10 Years of Vigilance
Steadfast We Stand
“At the heart of the Army are our people. The Army is not only about people, it’s about leaders,” said Chief of Army, MG Ravinder Singh in his 2011 Army Workplan Speech. To ensure that the SAF is effectively led, more than 1,400 commissioned officers and about 4,000 specialists were trained in the past one year. The process of identifying leaders begins during Basic Military Training (BMT) where recruits are evaluated on their leadership potential.

COL Bernard Lim (left), Head of Defence Psychology Department (DPD)/Chief Psychologist, shed light on the junior commander system. He said, “We are looking out for recruits with leadership potential, who can be trained to meet our operational requirements. As such, the junior commander selection system uses multiple methods of assessment such as field assessments and computerised testing, as well as multiple sources of assessors such as the recruit’s superiors, his peers and third parties with no vested interests, to provide a holistic picture of a recruit’s leadership potential.”

Daily Performances Assessed

The recruits’ daily performance is an important part of the multi-source, multi-method approach of the junior commander selection system. Assessment of their potential at daily work is done by commanders at the Basic Military Training Centre (BMTC). CPT Evwin Lee, Officer Commanding (OC) Pegasus Coy (right), elaborated, “Our main focus is to help recruits adapt to military life and prepare them for the next phase in their NS journey. At the same time, the BMTC commanders would also be observing their daily performance, especially during key events such as the field camp.”

So what are some of the desired qualities? CPT Lee shared, “The recruits are given leadership responsibilities such as the platoon in-charge (IC) or section IC. We observe their actions, whether they have the confidence and ability to give instructions, how they organise their section or platoon to meet time requirements and how they interact with their peers.” CPT Lee added, “We also focus on the SAF’s seven core values, with added emphasis on Discipline, Fighting Spirit and Care for Soldiers.”

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SITEST

To lend greater depth and objectivity, the Situational Test (SITEST) was implemented in 1997. Ms Thevaki, a Defence Psychologist at DPD, said, “SITEST brings another dimension to the junior commander selection system. During a 2-day 2-night field exercise, the recruits are placed under demanding physical and mental conditions and are assessed on how well they can lead and perform under stressful conditions that simulate realistic situations.”

COL Lim elaborated on the assessor team, “Together with Defence Psychologists from DPD, we have NSmen assessors who conduct the SITEST during their In-Camp Training (ICT). These assessors are commissioned officers who have held instructional or command roles during their NS, and work in sectors dealing with the behavioural sciences such as human resource and education. Their backgrounds and experiences enable them to assess recruits more effectively as these NSmen know what qualities to look for in a leader.”

One such assessor is CPT (NS) Kor Aik Lam, a former BMTC Platoon Commander and now a Division Director in Corporate Planning in his civilian job. He shared, “Our diverse team of assessors includes people with different backgrounds and experiences. This enables us to learn from each other to improve our SITEST assessment techniques.”

“While we do not expect the recruits to execute their missions like experienced soldiers, we are looking at how they lead and communicate with their team under stress. At times when there are competing ideas within the team, we want to see how the recruits come to a consensus to achieve the mission’s objectives,” said CPT (NS) Kor.

Due to the SITEST’s challenging nature, safety is also given high emphasis. Ms Thevaki elaborated, “DPD works with BMTC to ensure a safe execution. During the test, BMTC instructors are present to ensure the recruits’ safety. We get regular feedback from them and our assessors on how to further refine missions to improve safety during the SITEST.”

So just how effective is the SITEST? Based on recruits’ feedback in 2010, more than 80% of the recruits who had undergone SITEST agreed that it was effective in assessing leadership potential. Many of them found SITEST enjoyable because it gave them the opportunity to exercise their problem-solving, decision-making and leadership skills. REC Raman s/o Chandra Seger from Pegasus Coy said, “SITEST was a great opportunity for me to work with people from different platoons. At the same time, I got the chance to take initiative and lead my team to execute the mission.”

