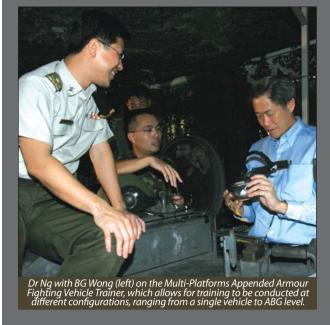




# ZIEF BEOUR BEST

# **News & Events**

# Showcasing our **Armour Training** Transformation





# Straight Talk for Officers and WOSPECs

In a continuation of the series of Straight Talks held by Our Army's leadership, then-Chief of Army (COA) MG Desmond Kuek led panels of senior Army leaders in answering questions from the regulars in the Officer Corps and the Warrant Officers and Specialists Corps on 22 and 23 January respectively.

The audience engaged the panel in a frank and open discussion of issues affecting them and their men. MG Kuek addressed a wide variety of concerns ranging from Our Army's transformation into a 3rd Generation fighting force to career advancement.

> The audience was left feeling satisfied that their concerns were heard. CPT Santosh Kumar Rai from HQ 3rd Singapore Division Artillery, said,

"This session has reaffirmed my belief that the Army's top leadership is aware of and actively trying to address the concerns of the Officer Corps. It is also reassuring to know that other officers share some of the same concerns that I have."



1WO Serene Chew from CPC also found the session very valuable, adding, "I was very impressed with how COA and the panel answered our questions, even the difficult ones. They made it clear that they empathise with our concerns while also explaining the reasons for their policies. I look forward to more Straight Talk sessions in the future."

# **HR Hub Launched to Strengthen Our Heartware**



On 24 January, our Army's Human Resource (HR) Hub was launched by then-Chief of Army (COA), MG Desmond Kuek. The integration of various centres into one hub represents a significant enhancement to the way our HR community now operates. Covering the entire HR management process, the new HR Hub consists of the Army Recruitment Centre (ARC), the Personnel Management Centres Army Officers Management Centre Shared (AOMC), National Service Personnel Centre (NSPC) and Control of Personnel Centre (CPC), and the Shared Services - HR Services Centre (HRSC), and National Servicemen Services Centre (NSSC). The co-location of these agencies at Depot Road Camp helps to synergise the HR processes and enhance our service delivery standards.

HR

HUB

To better develop our people, AOMC and CPC are also further strengthened with dedicated Career Managers (CMs) for each formation to undertake the career

blanning and Route of Advancement (ROA) development of our servicemen. CMs are the crucial node in the networked career planning environment to provide Formation HQs with more accurate and timely information to manage their personnel. They would also be more effective in the execution of career planning.

CPT Kevin Chua, Staff Officer from CPC, said that the changes have enhanced the ability of the HR Hub to better meet the demands of personnel management. "The consultative approach adopted by the HR hub allows

for more effective two-way communication," he said. "With CMs coming from the For-

mations, we can get a better feel of the ground. It is also great to see experienced Warrant Officers as CMs. They can certainly understand the needs of their juniors in their vocations and share their experiences."

In a dialogue session with the HR community, MG Kuek also stressed the importance of getting feedback from staff in transforming HR processes. He said, "Before you can think out of the box, you must know the box. The people who know the box are those who have been working with it for many years. They can best tell you what is wrong with the old system."

> Our Army is in the midst of an exciting 3rd Generation transformation, with the introduction of sophisticated weaponry and platforms. While the new hardware is impressive, it's ultimately our people that makes the difference. Establishing the HR Hub is our commitment to nurture and groom our people

for the future.





Our Army.

SSG Yasher is one of the shooters in the four-man team from 9th Singapore Division / HQ Infantry, which won the 200m Falling Plate event at this year's SAF Inter-Formation Small Arms Meet (SAFISAM) on 14 February. He feels that shooting is not just a sport, but a character-building experience. He said, "A stable mindset is crucial to maintaining calm during a competition. Shooting has not only increased my proficiency as a soldier, it has helped to make me a better person."

