanimous thumbs-up Keith Ng and Darren Khoo, both 20, gave spoke a thousand words about their first flight on the F-16D Fighting Falcon. The two students from the Singapore Youth Flying Club (SYFC) were beneficiaries of the SYFC-RSAF Orientation programme, which rewards SYFC students with exceptional flight knowledge and capabilities with a chance to fly in a F-16 jet. The flight was hosted by CPT Eugene Khong and CPT Benjamin Kim from 143 SQN at Tengah Air Base on 10 Jun 05.

Although the flight only lasted an hour, it left an indelible mark on the memories of the students, who had already expressed a strong interest in joining the RSAF as pilots. "Everything about the flight was just great!" exclaimed Keith Ng. "The takeoff, feeling the gravitational force and observing the operations of an operational flying squadron — were all part of a great experience." The students also took the opportunity to quiz the pilots of 143 SQN on how it is like to be in a fighter squadron. "The flight made me even more excited about joining the RSAF," added Darren Khoo. "I am going to work very hard to get into a fighter squadron!"

RSAF-SIA Senior Pilot Scheme renewed

The RSAF and the Singapore Airlines (SIA) renewed the RSAF-SIA Senior Pilot Scheme through a Letter of Exchange on 30 Jun 05 at the Ministry of Defence. Head Air Operations, BG Charles Sih, and Senior Vice-President (Flight Operations), MG (NS) Raymund Ng, inked the Letter of Exchange for the RSAF and SIA respectively.

The RSAF-SIA Senior Pilot Scheme, launched in 2000, allows RSAF pilots in the age bracket of 41 to 43 years old to transit to a second career with the commercial airline. In complementing the other two senior schemes signed in recent years, such as the RSAF-Silkair Pilot Scheme in 2002 and the RSAF-SIA Cargo Pilot Scheme in 2004, the RSAF-SIA Senior Pilot Scheme provides RSAF pilots with another option for a smooth transition from a military flying career to that of a commercial flying career close to their SAVER-End Date (SED). The RSAF and SIA have another scheme, the RSAF-SIA Pilot Scheme that was introduced in 1979, to provide for the more junior RSAF pilots to cross over to SIA before age 39.

The career transition schemes have benefited a number of RSAF pilots after a rewarding career in the military and allow the RSAF and SIA to share the scarce talent pool for pilots in Singapore.



Head Air Operations, BG Charles Sih (left), and Senior Vice-President (Flight Operations), SIA, MG (NS) Raymund Ng, signing the letters of exchange.



BG Charles Sih (eight from left) and MG (NS) Raymund Ng (ninth from left) with representatives from the RSAF and SIA after the ceremony.

A Fair for the Future



Expanding their options: Senior Technicians learning more about employment opportunities from one of the participating companies.

RSAF's Senior Technicians, who are preparing to transit from their military careers to the Singapore aerospace industry, received a fair bit of career guidance in the month of April. The experienced servicemen had the opportunity to attend job fairs held at Tengah Air Base, Sembawang Air Base and Air Force School on 8, 15 and 28 Apr 05 respectively.

The fairs were organised as part of the RSAF-AAIS (Association of Aerospace Industries Singapore) Career Transition Scheme. They allowed potential employers from AAIS member companies to conduct presentations on their organisations, as well as to address queries from the participants through Question and

Answer sessions. Furthermore, participants had the opportunity to approach the staff at hand, to seek elaboration on the prospects companies offer. Eagle Services Asia Pte Ltd, Singapore Aero Engine Services Pte Ltd and SIA Engineering Company Pte Ltd were some of the member companies present at this year's fairs.

1SG Lim Yuh Choa from Air Logistics Squadron – SBAB, was pleased with the opportunities offered by several companies. He described the event as useful and informative as it had widened the horizon of future career opportunities for himself.

In conjunction with the Career Transition Scheme, Singapore Technologies (ST) Aerospace, a company of ST Engineering, held a separate recruitment talk for RSAF senior technicians on 13 Apr 05 at Air Force School. During their presentation, ST Aerospace staff highlighted the potential of their company, from the numerous services it provides to the international clientele it caters to. They also informed the audience of the attractive benefits and remuneration ST Aerospace has to offer.

Inaugurated in 2004, the RSAF-AAIS Career Transition Scheme followed the signing of a Memorandum of Understanding between RSAF and AAIS on 23 Feb 04 to facilitate the transition of experienced RSAF technicians to commercial aviation industries. It serves to optimise human capital for the aerospace industry as well as to provide career opportunities for technicians leaving the RSAF.

Chief of Air Force receives Indonesian Award

Chief of Air Force (CAF), MG Lim Kim Choon, received the Bintang Swabhuwana Paksa Utama - Air Force Star (First Class) from the Indonesian Government on 6 Jun 05. In a ceremony held at the Indonesian National Defence Headquarters, Commander-in-Chief of the Indonesian National Defence Forces, GEN Endriartono Sutarto, conferred the award on CAF. "It is a testimony to the strong and excellent defence ties that bind the close relationship between the two countries, particularly the two air forces," said CAF of the award.

During his three-day visit to Indonesia between 5 to 7 Jun 05, CAF also called on GEN Endriartono Sutarto and Chief-of-Staff of the Indonesian Air Force (TNI-AU), Air Chief Marshall Djoko Suyanto. The award presentation reflects the warm and longstanding defence ties between the RSAF and the TNI-AU. The two air forces interact regularly through bilateral exercises, such as the biennial EX Elang Indopura, and a wide range of interactions and exchange programmes.



GEN Endriartono Sutarto (second from left) conferring the award on CAF, MG Lim (second from right).

A Tribute to our Retirees



(From left): CAF handing over tokens of appreciation to BG (NS) Yap, COL (NS) Toh and COL (RET) Meta.

A farewell lunch for Air Staff/Formation Commanders Conference (ASM/FCC) members who have left the service, was held at the Tengah Air Base Officers' Mess on 12 May 05. The lunch, hosted by Chief of Air Force, MG Lim Kim Choon and fellow ASM/FCC members, served to honour and pay tribute to the retiring personnel, namely, BG (NS) Yap Ong Heng, COL (RET) Kevin Dudley Meta and COL (NS) Bernard Toh Hoon Meng, for their invaluable contributions to the RSAF.

Air Force News wishes all three retired personnel well in their future endeavours.