Peer Appraisal

Another component of the junior commander selection system is the peer appraisal. Recruits evaluate their peers upon completing the SITEST and at the end of their BMT. Ms Thevaki explained, “Peers spend the most time with each other, training as well as at rest. Hence, they have a first-hand observation of each other’s behaviour and motivation. They provide important perspectives that complement the overall leader selection process.”

While the junior commander selection system is effective in selecting suitable candidates for command schools, the process does not end there. In the command schools, a developmental approach is adopted to groom the leadership potential of the junior commanders-to-be. The junior commander selection system is further validated against the leadership course performances and on-the-job performance. This ensures that our Army will continue to be led by capable and effective commanders.
Feeding Our Army! Providing Quality Meals and Services

In a SAF camp, the cookhouse plays a vital role in supporting our organisation by ensuring that our soldiers have the energy to conduct their daily training and operations. LTC Melvin Ang, Head Supply Service Branch, Headquarters Supply (HQ Supply), shared on the important role that HQ Supply performs, “We collaborate with our contractors and Defence Science & Technology Agency (DSTA) to ensure seamless operation of our cookhouses. We strive to continuously enhance our cookhouse system to better serve our soldiers and improve the quality of food provided.”

Early Days

“The SAF cookhouse has come a long way,” said 2WO Tan Lay Boo, the Food and Beverage (F&B) Manager at Kranji Camp III. An ex-military chef with 29 years of experience, he added, “In the early days, our own NSF’s were doing the cooking. They attended a 5-week course at our Army Catering Wing, where they were taught how to prepare food for the servicemen.”

2WO Tan recalled the tough challenges faced then, “Not only were the NSF cooks in charge of serving food within the cookhouses, they also doubled up as drivers and storemen. Our desire to provide better quality meals led us to engage external caterers.”

In 1997, the SAF engaged professional contractors to manage and run its 60 cookhouses. Military chefs who used to run the cookhouses, they also doubled up as drivers and storemen. Our desire to provide better quality meals led us to engage external caterers.

Behind the Scenes

Today, our soldiers enjoy nutritious meals that are prepared based on health science inputs, including a close watch on calorie intake and healthy cooking methods. The caterers work closely with the F&B managers and the Ration teams from DSTA to procure food items and plan meals that adhere to the requirements set by the SAF. Ms Joyce Tan Yu Pheng, a Senior Procurement Lead and Food Technologies in DSTA, shared, “As the health and wellness of the servicemen is of paramount importance, we have also set stringent standards to ensure food quality, hygiene and safety.”

The chefs also have a vital role in serving better food. Mr Saravanan, an assistant chef from NTUC Foodfare Catering (NTUC FCC), which manages the Selarang Camp Cookhouse, said, “Besides helping out in cooking, I also worked closely with the F&B managers in the daily operations of the cookhouse.” Mr Saravanan cited a major challenge faced, “We need to cater to the requirements of different groups. For example, we avoid providing breakfast with spicy and milk-based related food for recruits as they have yet to acclimatise to the new environment and regime. The challenge is providing quality meals that satisfy the units’ requirements and satisfying individual’s tastes.”

Enhancing the Dining Experience

The SAF has also strived to enhance the soldiers’ dining experience. MAJ Alex Koh Kuan Hwee from HQ Supply West shared, “The new cookhouse models in Kranji Camp III and Selarang Camp were developed with their respective caterers to streamline efficiency, working process and cleanliness.”

The new Selarang Camp Cookhouse and Kranji Camp III Cookhouse were opened in 2010 and 2011 respectively. The chefs also have a vital role in serving better food. Mr Saravanan, an assistant chef from NTUC Foodfare Catering (NTUC FCC), which manages the Selarang Camp Cookhouse, said, “Besides helping out in cooking, I also worked closely with the F&B managers in the daily operations of the cookhouse.” Mr Saravanan cited a major challenge faced, “We need to cater to the requirements of different groups. For example, we avoid providing breakfast with spicy and milk-based related food for recruits as they have yet to acclimatise to the new environment and regime. The challenge is providing quality meals that satisfy the units’ requirements and satisfying individual’s tastes.”