SSG Yasher's teammate, 2WO Sulni, agrees that skill and target, we help mental strength are both important to a shooter. "A marksman

# **News & Events**

# **ACCORD and SNEF View the SAF's Defence Capabilities**

Trucks and lorries laden with com-mercial goods crawled along through the checkpoint at Jurong Island, against a backdrop of giant container cranes. At the roadside, a guard dog and its handler watched intently as part of their routine security checks. Suddenly, a white van accelerated past the other vehicles and crashed through the barrier, sending splinters flying. Alarms rang out and within seconds, several security teams sprang into action, activating three successive rows of spikes and barriers to block the road. Soldiers from the 6th Battalion, Singapore Infantry Regiment 'shot' the van driver, causing the vehicle to screech to a halt, while the guard dog subdued another man trying to escape.



This Counter -Intrusion Demonstration was a simulation of how forces under the command of the Island Defence Headquarters deal with an attempted terrorist attack. Members of the Advisory Council on Community Relations in Defence (ACCORD) and the Singapore National Employers Federation (SNEF) watched as soldiers with protective masks cordoned off the area where a leaking barrel with suspected toxic materials had rolled out of the van. After the area was blocked off, Civil Defence Force personnel in protective suits then retrieved and sealed up the barrel.

The visit by ACCORD and SNEF on 26 January, hosted by Minister of State for Defence Associate Professor (A/P) Koo Tsai Kee, demonstrated the capabilities of the Island Defence Headquarters and also underlined the valuable relationship between civilian employers and the SAF. The members of AC-CORD and SNEF play a critical role in raising public awareness of the importance of Total Defence and National Service. They also serve as feedback channels for the civilian community to air their views and suggestions on defence matters.



Mr Bernhard Brehm, Managing Director of Schaeffler Singapore Pte Ltd, was impressed by the sophisticated defences and high level of responsiveness displayed by the troops. He said, "The professionalism of the SAF makes us feel safe. As a result, we can stay in Singapore enjoying peace and freedom."

CPT Jason Yip, Officer Commanding of Support and Develop-

ment Company, 6th Battalion, Singapore Infantry Regiment, 2 PDF expressed his confidence in the SAF's ability to meet the full spectrum of threats to Singapore's security. He said, "While Our Army still needs to prepare for conventional scenarios, the September 11th attack has highlighted the growing threat of terrorism. By training to deal with possible terrorist attacks, we can better ensure the safety and security of all Singaporeans."

# **SAFISAM 2007:** Don't Wanna Miss a Thing



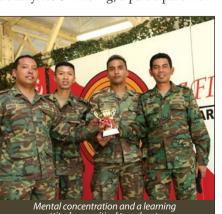
SSG Mohd Yasher was once a hot-headed guy with an explosive temper. Today, he keeps his cool and gets frustrated less easily. The reason for this change? His training as a marksman in HQ Guards, feels

needs discipline to control himself so he can aim well," he said. 2WO Sulni added that one should adopt an attitude of listening and learning from others. "No matter how experienced you are, there is still much to learn," he said.

The annual SAFISAM is organised to help Our Army discover talented shooters. They will then undergo training in preparation for the Asian Armies Rifle Meet, a regional competition which will be held in Thailand this year. As the SAFISAM also boosts friendly competition between divisions and formations, a special Chain-of-Command shoot was organised involving commanders and their men.

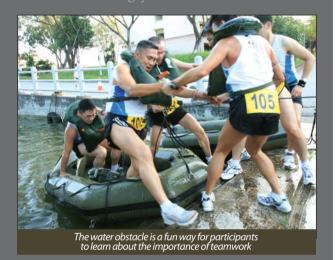
SAFISAM provides an opportunity for participants to build solid teamwork, giving them confidence to represent Singapore internationally. 2SG Eric Ng, a participant from

that teamwork is a major success factor. His teammates added, "During training and competitions, we encourage each other and look out for each other's targets. If our buddies have trouble with their them out."



# **Reinforcing CSS** Unity, the Fun Way









Ordnance Engineering Train-ing Institute clinched both the Overall Winner and Ope category prizes at the MSER Challenge. The winners for the Invitational Category were the Guards Formation an Singapore Technologies Kinetics, while HQ CSS Com-mand came in tops in the Chain-of-Command category.