RSAF Units receive Organisation Excellence Awards

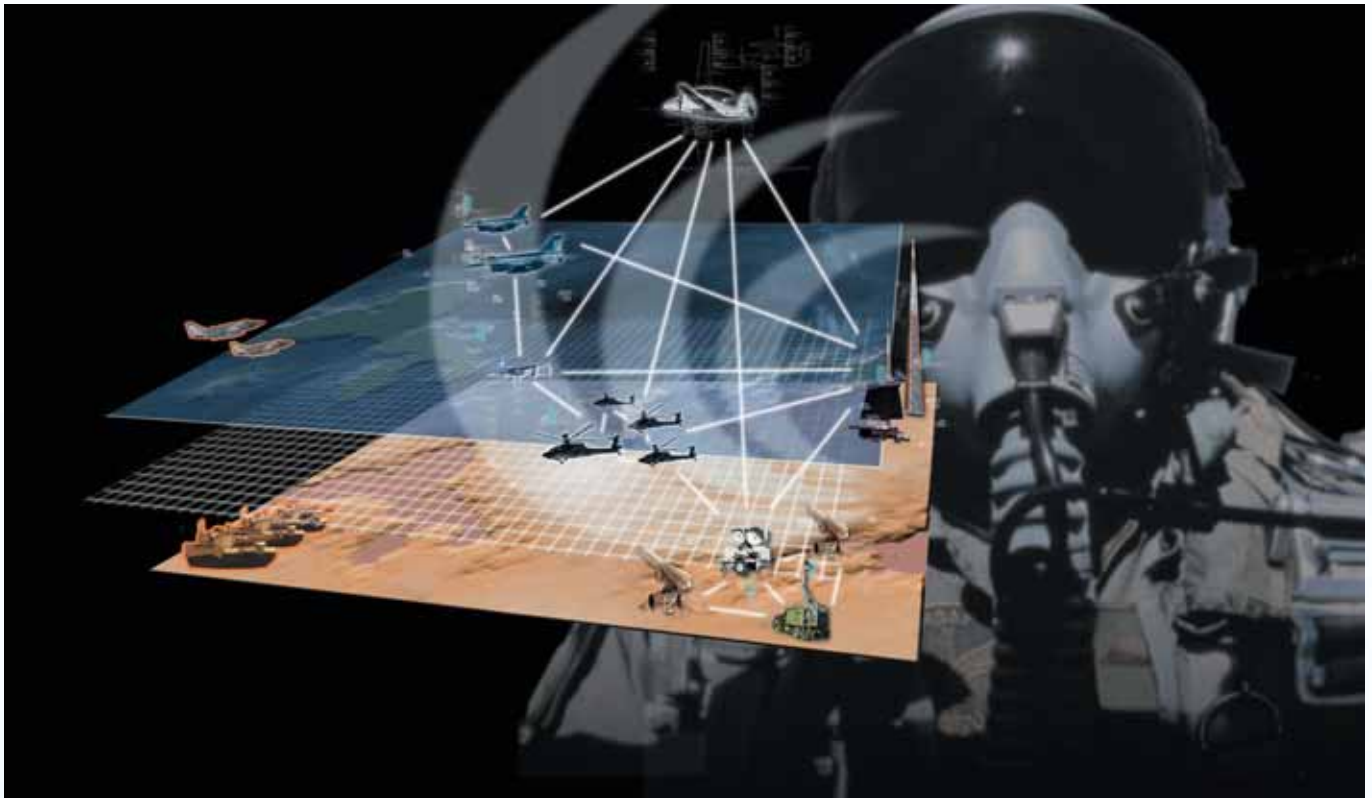
The Air Manpower Department (AMD), Air Force Armament Base (AFAB), Air Logistics Squadron-Paya Lebar Air Base (ALS-PLAB) and Air Force School (AFS) marked a significant milestone on their path towards Organisation Excellence on 30 May 05 during an award ceremony held at the Standards, Productivity, and Innovation Board (Singapore) (SPRING Singapore) Auditorium. AMD received the People Developer Standard, which provides organisations a systematic process for developing people, adopting a structured approach to learning and linking human resource development to the organisation's objectives. AFAB, AFS and ALS-PLAB also received the Singapore Innovation Class at the same ceremony, which recognised the units for their competencies in managing and sustaining innovation in their units.

Air Force News congratulates all the units on their achievements!



Representing their units to receive the awards: (from left) CO AFAB, LTC Loh Siang Wei; COMD AFS, COL Foo Kim Peng, Head Air Manpower, COL Peter Wee; and CO ALS-PLAB, COL (then LTC) Low Chin Hun.

Vision Check-In...



This issue of Vision Check-In focuses on the imperatives of the 2005 RSAF Workplan. A workplan communication package was prepared for unit COs to further disseminate and discuss the topics with their men. In a nutshell, the key points are:

TRANSFORMATION

The theme for the 2005 RSAF Workplan is "Air Force 21 – World Class People, First Class Air Force: **OPERATIONAL STRATEGIES FOR TRANSFORMATION**". In his keynote address, Mr Cedric Foo, then MOS(Defence) emphasised that changes in mindsets and operational strategies are essential to success in transformation. Thus, the **Operational Strategies** for some of the **Transformation** initiatives are the focus for this year's RSAF Workplan Presentation.

"Aircraft, artillery, armour, ship and soldier on a single interoperable network and inherently self-synchronising is the vision for a 3G SAF. The transformed airforce must be able to fit in seamlessly.... The transformation of air power is not accomplished by revolutionary technology alone. An accompanying change in operating strategies is essential."

– Then Minister Of State (Defence), Mr Cedric Foo



OPERATIONAL STRATEGIES FOR TRANSFORMATION

Aside from conventional operations, the Air Force is facing an increasing array of Operations including Humanitarian Aid and Disaster Relief (HADR) missions. Moving ahead, we can no longer afford to develop linearly and hence the need to transform. On this journey, it is important for our serviceman to draw relevance to what they are doing, know how they are contributing to the broader RSAF transformation effort. Only then will there be ownership in accomplishing what we

set out to achieve. In planning for our journey, to avoid getting lost, we need to know the destination, decide on a mode of transportation, determine the route and choose the vehicle.

Destination: RSAF 2021

Our destination, RSAF 2021, has articulated **Air Dominance, Dominate from the Air and Homeland Air Security** as the transformational concepts for the air force. They are not just fanciful ways of calling Air Superiority, Air Participation and Air Defence but a mindset change that Air Power operates beyond the air domain.

Mode of Transportation: Key Enablers

Effects Based Operations move away from the conventional attrition based operations and three key enablers have been identified. *Network Centric Warfare (NCW)* is analogous to the Internet that will be revolutionising the way we operate. *Precision Warfare* provides air power with the means to deliver the desired effects on time, on target.

Route: Developmental Approach



“Restructuring RSAF only addresses the structure and processes. Just as IBM had to uproot their ingrained culture to transform, we need to ensure that we do not neglect the People dimension in our Restructuring effort. If we do not have the right frames of mind and attitudes, the new structure will be but a hollow shell.”

- CAF, MG Lim Kim Choon

In the past, we were able to learn from other established air forces. However, the RSAF today is in the driver's seat of change and have to take control and steer towards the destination of RSAF 2021. Thus, the spiral development approach will provide the RSAF with a flexible framework to harness the potential of advancing technology and modify the system requirement as it is being developed without abruptly changing the entire air force structure.