Our Milestones

1967: SAF cooks were responsible for the provision of meals to soldiers.

1968: Trial on centralised supply of chilled-cooked food by commercial caterer adopted by SAF. Times of high mobility by SAF brought manpower reductions.

1997: Professional caterers engaged.

2002: E-cookhouse technology introduced to enhance cookhouse management.

2003: Nutritional analysis introduced to promote healthy diet.

2009: SAF and external contractor collaborated to enhance the current cookhouse settings and dining experience. The new Selarang Camp Cookhouse and Kranji Camp III Cookhouse were opened in 2010 and 2011 respectively.

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Ex Valiant Mark
Building Ties and Sharing Experiences

The bilateral exercise between the SAF and United States Marine Corps (USMC), codenamed Valiant Mark, was concluded on 30 September in a ceremony held at Bedok Camp. Held from 19 to 30 September, the exercise involved some 500 personnel from the 1st Battalion, Singapore Guards (1 GDS) and 155 participants from the 1st Battalion, 7th Marine Regiment.

The exercise included professional exchanges at different command levels as well as training in urban and area security operations. Commenting on his experiences, 2ND LT Andrew Darlington, USMC, shared, “To me, the most challenging thing was having such a short time to conduct everything required and trying to adapt to the way each side works; it was important to break down that barrier as soon as possible. A GDS could not have been more supportive in helping us overcome that initial barrier to ensure that everything we conducted was safe and there was very good training value.”

The exercise preparation for both sides included weapon cross-training, battalion-level live-firing and urban operations drills. At the Infantry Gunnery and Tactical Simulator, the Marines had the opportunity to experience various realistic terrains and situations, and familiarise themselves with the SAF weapons, including the 120mm mortar.

Training with the Marines was certainly a valuable experience for 2WO Jason Tay, Regimental Sergeant Major of 1GDS. “I am very impressed with the sharing by the Marines. Their real-life stories and experiences have enabled my men to better understand the need to serve and protect our nation.” WO Tay is also proud of his men’s performance. He shared, “They had prepared themselves very well physically and mentally because they want to show that they are capable of training with a highly professional armed force.”

Exercise Suman Warrior 2011
Strengthening Professional Expertise and Defence Ties

A Five Power Defence Arrangements (FPDA) exercise, codenamed Suman Warrior 2011, was held from 5 to 15 September in York, North Yorkshire, England. Established in 1971, the FPDA members are Australia, Malaysia, New Zealand, Singapore and the United Kingdom.

About 50 SAF personnel, along with 200 personnel from the other member countries, participated in this year’s exercise – the 22nd in the series. Even after 40 years, the FPDA has continued to be an important part of the regional security architecture.

The latest exercise provided the FPDA armies an opportunity to work together in a command post exercise as a combined force on the execution of Humanitarian Assistance and Disaster Relief (HADR) tasks at the brigade level.

MAJ Fairoz bin Hassan from the 7th Singapore Infantry Brigade who led the SAF delegation said, “We worked closely with our partners and put into practice what we have learnt. The exercise taught our soldiers how to work in an unfamiliar environment and they also learnt best practices from their foreign counterparts.”

His views were shared by LTC Norshamin bin Md Tap, who headed the Malaysian Armed Forces delegation, “Many countries are currently facing challenges in coping with natural disasters. This HADR exercise has allowed us to come together to enhance mutual understanding and strengthen ties among the five nations.”

Speaking for the host country, LTC Chris Green, the Army’s Joint Regional Liaison for the North East, said, “We are delighted to provide an insight into the way the UK tackles flooding and severe weather, and the types of equipment used, to our colleagues from Australasia and the Far East, with whom we have worked together in many exercises and operations.”