# **Cover Story**

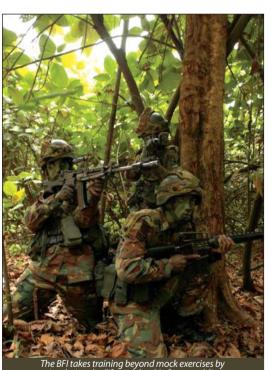
# ZIIE LIVETO BE OUR BEST

# **Stepping Up Our Fighting Capabilities**

### **Urban Operations Capability Comes of Age**

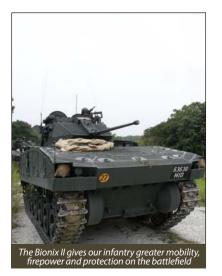
With increasing urbanisation, future battles may not only be fought in the jungles, but also in built-up areas. As such, Our Army has developed its Urban Operations capabilities which encompass fighting tactics and the use of cutting-edge technology in its hardware. With the successful completion of Urban Operations trials, Our Army is poised to operationalise these capabilities on a wider scale.

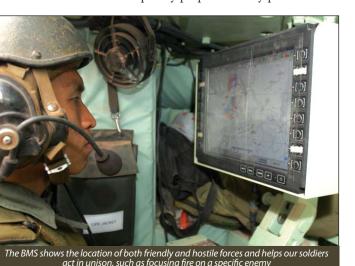




### **More Mobility and Firepower**

Building on its already formidable predecessor, the locally produced Bionix II was introduced into service to provide greater mobility and punch. It has a powerful 30mm Bushmaster cannon and a Day/Night Thermal Sighting System. The Bionix II also supports the Battlefield Management System (BMS), available in many of our vehicles, which facilitates real-time communication between our units. This reduces confusion on the battlefield and allows our forces to quickly pinpoint enemy positions.







**Training Realism Reaches New Heights** 

learning opportunity for the soldier.

Like the shooting game 'LaserQuest' that is

a Battlefield Instrumentation System (BFI) which

adds greater realism to its mission-based train-

2006 has produced many new developments that have advanced Our Army's 3rd Generation transformation journey. The inevitability of change was echoed by then-Chief of Army (COA), MG Desmond Kuek at the 2006 Workplan Seminar. He said, "We embrace change because we believe in living our best. This attitude is what inspires us to lead and learn, forge strong bonds of cohesion and identity in our hubs and units, uphold the values that define who we are as leaders and soldiers, and ensure that the experience we share is worthy of our pride and professionalism as a 3rd Generation Army."

The Army has certainly changed over the past year. We have stepped up our fighting capabilities in the areas of urban operations, training realism and introduction of new hardware. Complementing these developments were changes in our 'software' as the General Staff was reorganised into hubs for greater connectivity and efficiency. Lastly, no change can be sustained without an accompanying change in the 'heartware' that forms our culture - the Army culture framework of L.I.V.E engages and encourages all of us to strive for excellence in all aspects of our daily lives.

### **Hubbing for Greater Connectivity and Efficiency**

A key development in our 3rd Generation transformation was the reorganisation of the General Staff into five overlapping and networked hubs. Our General Staff is now better poised to respond speedily to any situation as the hubs facilitate efficient communication and exchange of knowledge. Hubbing will also free up capacity for further development of capabilities.







# **Cover Story**



# L.I.V.Eing Our Best

### Looking Smarter, Fighting Better

To better equip our 3rd Generation soldiers, enhancements to our Army dress and personal euqipment were introduced. The New Look Army Dress boasts a Country Tag to display our pride and loyalty towards our nation. A Formation patch and Arms Badge also boost the image and identity of our soldiers, recognising their specialised vocations and parent Formations. Several new or improved personal equipment have also been introduced to provide greater comfort and operational efficiency. For example, Urban Combat Ballistic Goggles protect our soldiers from ricocheting rounds and explosive blast fragments, and the Load Bearing Vest allows our soldiers to customise their pouches in accordance to their operational role and mission requirement.