Vehicle: Restructuring

As we transform into a 3G RSAF, we cannot continue to add new capabilities to the current structure. Restructuring will enable the RSAF to harness the full potential of new concepts and technology. Thus, it will serve as the platform to propel the RSAF to the next level of development. The restructuring effort will require a fundamental change in the way things are done.

PEOPLE IN TRANSFORMATION Impact On People

In preparing our People for the new concept of operations, new mental models need to be developed, new skills need to be acquired and people must broaden their horizons. Change would be painful to some as they may feel a sense of uncertainty and even a sense of being devalued as we destroy the old for the new. Thus, our People must have the right frame of mind, sound leadership and proper training to ensure a smooth transition to a transformed 3G RSAF.



“No organisation will succeed in the long haul if those things that it wants to do are not part of its DNA. How people actually go about their work, how they interact with each other, what motivates them. This is embodied in the culture of the organisation.”

- HAO, BG Charles Sih

Developing the Transformation Culture

First, there is a need for our People to adopt an attitude of “embracing change” rather than “maintaining status quo”. Second, there is a need to equip our People with the right skills and knowledge to ride the waves of transformation. Third, a learning culture must be cultivated in the RSAF to keep abreast of the rapid changes. The RSAF has made some progress towards this aim by developing the framework for Organisational Development, embracing the critical elements of Leadership Development, Organisational Learning and Knowledge Management.

Knowledge Sharing



The culture of knowledge sharing is important in a network centric environment. One of the RSAF's restructuring effort is to devise appropriate structures and processes to facilitate our people to plan, orchestrate and execute high tempo-integrated operations with the other services and Joint. The main challenge is to change the habits and culture of our people towards learning and sharing of explicit and tacit knowledge.

Role Of Commanders



Commanders would play a pivotal role in providing stewardship and to ensure smooth transition to a transformed RSAF. In order for the transformation to take place and succeed, Commanders must frequently emphasise the vision as well as the rationale for change. As change represents challenge and new experiences, commanders will need to be sensitive to the needs of our People as we venture into uncharted territories.



“We are on an exciting journey of transformation. It is important to clarify the process to get everyone onboard so that there will be ownership in accomplishing what we set out to achieve.”

- HAO, BG Charles Sih

WORLD CLASS PEOPLE
FIRST CLASS AIR FORCE

Honouring SAF's Finest



President Nathan inspecting the Guard-of-Honour during the parade.



From left, COs of RSFAF Best Units, 160 SQN, 122 SQN and 144 SQN respectively - LTC Tan Kin Hock, LTC Francis Ngooi and LTC Pek Hong Hwa. (For more on this year's Best Units and their admirable achievements, see following pages.)

An annual highlight of the military calendar, the SAF Day on 1 Jul 05 is a reminder of the importance of military defence, as regular officers and operationally-ready National Servicemen renewed their allegiance to the President and Singapore, and honour the best in the SAF. The SAF Day Parade officiated by President S R Nathan, featured contingents from all three services of the SAF. 1,300 servicemen attended this year's Parade at SAFTI Military Institute.

During the Parade, Minister for Defence, Mr Teo Chee Hean, also presented 21 Best Unit and Best National Service Unit trophies to the winning units. Amongst them from the RSAF were 144 SQN for the Best Fighter Squadron, 160 SQN for Best Air Defence Artillery Unit and 122 SQN for the Best Tactical Support Squadron. The Best Unit awards are given out annually in recognition of units that showed outstanding achievements in combat readiness, operational proficiency and administrative effectiveness.

Unique to this year's SAF Day was the recognition of the SAF's involvement in the tsunami relief operations earlier this year. In honour of the men and women who had dedicated their services during the operations, a book documenting the work of the SAF was also unveiled that evening. Titled *"Reaching Out — Operation Flying Eagle"*, the first book was presented to His Excellency, President S R Nathan, by Chief of Defence Force, LG Ng Yat Chung. The President also awarded 33 units, of which 8 were from the RSAF, instrumental to the success of



President Nathan and Mr Teo (front row, 5th and 6th from right respectively) with COs of units which had received the Meritorious Service Unit Citations. Back row: Pictured are CO 127 SQN, LTC Vincent Lim (2nd from left); CO 122 SQN, LTC Francis Ngooi and CO 125 SQN, LTC Calvin Ng (3rd and 4th from right respectively).

the relief operations with the Unit Citations for Meritorious and Commendable Service.

List of RSFAF Recipients

Meritorious Service	Commendable Awards
125 SQN	Sembawang Air Base
127 SQN	Paya Lebar Air Base
122 SQN	Air Movement Centre
	201 SQN
	121 SQN

CO 127 SQN, LTC Vincent Lim, whose squadron was awarded the Unit Citation for Meritorious Service, felt that the award was a recognition of the squadron's effort and contributions to the operations. "I had the opportunity to be with my men at both theatres — Phuket and Medan — and I was proud when I saw the demonstration of the strong esprit de corps, teamwork and professionalism of my men in getting the work done. My men had lived up to the squadron's motto of 'Strength, Courage and Swiftiness' and put it into action. I am proud to receive this from the President and I can't wait to go back and share this proud moment with my people," said LTC Lim.



Dependable in Support

If the C-130 Hercules is the “workhorse” of the RSAF, which it is commonly known to be, then the men and women of 122 Squadron (SQN) are the dedicated trainers who keep this mechanical beast galloping at 100% efficiency. With such deep sense of commitment and determination towards upholding core values of teamwork and excellence, it is little wonder the title of Best Tactical Support Squadron is awarded to the twenty-five year-old SQN.

“I feel extremely proud that the squadron has been awarded the Best Tactical Support Squadron and even more so that it is the third time in our history that we have achieved this honour,” said LTC Francis Ngooi, CO 122 SQN. “It certainly pays dividends to the effort and hard work we have put in,” he added.



Work year 2004/2005 was a hive of activity for the SQN. Besides the routine flying operations, the Squadron was actively involved towards SAF's reconstruction efforts in Iraq as well as humanitarian assistance and disaster relief missions in Operation Flying Eagle. Despite the hectic workload, the SQN maintained its high standards to emerge tops in the area of Tactical Support.



“We were under a lot of pressure with many deployments and lot of work coming our way. However, the Squadron stood united and managed the tasks to the best of our ability,” said LTA Prem Singh, a Squadron pilot

Indeed such desire for excellence seems to be imbedded in everyone in 122 SQN.

“There is a deep sense of professionalism when it comes to each individual's responsibilities, be they flying or administrative duties,” said SSG Evan Chan, a Flight Engineer. “Everyone is motivated to go well beyond his or her normal duties for the sake of the job at hand,” he added.



And it is such drive that has made the Dependable Condors of 122 SQN the best there is, at everything they do.