Exercise Matilda
Honing the Skills in the Outback

From 30 August to 16 September, the 3rd Company from 48th Battalion, Singapore Armoured Regiment (48 SAR), was in the Australian outback to hone their intermediate gunnery skills. The wide expanse of the range available at Exercise Matilda allowed manoeuvre live-firing exercises to be conducted from crew to platoon-level. Apart from unilateral training, a 2-day bilateral exercise with the 1st Armoured Regiment of the Australian Defence Force was also included to promote professional exchange and further enrich the troops’ experience.

CPT Amos Lee, Officer Commanding 3rd Company, shared, “During the exercise, our troops sharpened their ability to better focus and quickly engage targets. The successful bilateral exercise also underscored the quality of our training, showing that our NSFs are equipped with the skills to perform alongside their Australian counterparts.”

Despite the blazing hot days, chilly nights and swarms of insects, LCP Manikantak Ramesh, a Tank Driver, found the exercise enriching. “We worked as one closely-knitted tank crew to overcome obstacles. We are now more competent and confident.” 2LT Samuel Chua, a Platoon 2IC, summed up Exercise Matilda, “The exercise was a fulfilling experience for all. It was gratifying to see the men prevailing over their challenges. This is a reflection of their dedication and expertise.”

The beautiful Australian sunset provides a fitting backdrop to end a hard and fulfilling day of training.
Dr Ng Visits ITI and Engages 724 GDS NSmen

On 3 October, Minister for Defence, Dr Ng Eng Hen, visited the Infantry Training Institute (ITI) and engaged NSmen from the 724th Battalion, Singapore Guards (724 GDS) who were undergoing their In-Camp Training (ICT). He also spent some time familiarising himself with the Singapore Assault Rifle 21 (SAR 21) and later spoke to the ITI servicemen.

Dr Ng later proceeded to the SAFTI 100-metre Range I, where the NSmen were having their Combat Proficiency Shoot. Dr Ng, Mr Wong and Dr Osman took the opportunity to fire the SAR 21. A former NSman, Dr Ng showed that he had not lost his marksmanship skills by hitting the target consistently.

In his interaction with the 724 GDS soldiers, Dr Ng sought their feedback on how the Army can better recognise their defence contributions to the nation, and how the facilities in the various SAFRA club houses can be made more attractive. He also reiterated the need for the SAF to continue transforming its training methodology. Dr Ng said, “Our population is becoming increasingly educated and our systems must adapt accordingly. We aim to make training effective, realistic, and fundamentals have to be built up slowly. To be realistic, we must invest in technology.”

Dr Ng also commented on the ‘much-improved administrative processes’ for NSmen returning for ICTs. “That is one bugbear improved and we will continue to look for ways to do better,” he said. CPT (NS) Edwin Khoo, S3 724 GDS, agreed, “The new administrative processes save a lot of time. For example, the men are organised in details for the shoot electronically, and they are also scored electronically. This means we can end the shoot earlier.”

On 28 September, Minister of State for Defence and Education, Mr Lawrence Wong, visited the Combat Service Support Command (CSSCOM) at Kranji Camp 3. He was accompanied by Commander CSSCOM, COL Tan Peng Kuan and Chief of Staff – General Staff, BG Tung Yui Fai. During his visit, Mr Wong was briefed on the CSSCOM’s organisation, capabilities and operations.

Mr Wong was shown the well-equipped Battalion Casualty Station (BCS). He was later briefed on the latest developments in medical training, including the use of High Fidelity Human Patient Simulator to enhance realism in medical training. He also viewed some of the engineering initiatives by CSSCOM, including the Leopard Armoured Recovery Vehicle and Water Purification Unit.

Dr Ng later familiarised himself with the SAR 21 rifle.

Minister of State Visits CSSCOM

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Out in the field, our soldiers need a sustained supply of clean water and meeting this critical requirement is the responsibility of HQ Supply. Adopting the same technology as those in the NEWater Plant, the reverse osmosis (RO) water purification unit is capable of producing clean drinking water that surpasses the water standard set by World Health Organisation. Compared to the existing micro-filter system acquired more than 20 years ago, it also has a production rate twice as fast and the ability to process contaminated waters. The system is also capable of desalination which converts sea water to clean water. This is particularly useful in Humanitarian Assistance and Disaster Relief (HADR) operations where clean water is needed to save lives.