**Branding Our Army** 

Anchored on our L.I.V.E Framework, our corporate branding in

2006 has shifted its focus to reflect

the Army culture of dynamism, pro-

fessionalism and L.I.V.Eing Our

Best. Such efforts enable Our Army

tional defence through the accurate

representation of the Army Culture



### **Excelling in Expanded** Spectrum of Operations

Our servicemen have participated in overseas peacekeeping and humanitarian operations in areas such as Indonesia, East Timor, the Northern Arabian Gulf and the Democratic Republic of Congo. Such operations have demonstrated our professionalism and ability to respond quickly and effectively to emergencies. Through these missions, Our Army has also helped to strengthen Singapore's international ties and standing.



and Experience.



### **Our People, Our Edge**

**Promoting World-Class Service** Remember the call to Singaporeans to

put on their best smiles for the International Monetary Fund and World Bank Meetings? Our Army did that and more. It harnessed its expertise in logistics and mega-event management to work with external organisations in ensuring that Singapore 2006 ran with clockwork precision. An operations hub under the command of HQ 6th Singapore Division rose to the challenge of integrating various operations, which included the construction of offices, transportation of delegates and volunteer management.

In the various changes that have taken place in 2006, the people factor has always been crucial to their success. While hardware and software developments are critical to our 3rd Generation transformation, ultimately it is our people who in L.I.V.E.ing their best, give our Army the competitive edge in years to come







# **Features & Notices**

"Our plasticine production incorporated all

five aspects of Total Defence, and we hope

to remind others than just because we enjoy

peace and prosperity now does not mean they

we can be complacent in defending Singa-

- Felicia Paul (right), CHIJ St. Joseph's Convent

"After doing the project, we now know that

what we do matters. Not just the big shots

or adults can contribute – we students are

spreading the message of Total Defence and

# **Reinforcing the Total Defence Message**



"The importance of learning from our past cannot be overstated," said Minister for Defence, Mr Teo Chee Hean, when he launched the Total Defence 2007 Campaign at the National Museum of Singapore on 14 February. He elaborated, "If you visit the Singapore History Gallery, you will see what happened to Singapore when it fell to the Japanese on 15 February 1942. This is why we commemorate Total Defence Day every year on 15 February – to remind ourselves that everything can be taken away from us, if we ourselves cannot defend what we own."

In his speech, Mr Teo stressed the importance of every Singaporean playing a part in Total Defence so that we can overcome any challenge as a nation. He said, "Any potential adversary should know that he takes on not just the SAF but all Singaporeans. This approach to our defence remains highly relevant, given the increasingly wide spectrum of threats and challenges that we face today." Mr Teo also emphasised the role the SAF has to play in the Military Defence arm of Total Defence, "A strong and credible SAF allows us to pursue our national interests without fear of foreign interference or intimidation. It also enables Singapore to contribute to regional peace and security so that we live in a more secure and stable environment."

### **Expressing Total Defence Through Animation**

This year's Total Defence campaign was anchored by N.E.mation!, the first ever National Education animation competition for secondary school students. N.E.mation! attracted 124 entries from over 300 students, from which ten finalist teams were selected to create their animation clips. Director NEXUS, COL Tan Wee Ngee, commented, "We hope to better engage students through ground-up initiatives like N.E.mation!, where youths are provided with a creative platform to express their personal notions of Total Defence." We hear what the students have to say:



playing our part too," - Madeline Wee (left), CHIJ St. Joseph's Convent

"Through our research, I learnt about the challenges Singapore faced in the early founding years. Our project is about a little seed which overcomes adversities to grow into a huge tree, and this is a parallel to the Singapore Story. We want to tell the youth of today that while we are doing well, we must also have the resilience to overcome any future challenges that we might face,"

-Sooi Leon Li-Aon (second from left, explaining his team's project to Mr Teo), Hwa Chong Institution

### A Taste of Hardship

Over 1000 officer cadets literally had a taste of Total Defence at the Officer Cadet School (OCS) Chinese New Year celebration on 16 February. They were served tapioca, which was the main staple food that the local population subsisted on during World War II. This served to remind the officer cadets of the hardship that our forefathers suffered during the years of the Japanese Occupation.

pore,"

"In organising this celebration, we hope to remind our cadets of our roots, and that we would not be here today if not for people defending our country. Our heritage is something we must protect, no one else can do it for us, "

- LTC Fred Cheong, OCS Hotel Wing Commander. *"This celebration sees everyone, regardless of race, coming together to mark"* the festive season. This bonds the races together and strengthens our Social Defence."