The Blackites rule the Skies



For the men and women of 144 Squadron (SQN), the Best Fighter Squadron award serves as a fitting reward for the hard work put in over the last few years. Having missed out on the trophy in recent years, CO 144 SQN, LTC Pek Hong Hwa had to face the challenge of inspiring the SQN to gain the additional ground required to clinch the coveted prize.

"I had to look at the situation holistically, not in terms of operations alone but also the logistics and administrative aspects as well," said LTC Pek. In the end, the thorough inquest paid off. This year, the SQN can finally call themselves the best.

"I feel very honoured. It is evident to every one in the SQN that the hard work, commitment, dedication and long working hours have finally paid off," added LTC Pek.



In addition to the Best Fighter Squadron, 144 SQN also achieved the Zero Non-Conformance record during the annual audit of the SQN. The record highlights the SQN's strict adherence to stipulated regulations and procedures in their operations over the past work year.

The SQN also excelled in Exercise Hotshot in the last few years, clinching the title of Best Hotshot Squadron in work years 02/03 and 03/04 and emerging 1st Runner-Up in the competition this year.

SSG Lee Wen Jye, a Senior Technician, expressed his pride at being part of the award-winning SQN.

"I feel that we had to give our best in any task that was given to us. Everyone has put in his or her fair share of work and it has paid off," said SSG Lee.



The SQN, which operates the F-5S/T Tiger aircraft, a multi-role supersonic fighter, was awarded the Best Fighter Squadron a decade ago. MAJ Adrian Teo, a pilot in 144 SQN, contributed his share of hard work when they last claimed the honours in 1995. For MAJ Teo, the victory this year bears more satisfaction, as the competition posed by other fighter squadrons ten years ago pales in comparison to that which 144 SQN faces today. And the feeling of having pipped their technologically more advanced counterparts is definitely one of ecstasy.

"It shows that even though our airplane is old, we can still hang in there with the big boys," said MAJ Teo.



Gunning for the Hat-Trick



The number 35 bears unique significance for the men and women of 160 Squadron (SQN). For a start, the SQN operates the 35-mm Oerlikon Anti-Aircraft Artillery (AA) gun, the most established weapon in the Air Defence Systems Division's arsenal. Incidentally, this year also marks the 35th Anniversary since the AA gun's induction into the RSAF – an occasion that 160 SQN can celebrate in style, with the accolade of Best Air Defence Artillery (ADA) Unit. There is certainly much cause for celebration since the SQN has been awarded the Best Air Defence Artillery Unit for two years consecutively.

For CO 160 SQN, LTC Tan Kin Hock, winning the award two years in a row reaffirms the SQN's commitment towards team excellence and reflects the passion and work ethics of its personnel. He referred to the award as a "big present" for all SQN personnel, past and present.

"I'm very glad that we've managed to achieve the award and win it again. We could not have achieved this if not for the dedication and hard work of each and every man and woman in the SQN," he said.



Operating the AA guns together with a fleet of Basic Giraffe radars, 160 SQN provides low-level air defence coverage for air bases and vital installations. The weight and importance that such a role carries, resonates through the SQN, constantly reminding personnel of the SQN of the paramount responsibility that they carry.

Attributing the SQN's 'never say die' attitude as an important factor for the SQN's win was Alpha Flight Commander, CPT Tay Kok Kheam.

"We have to be aware of the importance of our role because if we fail, there will be no one behind us to provide air defence. So in our daily work, we always strive for the best. We will not compromise and we will not give up without trying," said CPT Tay.



1SG S. Ananthan, an Air Defence Systems Specialist, revealed that team excellence was the winning formula for 160 SQN and that he was **"extremely proud that the SQN is able to clinch the award two years running"**.



160 SQN has indeed cultivated a fine tradition of excellence over the years. In fact, this year's win makes the SQN winners of the Best ADA Unit for a record 13 times. Winning it again next year would bag the SQN the coveted "hat-trick" – a coup that it has, amazingly, already achieved twice in its history. The significance of such an achievement however, should it happen again, certainly will not be lost on anyone in 160 SQN. As LTC Tan puts it, "It will be very special."

Heritage, Heartware and Hardware

The yearlong celebration of the Air Defence Systems Division's 10th anniversary continued through the months of May and June with the ADSD Heritage Run and 10th Anniversary Parade.



Held on 4 May 05, The Heritage Run, officiated by COMD ADSD, BG Jimmy Tan, was conducted in three segments. First up was a road relay which saw personnel from the three brigades – the Air Defence Brigade, the Divisional Air Defence Artillery Brigade and the Air Force Systems Brigade – starting from their places of origin and converging to symbolise the unification of the brigades and the formation of ADSD. This was followed by a mass run involving a total of 820 personnel. The event was concluded with a video screening on National Education.

Besides demonstrating the fighting spirit and team excellence of ADSD, the occasion also served to promote a sense of pride and belonging amongst personnel and allowed for cohesion building between the brigades.

Showcasing the people and hardware of ADSD was the 10th Anniversary Parade, held on 1 Jun 05. The parade comprised two main segments, the first being a ceremonial segment which featured the ADSD and respective Brigade Colours, two Guard-of-Honour contingents and five supporting contingents. The segment served to highlight the men and women of the division, who hail from the various brigades and units. Next up was a mobile column, displaying the Air Defence Artillery (ADA) weaponry such as the Mistral Surface-to-Air Missile system and the 35-mm Anti-Aircraft Artillery gun as well as sensors such as the PSTAR. Also on display was the Command, Control and Communication systems hardware. The mobile column successfully portrayed the capabilities and sophistication that ADSD has built and maintained over the years.

Above: The Brigade Colours on display during the parade.

Right: Participants in the Heritage Run were in high spirits despite the early start.

Below: CAF (left) witnessing the mobile column during the parade.



Promotion Ceremonies

Promotion ceremonies, to recognise deserving personnel for their contribution to the SAF, were held in the month of June. In all 424 officers and 122 Warrant Officers from the RSAF were promoted in both rank and grade.

RSAF Promotion Ceremony



CAF with the newly promoted Captains (left) and Warrant Officers (below). 1WO Ealamathi is standing (picture below) in the front row, fourth from the left.

Held on 17 Jun 05 at MINDEF, the RSAF Promotion Ceremony saw servicemen of rank 2WO, LTA and CPT promoted to their next higher rank. In all 33 Warrant Officers, 109 Lieutenants and 86 Captains were promoted. Chief of Air Force, MG Lim Kim Choon presented Certificates of Promotion to the promoted personnel. For 1WO Ealamathi (left), an Air Material Specialist from SBAB, her promotion is a source of much pride. "I am very happy...I have been rewarded for my effort and hard work in my role of supporting aircraft operational readiness," she said.



SAF Officer Promotion Ceremony



COL Tan Meng Dui receiving his Promotion Certificate from Mr Teo.