Water Purification Unit

Leopard Armoured Recovery Vehicle

The Leopard Armoured Recovery Vehicle (L2-ARV) provides field recovery for the Leopard Main Battle Tanks (MBTs), so that damaged vehicles can be quickly repaired and rejoin the fighting forces. Our Army Engineers customised the L2-ARV so that it can be configured for various missions. It can carry a Leopard power pack for on-location repair jobs and even upright an overturned MBT (Photo contributed by HQ MES).
10 Years of Vigilance
Steadfast We Stand

The price of freedom is eternal vigilance,” said Thomas Jefferson. While the killing of terrorist leader Osama bin Laden earlier this year was a major achievement in the fight against international terrorism, the threat in the region and Singapore remains real. As such, ten years after the initial deployment, the SAF’s Protection of Installation (POI) troopers remain vigilant in protecting vital installations such as the Changi International Airport, Jurong Island and Sembawang Wharves.

Evolution of POI

In the aftermath of the September 11, SAF soldiers were deployed to protect vital installations around Singapore to boost national security. BG Lam Shiu Tong, Commander 2nd People’s Defence Force (2 PDF), explained, “It provides a multi-ring security posture to detect, deny, deal (D-D-D).” COL Lim Koon Pah, 2 PDF Chief of Staff, explained, “It provides a multi-ring security posture to effectively deal with potential perpetrators. First, we deter potential aggressors with the presence of soldiers with K9 dogs and weapon positions at highly visible locations. Should deterrence fail, we have hi-tech surveillance and detection systems to detect potential threats. If a would-be perpetrator attempts to infiltrate, our highly trained POI troopers are equipped with an array of equipment to deny his entry. Their ability to deal with the perpetrator forms the innermost ring of the security concept. Our POI troopers are trained to respond swiftly and have the legal powers to apprehend the perpetrator.”

Ten years on, our Army’s POI capabilities have expanded significantly. BG Lam explained, “When our Army first started POI duties in Jurong Island, we did not have the supporting infrastructure. We devoted time and resources, and together with the civilian stakeholders, developed infrastructure to suite these POI operations. One example is the 12 metre-high concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island. Initially, we used sandbags to set up sentry points and observation posts. Overtime, these concrete towers on Jurong Island.

4-D Concept

POI operations have also strengthened, with the introduction of a robust multi-pronged 4-D concept (Deter, Detect, Deny, Deal). COL Lim Koon Pah, 2 PDF Chief of Staff, explained, “It provides a multi-ring security posture to effectively deal with potential perpetrators. First, we deter potential aggressors with the presence of soldiers with K9 dogs and weapon positions at highly visible locations. Should deterrence fail, we have hi-tech surveillance and detection systems to detect potential threats. If a would-be perpetrator attempts to infiltrate, our highly trained POI troopers are equipped with an array of equipment to deny his entry. Their ability to deal with the perpetrator forms the innermost ring of the security concept. Our POI troopers are trained to respond swiftly and have the legal powers to apprehend the perpetrator.”

Training our POI Troopers

9 SIR soldiers undergo a specialised 8-month training programme. After their soldier fundamentals, they embark on a 9-week specialised POI training phase which includes the Installation Protection Security Course and the Legislation Enforcement Course. Trainees learn how to handle various ground scenarios, including the cordon-off of affected installations and restoring normalcy at the earliest possible time. In addition, the Chemical Defence Package provides the basic skills to deal with chemical and biological incidents until the arrival of Chemical, Biological, Radiological and Explosives (CBRE) defence personnel.

BG Lam explained, “The specialised training is tailored to ensure that they are equipped with the skills to deal with operational and legal issues. One particular training that we emphasise more is the Rules of Engagement (ROE). As we are operating in a peace-time civilian environment, it is important that our soldiers understand the rules so that they can take the appropriate response to threats and avoid any collateral damage.”