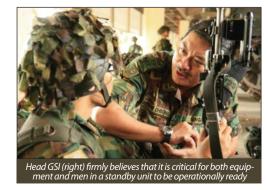
- then-OCT Shawn Yeo.

# **42 SAR Show their Readiness at Surprise Check**



While Singaporeans were enjoying their long festive weekend, the men from the 42nd Battalion, Singapore Armoured Regiment (42 SAR) had one hand on their mobile phones. This is because they were on standby for a tenweek period. To gauge the operational readiness of 42 SAR, the men were tested in a surprise check by the General Staff Inspectorate (GSI) team on 15 February.

Head GSI, COL Eugene Cheong, commented, "We make sure the vehicles and equipment are in good working order, and that the men are accounted for and trained



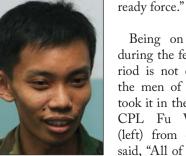
properly. All these things are important, be-

have the appropriate level of readiness to do the job they have to do." These sentiments were echoed by MAJ David Lee (right), Commanding Officer, 42 SAR, "This evaluation shows that Our Army is serious about having readi-

ness of the highest order, and also gives my men a greater sense of purpose – that their so that the rest of Singapore can celebrate cause if they do have to move out, they will training allows them to be an operationally in peace."



Their gunnerv skills were tested on the Armour Gunnerv T



during the festive period is not easy, but the men of 42 SAR took it in their stride. CPL Fu Weiming (left) from 42 SAR said, "All of us are in a festive mood, but

Being on standby

someone has got to do it. We are on standby







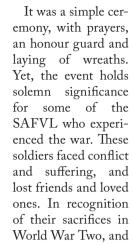
Passing On The Baton APPOINTMENT

# **Features & Notices**

# **Veterans Help NSFs to Remember the Past**



Office workers in the vicinity of Raffles the experiences they have to share, HQ 8 City and the Padang on 15 February were surprised to hear the sounding of The Last Post, a stirring bugle call dating back to the colonial era. The occasion was Total Defence Day, commemorated by the Chinese Chamber of Commerce and Industry, eight schools, the SAF Veteran's League (SAFVL) and men from HQ 8th Singapore Armoured Brigade Beach Road.



SAB has forged a partnership with the veterans. This gives its soldiers a chance to interact with the veterans, the closest they will come to experiencing Singapore's war history.

CPL Bracer Boey, of HQ 8 SAB, was impressed by the resilience the veterans had shown in the face of hardship. He said, "It (8 SAB) at the Civilian War Memorial on is difficult for us to fully understand the pain they've been through and the courage they



possess. Thus, the experience they can share with us is invaluable.'

3SG Caleb Huang, from 8 SAB's Brigade Reconnaissance Company, emphasised the importance of defending our nation. He said, "I hope today's Singaporeans will not have to experience what these veterans have. Everyone has to play a part in keeping our country safe."

### **Editorial Board**

COL Bernard Lim

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lave something you wish to share with us you have any articles to contribute of

ARMY NEWS (Suggestions and Feedback)

### **OUR ARMY IS BREAKING NEW**



**TUNE IN NOW** FOR MORE ON OUR ARM

# **COMMEMORATING 40 YEARS OF NS**



### ARMY PRIDE DAY 07 IS COMING!

INCOMING

BE ENTHRALLED BY REMOTE CONTROLLED LEOPARD TANKS IN ACTION. BE AMAZED BY THE CREATIVITY OF THE AWARD-WINNERS. TAKE THE INNOVATIVE JOURNEY with us through the Time Tunnel. Engage yourself IN MIND-STIMULATING GAMES AND VISIT OUR INTERAC-IVE BOOTHS FOR THE REMOTE CONTROLLED PLATFORMS

VISIT THE ARMY PRIDE DAY 07 AT SAF TI MI WARRIORS HALL FROM 3 TO 8 MAY 07.