SAF Warrant Officer Promotion Ceremony

In a similar ceremony held at the Chevrons on 22 Jun 05, Chief of Defence Force, LG Ng Yat Chung presented the Certificates of Promotion to 49 Warrant Officers of rank 1WO and MWO. Of the promoted personnel, SWO (then MWO) Chia Hon Chuen (left) was one of four who was promoted to SWO. The Chief Warrant Officer of Tengah Air Base, who is a Senior Technician by vocation, has been promoted to the pinnacle of his rank. "It's very special because it is everybody's aspiration to reach this rank and you have to work very hard to achieve it," said SWO Chia.



Rounding off the month's ceremonies was the SAF Officer Promotion Ceremony, held in MINDEF on 28 Jun 05. The event was graced by Minister for Defence, Mr Teo Chee Hean, who presented Certificates of Promotion to officers of rank LTC and above. Earlier that evening, CDF presented certificates to officers promoted to the rank of LTC. "It's a gratifying feeling," said then Head Air Training, BG (then COL) Tan Meng Dui of his promotion. BG Tan and BG (then COL) Gary Ang from the RSAF were both promoted to the rank of BG. "It's a rank which I think all young, aspiring military officers will look forward to and work very hard for," added BG Tan.

Air Force News extends its heartiest congratulations to all promoted personnel!

Shouldering the New Responsibilities of a Warrant Officer

109 specialist, including 44 from the RSAF, earned their “warrants” in the 31st Joint Warrant Officers Course (JWOC) Graduation Ceremony held at the Orchid Country Club on 29 Jun 05. The graduation ceremony is a significant event for all specialists, as it marks their passage to become warrant officers. Chief of Air Force, MG Lim Kim Choon, was the Guest-of-Honour at the event. 2WO (then MSG) Phuvadar Singh from Air Logistics Squadron in Tengah Air Base, the Book Prize winner for the RSAF in JWOC, felt that the course had been fruitful for everyone. Besides collaborating with personnel from other services and building bonds, 2WO Phuvadar Singh found that the lessons taught during the course were insightful, such as the module on military law. “I’m hoping to contribute given the new knowledge and skills that I have gained in this course and use them effectively in whatever I do,” said 2WO Phuvadar Singh.



Above: 2WO (then MSG) Phuvadar Singh (left), receiving his Book Prize award from CAF, MG Lim (centre), during the graduation ceremony.

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



20 WOSAs graduate with Flying Colours

A complete lifestyle change. That is what 20 members of the Warrant Officers Specialist and Airmen (WOSA) community faced, as they hung up their coveralls and hit the books in pursuit of an Advanced Diploma in Aerospace Engineering and Management (AAEM) under the SAF's Continuous Learning Award Study Scheme (CLASS).

The yearlong course, conducted by Singapore Polytechnic, is designed to provide aerospace engineering technologists and specialists with further knowledge on aerospace and aviation principles, concepts and practices and skills in the management of people, processes, operations and technology. It also serves to enhance their opportunities for advancement in their career.

Having to cope with lessons and homework after being away from school for years proved a daunting task for most, but the cohort coped admirably, with each student graduating with a minimum of two As. The course participants received their certificates of participation from Principal, Singapore Polytechnic, Mr Low Wong Fook in a certificate presentation ceremony held at the institute on 24 Jun 05.

Emerging as the top student, with straight As, was 1WO Ng Hwee Chuan, a senior technician from Air Logistics Squadron, Tengah Air Base. 1WO Ng graduated with a whopping eight Distinctions (A*) and five As for the 13 modules he attended over the course's



Course top student 1WO Ng, with his wife Daphne and daughters Cheryl (in blue) and Janice.

two terms. “The course is really tailored to our needs, such that when we return to the RSAF we can work better towards contributing to the organisation,” said 1WO Ng. He was also quick to divert some of the praise to his wife, who had kept his two daughters busy at home, while he focused on studying.

Director Battlespace Management (Aerospace), Royal Australian Air Force



GPCAPT Warrick Paddon, Director, Battlespace Management (Aerospace), Royal Australian Air Force, visited the Air Force School (AFS) on 14 Apr 05. During the visit, GPCAPT Paddon toured the Radar and Tower Simulator and was briefed on its numerous features, such as its ability to simulate different weather conditions and night-time environment.

GPCAPT Paddon's visit underscores the warm defence relations between Singapore and Australia and reflects the closeness and professional co-operation between the two air forces.

Left: GP CAPT Paddon (left) being briefed by CPT Kelvin Koh (centre) on the features of the radar console.

Pakistan National Defence College

13 members of the Pakistan National Defence College, led by its Directing Staff, National Defence Wing, Brigadier Muhammad Aslam, visited the Air Force Museum on 21 Apr 05. The visit, hosted by COMD Air Force School, COL Foo Kim Peng, allowed the delegation to learn more about the RSAF's operational capabilities, its transformational journey and how the defence of Singapore's airspace is managed.

The Pakistan National Defence College is the apex military institution in the Pakistan Armed Forces. The visit allowed personnel from RSAF and the Pakistan National Defence College to interact and enhance mutual understanding.

Right: Pakistani officers being briefed by Head Curator, Air Force Museum, Mr Teng Geok Kim (third from left), on how the RSAF carries out search and rescue missions.



Chief of Staff, Indonesian Air Force



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

The Chief of Staff of the Indonesian Air Force (TNI-AU), AM Djoko Suyanto, made an introductory visit to Singapore from 24 to 26 Apr 05. During his visit, AM Suyanto called on Minister for Defence, Mr Teo Chee Hean; Chief of Defence Force, LG Ng Yat Chung and Chief of Air Force, MG Lim Kim Choon.

AM Suyanto's visit underscores the warm relations and long-standing friendship between the RSAF and the TNI-AU. The two air forces interact regularly through various exchanges and exercises, including the biennial EX Elang Indopura, which has strengthened the camaraderie and enhanced the professionalism of personnel from both the air forces.

4th RSAF-RAAF Air Working Group Meeting



BG Ng (left) presenting AVM McLennan with a plaque, following the conclusion of the meeting.

The 4th RSAF – RAAF (Royal Australian Air Force) Air Working Group Meeting, co-chaired by Director, Joint Operations and Planning Directorate/ Chief of Staff (Air Staff), BG Ng Chee Khern and Deputy Chief of Air Force, RAAF, Air Vice Marshall (AVM) Roxley McLennan, successfully concluded on 6 May 05.

The annual meeting serves as a forum between members of RSAF and RAAF, to discuss bilateral matters and explore professional issues of interest at a strategic, conceptual and exploratory level.

Industrial College of Armed Forces, National Defence University

A 18-member delegation from the Industrial College of the Armed Forces (ICAF), National Defence University, U.S.A, visited the Tactical Air Support Command on 10 May 05.

The college serves to prepare selected military officers and civilians for senior leadership and success, in the development and execution of national security strategies.