Before deployment, 9 SIR troopers undergo a refresher training in Quick Reactionary Drills to further sharpen their effectiveness. They are exposed to various scenarios to hone their situational awareness and responses. To preserve their proficiency in weapons handling under operational circumstances, they also don gas masks and undergo live-firing on the Protection of Installation Security Vehicle (PSV) at least twice yearly.

While 9 SIR is the active POI unit, NS units from 2 PDF are also deployed for POI duties during their In-camp Training (ICT). Prior to deployment, the NSmen undergo individual (ROE training and equipment handling) and collective (ground familiarisation and response rehearsals) preparations.

IDHQ – A Team Effort

The security threat in the post-September 11 era is unprecedented in its scale and complexity. Thus, the SAF work closely with other agencies such as the Singapore Police Force (SPF), the Singapore Civil Defence Force (SCDF) and the Immigration and Checkpoints Authority (ICA) to protect Singapore.

Specialised POI Battalion

6th Battalion, Singapore Infantry Regiment (6 SIR) was designated as the first active POI unit in November 2004. Two new battalions, 8 SIR and 9 SIR, were raised in 2010 to support 2 PDF’s mission of homeland defence, the latter replacing 6th SIR as the active POI Battalion. LTC Thomas Neo, Commanding Officer 9 SIR, explained, “9 SIR’s role in the larger picture of Singapore’s homeland security is the protection of our vital installations. A specialised POI battalion allows for better knowledge management.”

LTC Neo elaborated, “The specialised training is tailored to ensure that they are equipped with the skills to deal with operational and legal issues. One particular training that we emphasise more is the Rules of Engagement (ROE). As we are operating in a peace-time civilian environment, it is important that our soldiers understand the rules so that they can take the appropriate response to threats and avoid any collateral damage.”

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To enhance the operational efficiency among the defence partners, 2 PDF HQ was reconfigured as the Island Defence Headquarters (IDHQ) in 2001. IDHQ’s role is to monitor and respond decisively to security threats to Singapore, particularly terrorist threats. It maintains a round-the-clock national security watch, integrating inputs from land, sea and air, with those provided by the Home Team agencies. It also provides security support for high-profile local events such as the National Day Parade (NDP) and Formula 1 Grand Prix. In addition, IDHQ also provides support in civil contingencies such as air and sea vessel mishaps, when SAF assets are required.

“By working closely with our defence partners, there is a familiarity between our Army and other agencies. With this familiarity, we have a better understanding of the other agencies’ operating procedures, enabling a more efficient and effective response to incidents,” said BG Lam.

Citing the example of the recent Pulau Bukom industrial fire, BG Lam added, “The SCDF was the main agency responding to the fire. They requested support from the SAF to transport men and equipment to the island and help with aerial surveillance, so we mobilised naval Fast Craft Utilities (FCUs) and Super Puma helicopter. IDHQ plays the role of the command and control centre in incidents like these, when we need to work together with our home front partners.”

Overcoming Manpower Constraints

To effectively perform its POI duties, our Army will continue to leverage on technology. Advanced technologies such as intelligence surveillance and sensors, unmanned platforms and hand-held touch screen devices are being explored. BG Lam explained, “Human resource is limited, so we are looking at ways to reduce the need for manpower intensive operations, and leverage on technology to optimise our limited resources and improve our capabilities.”

Steadfast We Stand

That Singapore has remained unscathed in the past 10 years after the emergence of global terrorism is due in no small part to the steadfast response by the SAF and the home agencies after 2001. To safeguard this peace, our Army will continue to be vigilant and grow our capabilities accordingly to stay ahead of the evolving threat.

Our POI troopers, who patrol the key installations 24/7, are the silent heroes whose contributions can be easily forgotten when nothing happens. But it is precisely because of their presence that nothing has happened.