OUTGOING

5	<					
	Quiz Of The Month -	FEB / MAR				
Send us the correct answer and win a \$20 Takashimaya Gift Voucher. There will be 2 winners!						
	Q: What is the for Closing Date : 30 APR 2007	<b>2:</b> What is the former G4 Army now known as? Closing Date : 30 APR 2007				
	Answer:	Rank / Name:				
	Unit:	E-mail:				
	NRIC:	Contact No.:				
<ol> <li>This contest is open to all Army personnel except the executive staff of Army News Section.</li> <li>Each person is allowed one entry.</li> <li>Winners will be notified by Email. Prizes are not exchangeable for cash.</li> <li>The judges' decision is final. Please send us your entries via mail or Email (see bottom-right corner of page).</li> <li>Prizes not collected within a month of notification will be forfeited.</li> </ol>						
	JAN / FEB Quiz		JAN / FEB Winners			
	Q: Where the Medical Shelter System cannot constraints, what is the alternative system A: Rapid Deployable Medical Shelter	be used due to ground ?	1) 1WO KOH AI MUI REBECCA 2) 3SG CLEMENT WU	NRIC : SXXXX013Z NRIC : SXXXX638E		

# **CBRE Forces Ready for Any Threat**



A trooper clad in a protective suit cautiously approached a 'suspicious' object. After inspecting it, he used a tube to surround it with cascade foam, which hardens to form deliver quality training, a new CBRE training facility was unveiled along with the inauguration of the CBRE Defence Group on 8 February. This four-storey block simulates



an explosive suppressant. The object was then detonated from a distance, with the foam absorbing the impact of the blast to prevent collateral damage to the building. While this was just a routine practice for neutralising Improvised Explosive Devices (IEDs), such training nevertheless underlines the importance of protecting our country from Chemical, Biological, Radiological and Explosive (CBRE) threats.

### **Realistic Training for Improved Readiness**

As part of our Army's training transformation journey to deepen our competencies and

AHU

Toilet

forces may face in operations, such as an aircraft cabin, sea vessel and conference room. Training within these settings can be monitored on close-circuit television, allowing trainers greater control over the process. A climatic chamber also allows our troops to train with simulated chemical and biological substances in a controlled environment. This

settings which our

makes training highly realistic so our troops can be better prepared for operations.

Head of CBRE Defence Group's Training Centre, LTC Tay Boon Huat (right), felt that the new training block provides a realistic setting for scenario-based training. He said, "With this facility, training can be ef-

Kitchen

Centre, ay Boon ght), felt new traint provides c setting prio-based He said, is facility, can be ef-

> Collapsible Partition Wall

ficiently conducted in a single building. We can also conduct joint training with the special forces of other services."



To promote joint training between different forces, the facility will be made available to the Navy, Air Force, Police and Civil Defence. Future plans include additions such as an MRT cabin, so that troops will be able to train in a wider range of operational environments.

### **Strength in Unity**

The CBRE Defence Group was formed in October 2002, bringing together the capabilities of the Chemical, Biological and Radiological Defence unit (39th Singapore Combat Engineers) and the Explosive Ordnance Disposal unit (36th Singapore Combat Engineers). This cohesion is important as today's terrorists are getting more sophisticated and are likely to exploit different types of CBRE weapons. The group thus provides the SAF with the ability to respond to any kind of CBRE emergency, at any time.



MAJ Paul Chan (left), who previously served in the 39th Battalion, Singapore Combat Engineers, commented that the integration of various CBRE capabilities into a single entity has made them more

effective. He said, "The terrorists will always be trying to outsmart us. In order to deal with terrorist threats, we have to continually improve our response abilities."

Collapsible

Partition Wall

### Harnessing Technology

In order to achieve operational effectiveness, realistic training must be complemented by proficiency in the use of modern technology. These are some of the machines our soldiers are trained to use.





Collapsible Partition Wall