During the visit, the guests attended a briefing by CO 128 SQN, LTC Chng Boon Kai, on the roles of the Unmanned Aerial Vehicle (UAV) as well as the selection and training of UAV operators. They were also briefed by OC System Flight, 203 SQN, MAJ Raymond Tan, on matters regarding the management of Singapore's tight airspace.



CPT Oo Khong Ming (centre) from 128 SQN, briefing the visitors on the features and capabilities of the Searcher UAV.

Minister of State for Defence Production, India



CPT Han Loong Seu (middle), briefing Shri B K Handique (right) on the applications of the radar console.

India's Minister of State for Defence Production, Shri B K Handique, visited the Air Force School on 18 May 05. The visit, hosted by COMD Air Force School, COL Foo Kim Peng, allowed Shri B K Handique to have a better understanding of RSAF's training philosophy and its training environment. Shri B K Handique, who was here to attend the International Maritime Defence Exhibition, also called on Minister for Defence, Mr Teo Chee Hean, during his stay in Singapore.

Bilateral defence interactions between Singapore and India have grown in recent years, as the RSAF and IAF concluded their inaugural exercise code-named Sindex in India in October 2004. The visit underscored the warm and friendly defence relations between Singapore and India.

Royal Thai Air Force Officers' Exchange Programme

Officers from the Royal Thai Air Force (RTAF) visited Singapore from 6 to 10 Jun 05. During their stay, the officers visited Sembawang Air Base, Air Defence Systems Division Complex, Air Force School and the Air Force Museum as well as places of interest such as the NEWater Visitor Centre, Chinatown and Civil Aviation Authority of Singapore. The visit not only familiarised the RTAF officers with the military, political and social environment of Singapore, but also promoted greater interaction and understanding between officers from both air forces.



Right: RTAF officers trying out some of the RSAF's training facilities in the Computer Aided Instruction Centre in Air Force School.

Chief of Defence Forces, Malaysia

ADM Mohd Anwar (seated in cockpit) being briefed on the capabilities of the F-16 Blk 52 D+ by CO 145 SQN, LTC Leong Choong Yew, during his visit to TAB.



Chief of Defence Forces, Malaysia, Admiral (ADM) Tan Sri Dato' Sri Mohd Anwar Bin Hj Mohd Nor made an introductory visit to Singapore from 23 to 24 Jun 05. During his visit, ADM Mohd Anwar called on Prime Minister, Mr Lee Hsien Loong; Minister for Defence, Mr Teo Chee Hean and Chief of Defence Force, LG Ng Yat Chung.

During his two-day stay, ADM Mohd Anwar visited Tengah Air Base (TAB), where he was briefed on the air base operations and viewed a static display of RSAF's aircraft and air defence artillery systems.

Chinook Simulator Commissioned

Helicopter Simulator Centre (HSC) now boasts a state-of-the-art CH-47SD Chinook Full Mission Simulator. Commissioned by Chief of Air Force, MG Lim Kim Choon, on 29 Apr 05, the simulator complements the AS332 Super Puma and the AS550 Fennec Cockpit Procedural Training in the Centre.



CAF, MG Lim, trying out the controls of the simulator.
(Picture courtesy of Pioneer)

Featuring high-resolution five-channel visuals and a hydraulically driven motion system, the Chinook simulator is capable of creating up to 500 scenarios, each with up to 200 entities of computer generated forces. This allows the pilot undergoing training to experience highly realistic scenarios complete with convincing motion and proprioceptive cues.

"All the pilots who have gone through this simulator have told us that its realism is very good," commented CO HSC, LTC Cheong Hon Seng, on the feedback received of the simulator. "They were also very impressed with the computer generated forces that they experienced in the simulator. They can practise evasive manoeuvres and also practise formation flying in the simulator. The simulator is able to generate night flying scenarios and even inclement weather for training proficiency." said LTC Cheong.



HSC's new CH-47SD Chinook Full Mission Simulator commissioned at the event.

Why Simulate?

While nothing exists yet to beat the realism of flying a real aircraft, simulator training still forms a significant part of training for both trainee and operational pilots. The benefits of this alternative are compelling:

- **Cost savings:** In terms of costs, conducting training in a simulator is cheaper, as the operating costs are low (a flying hour in a simulator costs about 15% of a real one). Valuable flying hours can now be routed to higher value-added sorties.
- **Safety and training effectiveness:** Since no one can be physically attrited inside a simulation, the benefits towards the safety of the pilot and the equipment are tremendous. With increasingly complex and expensive aircraft, practising contingencies and honing their piloting skills in a simulator would enable pilots to understand their aircraft better without the risk of mishaps.
- **Overcoming space, weather and time constraints:** Flying in a simulator can be repeated as many times as needed without the fear of collisions or congestion, since the pilot is flying in his own "space" inside the computers.

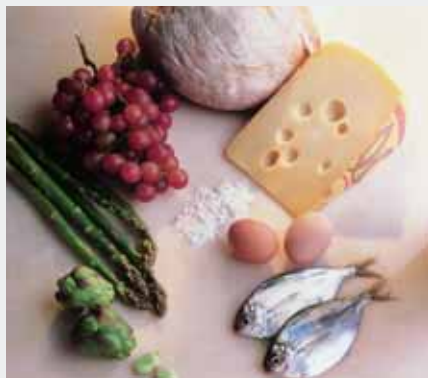
Get the Balance Right!

How often have you looked at slimming advertisements and told yourself that obesity is not something that will happen with you?

Based on recent studies and recommendations from the World Health Organisation, you may have to relook the way you view your weight, as the recommended Body Mass Index (BMI) for Asians may be revised downwards from 25kg/m² to 23kg/m². "The proposed revision in guidelines will affect RSAF personnel as much as the rest of Singapore," said CPT (DR) Amos Loh, whose Certification & Standards Branch in Aeromedical Centre (ARMC) deals with such issues. "There would be an expected surge in numbers of newly classified obese and overweight individuals with a shifting of the goalposts."



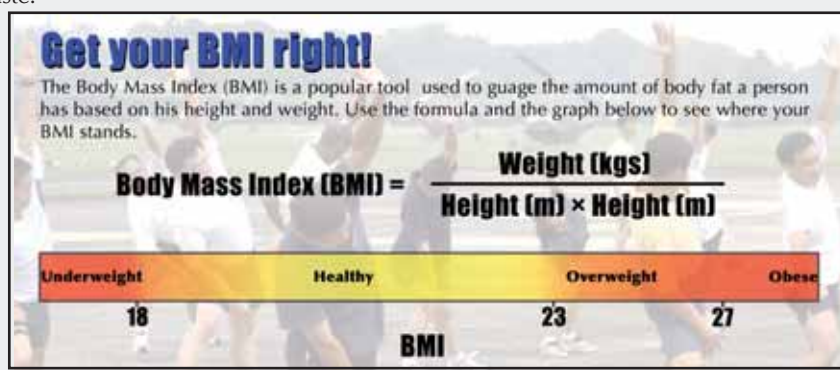
Although the guidelines are still being reviewed in the SAF, CPT (DR) Loh recommends that RSAF personnel should still watch their body weight regardless of any changes to the guidelines. Notwithstanding the generally poor image of obese people portrayed by the media, the image of the RSAF as a credible fighting force is also at stake if its servicemen do not take their BMI seriously. Even so, studies of the effects of obesity on a serviceman's health are reason enough for anyone to get on his and her feet. Apart from fatigue and back pain, obese servicemen are more prone to silent killers like diabetes, stroke and coronary heart disease with high BMI. It is thus paramount that personnel not only watch what they eat, but also whether they are getting enough exercise for the amount they eat.



Fortunately, many programs are already in place in the RSAF to ensure that personnel are in the best physical condition. Regulars are also periodically screened on their weight and BMI and go through Periodic Health Examinations (PHE). Aircrew and flying-related vocations also have to sit an Annual Certification Examinations (ACE). There are also LIFE runs and activities to help personnel maintain an active lifestyle. Health talks on weight management like the RSAF Weight Management Seminar 2005 held in March 05 were organised to keep servicemen informed of the dangers of obesity and how they can combat these challenges. Food in cookhouses are balanced to give personnel the best performance for their jobs and canteen operators go on courses regularly to prepare healthier food without compromising its taste.



Even with these programs in place, weight management is still an area of personal responsibility, since getting the balance right differs from person to person. As CPT (DR) Loh elaborates, "Daily calorie allowances differ between men and women, younger and older persons, as well as the amount of physical activity performed in an average workday. Daily allowances can range from 1,700KJ for a personnel in a desk-bound job, to in excess of 2,700KJ in a young combat officer for example." Furthermore, a little effort and sacrifice can go a long way to maintaining a fit and active lifestyle — if you cannot make the trips to the exercise stations located at most RSAF bases, some simple ways to work exercise into daily life include using public transport or walking rather than using the car. As American writer Ralph Waldo Emerson notes "The first wealth is health", so taking care of your BMI will certainly go a long way in ensuring the well being of yourself and your family.



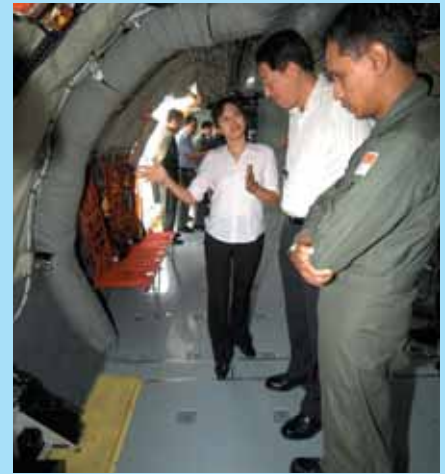
** Sincere thanks to MAJ (DR) Lai Kah Weng and CPT (DR) Amos Loh for contributing to this article.*

Minister for Defence visits Changi Air Base

Minister for Defence, Mr Teo Chee Hean, visited 112 SQN, CAB on 6 May 05. CO 112 SQN, MAJ Sivaraman Rajan, gave a presentation to Minister on the squadron's roles and the experience gathered during their deployment to the Gulf last year. During the visit, Mr Teo also interacted with the squadron personnel.

Last year, 112 SQN was deployed to the Gulf for a three-month period — from May to September 04 — to provide air-to-air refuelling to coalition aircraft operating in the region. Another KC-135 deployment was despatched to the Gulf in June 05 for a three-month stint in support of the reconstruction efforts in Iraq.

Right: Ms Lim Chui Ping (left) from the Air Logistics Department, briefing Mr Teo (centre) on the features of the KC-135.



Air Force Medical Service unveils its New Logos



The RSAF Medical Service (AFMS) and the RSAF Aeromedical Centre (ARMC) launched their new logos (above, respectively) on 29 Jun 05. During the logo inauguration ceremony, Chief of Air Force, MG Lim Kim Choon, unveiled the new logos and presented the logo patches to personnel representing the various units across the AFMS. Amongst other guests invited to the ceremony was Chief of Medical Corps, BG (DR) Wong Yue Sie.

The medical elements in the RSAF have been evolving along side the development of the Air Force since its formation. The creation of AFMS as a formal entity now, encompassing all RSAF medical units including the ARMC and 1 Medical Squadron (1MS) in Sembawang Air Base, is a culmination of its years of accomplishment in supporting the RSAF. Besides providing routine medical support, the AFMS has also played key roles in many RSAF missions, such as the peace keeping missions in East Timor, and more recently, in Operation Flying Eagle, where 1MS provided critical aeromedical evacuation capability for casualties from disaster areas.

The timely revision of ARMC's logo highlights its evolution from a centre for training and selecting pilots to one that places greater



Above: CAMO, COL (DR) Chong (standing, fifth from left), with representatives from the AFMS showing off the new logos for AFMS and ARMC.

Right: CAF, MG Lim, affixing the new logo patch for CAMO, COL (DR) Chong.



emphasis on providing operational aeromedical and psychological programmes, to support the RSAF's transformation. Chief Air Force Medical Officer, COL (DR) Chong, in his welcome address at the ceremony, summed up the significance of the new logos for AFMS and ARMC, "The logos embody the proud heritage, work ethos and vision that will anchor our progress ahead. We will be 'Purposeful and Professional' to meet the challenges ahead of us to be the first class team providing first class medical support to a first class RSAF."

New Man at the Helm of the Air Defence Brigade

On 11 May 05, COL Cheng Siak Kian passed the baton of leadership of the Air Defence Brigade (ADB) to LTC Lim Kok Siong, in a ceremony officiated by COMD, Air Defence Systems Division, BG Jimmy Tan.

COL Cheng's one-year, eight-month stint as COMD ADB constitutes but one facet of his RSAF career, which began in 1988. Over the years, COL Cheng has held several appointments in the SAF, which included CO 165 SQN, and Deputy Director of Policy Office. He is currently pursuing a Master in Business Administration at the Massachusetts Institute of Technology.

As for LTC Lim, he graduated from Imperial College of Science, Technology and Medicine – University of London, U.K. with a Bachelor of Engineering degree in 1993. Since entering the RSAF in 1987, LTC Lim has held several key appointments, including a Branch Head in the Air Plans Department as well as CO 165 SQN.

Air Force News congratulates LTC Lim on his new appointment and wishes him and COL Cheng well in their future endeavours.



Above: LTC Lim (right) taking his oath while BG Tan bears witness to the proceedings.

Right: COL Cheng (left) handing over the symbol of command to LTC Lim.

New Commander for Flying Training School

The RSAF's Flying Training School (FTS) witnessed a change in command as outgoing commander, COL Kevin Teoh, handed over the reins to incoming commander, COL (then LTC) Lim Chye Poh, on 19 May 05 at the Air Force Museum. Chief of Air Force, MG Lim Kim Choon, officiated at the event.

COL Kevin Teoh lent his extensive experience in the world of flying instruction to FTS, having been a Qualified Flying Instructor (QFI) at 150 SQN, 130 SQN and 144 SQN. COL Teoh also held the appointments of CO 141 SQN and that of a Branch Head in Air Plans Department before commanding FTS from Jul 03. COL Teoh has since assumed the appointment of Head, Air Force Inspectorate (AFI).

The new commander, COL (then LTC) Lim Chye Poh, is no stranger to flying training. COL Lim has held the appointment of a Branch Head in Air Force Inspectorate and Commanding Officer of 142 SQN. Between Jun 00 to Jun 02, he was a QFI for 150 SQN and also commanded the Squadron in Cazaux, France. COL Lim also participated in the RSAF's KC-135R detachment to the Gulf Region as its National Contingent Commander from 23 Jul 04 to 10 Aug 04.

Air Force News congratulates both COL Teoh and COL Lim on their new appointments.



COL Kevin Teoh (left) handing over the FTS Symbol of Command to COL (then LTC) Lim Chye Poh (right).



CAF MG Lim, presenting the command plaque to COL Kevin Teoh for his successful command of FTS.

Divisional Air Defence Artillery Brigade gets a New Leader

On 29 Jun 05, COL (then LTC) Tan Swee Bock officially handed over leadership of the Divisional Air Defence Artillery Brigade (DAB) to COL (then LTC) Koh Teow Huat. COMD Air Defence Systems Division (ADSD), BG Jimmy Tan officiated at the Change-of-Command parade held at ADSD.

Having joined the RSAF in 1984, COL Tan has held numerous appointments. Notably, he served as a Branch Head in the Planning and Control Branch (later restructured as the Plans and Policy Branch) in Air Manpower Department between 1999 and 2001. Prior to assuming command of DAB in 2004, COL Tan had served as CO, 3 DA BN. COL Tan succeeded COL Peter Wee as Head Air Manpower Department on 8 Jul 05.

His successor COL Koh is no stranger to leadership positions either. He has served as CO, 3 DA BN and Branch Head of the Budget and Management Accounting Branch, Air Plans Department.

Air Force News congratulates both COL Tan and COL Koh on their new appointments and wishes them well in their future endeavours.



Above: COL (then LTC) Tan (left) handing over the DAB symbol of command to COL (then LTC) Koh.



Right: COL (then LTC) Koh taking his oath as the new commander of the brigade.

New Commander for Air Force Systems Brigade



COMD ADSD, BG Jimmy Tan (left), presenting outgoing commander, COL Hoo, with the command plaque for his successful command of ASB.



Outgoing commander, COL Hoo Cher Mou (left), handing over the symbol of command to incoming commander, COL Tam Peng Yew.

COL Tam Peng Yew took over the helm of the Air Force Systems Brigade (ASB) from COL Hoo Cher Mou on 30 Jun 05 in a Change of Command Ceremony held at Gombak. Commander, Air Defence Systems Division, BG Jimmy Tan, officiated at the ceremony.

The outgoing commander, COL Hoo Cher Mou, who was appointed Commander ASB on 29 Aug 03, has held several staff and command appointments in his 20 years of service in the RSAF. COL Hoo has commanded 203 SQN, as well as headed the Air Plans Department in HQ RSAF. COL Hoo has won several awards, which included the Sir Richard Williams Prize for Excellence when he attended the Royal Australian Air Force Command and Staff College in 1995. He is also a Lucius N. Littauer Fellow, an honour he received during his pursuit of Master in Public Administration in Harvard University. COL Hoo has since assumed the appointment of Head, Air Training Department.

Similarly, COL Tam held several senior command and staff appointments before assuming command of ASB. COL Tam was CO of 203 SQN, Deputy Head of Air Intelligence Department, and most recently Director, Policy Studies Group. COL Tam, who attended the United States Air Force Command and Staff College in 1997, also attained the Master in Public Management from the Lee Kuan Yew School of Public Policy in the National University of Singapore.

Air Force News would like to congratulate both COL Hoo and COL Tam on their new appointments!

Senior Management Dialogues



The panel (from left): Head Air Manpower, COL Peter Wee; COMD PLAB, COL Peter Ware; PS(DD), Dr Tan Kim Siew; and Head DMG CORP, Mr Desmond Yeo at PLAB.



Mr Lim addressing the floor during the dialogue session at TAB.

Permanent Secretary (Defence Development), Dr Tan Kim Siew and Deputy Secretary (Administration), Mr Lim Hup Seng visited Paya Lebar Air Base on 19 May 05 and Tengah Air Base on 10 Jun 05 respectively. Both visits centred on dialogue sessions between the visiting senior management and base personnel. The sessions enabled personnel to attain a better understanding of MINDEF policies and allowed the senior management to have a better appreciation of the issues and concerns of the servicemen on the ground.

Changes in Senior Appointments and Command

Changes in Senior Appointments

Head Air Intelligence — 2 May 05
Incoming: COL Tan Boon Kim
Outgoing: COL Kwek Kok Kwong

Deputy Commander, Changi Air Base — 27 May 05
Incoming: LTC Lim Yeong Kiat
Outgoing: COL Cary Chen

Head Project, Systems Development Group — 27 May 05
Incoming: COL Cary Chen

Head Air Force Inspectorate — 6 Jun 05
Incoming: COL Kevin Teoh
Outgoing: COL Adrian Ong

Changes in Command

Commander, Flying Training School — 19 May 05
Incoming: COL (then LTC) Lim Chye Poh
Outgoing: COL Kevin Teoh

Changes in Command *cont'd.*

Commander, Air Force Systems Brigade — 30 Jun 05
Incoming: COL Tam Peng Yew
Outgoing: COL Hoo Cher Mou

Commander, Divisional Air Defence Artillery Brigade — 30 Jun 05
Incoming: COL (then LTC) Koh Teow Huat
Outgoing: COL (then LTC) Tan Swee Bock

CO, 141 SQN — 8 Apr 05
Incoming: LTC (then MAJ) Edmund Tan Sek Chong
Outgoing: LTC Kee Jin Leong Geoffrey

CO, 124 SQN — 22 Apr 05
Incoming: LTC (then MAJ) Lee Hock Hua
Outgoing: LTC Tan Fung Pong

CO, 130 SQN — 29 Apr 05
Incoming: LTC Foo Jeong Nan
Outgoing: LTC Lim Teo Weng

Wing Commander, Aviation Wing, AFS — 6 May 05
Incoming: LTC Tan Fung Pong
Outgoing: LTC Koh Chai Hong

CO, Flying Support Squadron, TAB — 10 Jun 05
Incoming: MAJ Ramesh Tiwari
Outgoing: LTC Penny Ng Lee Yong

The Hueys of 120 SQN lined up prior to their final flight.

- Photo by: Ashok Narandran