“Defending our national security is something that you cannot outsource. Singapore is ours and we need to take ownership and play our part. For me, POI is more than just protecting the economy of Singapore. It is about doing my part to protect my family’s home.” - LTA (NS) Leon Lee

“Terrorism is an ever present threat and these vital installations are prime targets for terror attacks. If such incidents were to occur, it would jeopardise our economy and society. POI duty might be mundane, but it is an important deterrent to potential aggressors. I am proud to play my part.” - CPL (NS) Anuar Bin Kassim
Commando CPT Tops TSWC

Story by Glen Choo /Photography by Tay Jiun Teng & Contributed by HQ Commandos

In a cohort of 67 trainees, CPT Kong Wai Kheong from HQ Commandos topped the 22nd Tri-service Warfighter Course (TSWC), conducted from 1 to 29 August at the Air Force Officers’ Advanced School.

TSWC serves as a mid-level integration platform for SAF officers to appreciate and understand SAF Joint Operations with emphasis on Operations-Other-Than-War (OOTW). In the 4-week course, students are exposed to key concepts of joint operations, focusing on IKC2 as a key enabler of the 3rd Generation SAF. There was also emphasis on how the Services leverage on new technologies. Learning objectives are reinforced through discussions, presentations and assignments in a demanding but open and non-attributable environment. Commenting on the open course environment which had facilitated sharing and learning, CPT Kong said, “I applaud the conduct of the course, I think it was very well done.”

“TSWC is not just about learning to manage the academic rigours of the course, it’s about putting SAF officers together in a demanding environment where we discover our strengths, not just our weaknesses, through 66 others,” CPT Kong explained. He revealed his success factors, “My course mates were instrumental. They were very helpful and collectively, we generated many ideas for our assignments.” CPT Kong also identified the invaluable experience and exposure gained during his tour in the General Staff as another factor.

CPT Kong had an excellent military track record as a key enabler of the 3rd Generation SAF. There was also the commitment of the instructors is just as strong as that of the trainees. SSG Soh continued, “As instructors, we serve as role models for the trainees. And because Ranger trainees prepare themselves rigorously for the course, we as instructors have to know our stuff as well as, if not better, than them because they can tell if we really know our stuff or not,” said SSG Soh.

In a valedictory speech, CPT Kong said, “Stay focused and do the right thing.” CPT Kong is also thankful for the opportunity to discover our strengths, not just our weaknesses, through the official course environment which had facilitated sharing and learning, CPT Kong said, “I applaud the conduct of the course, I think it was very well done.”

CPT Kong also identified the invaluable experience and exposure gained during his tour in the General Staff as another factor.

CPT Kong paid tribute to his instructors’ dedication in his valedictory speech. “Our instructors were very ‘passionate’- they were always staying up at night to make sure that we remained alert at all times,” he quipped.

27 More Join the Elite Ranger Family

Story by Leslie Wong /Photography by Tay Jiai Teng & Contributed by 1 CDO

Rangers Lead the Way! These words succinctly capture the essence of being a Ranger in our Army. As elite soldiers, they march further, trek faster, fight harder, and set an example for all others to follow. In a graduation ceremony held on 4 October at Pasir Ris Camp, 27 Ranger trainees from the 38th Singapore Ranger Course proudly joined the Ranger tab, a testa of the 3rd Generation SAF. Their pride and joy were made possible examples of the best possible efforts shown and earned.

“We're not only about how strong you are, physically or mentally,” said CPT Terry Toh, the Distinguished Honour Graduate. “Nobody passes Ranger course alone.” Of the three phases in the Ranger course, the last one really tested the trainees limits through a gruelling final mission. CPT Toh recounted, “My defining moment was the night before our final mission when Ranger Michael [CPT Michael Zachary Enriquez] sacrificed his sleep to do my sentry duty, knowing that I needed all the rest I could get for the next day as a Key Appointment Holder during the mission. For CPT Toh, this moment clearly demonstrated the solid team spirit and camaraderie existing among all the trainees. It was was a much needed boost during those tough moments when individual strength and mental fortitude were not enough. The trainees knew that they can pull through the various challenges only if they closely support each other. CPT Toh has some advice for those aspiring to join the Ranger course, “Stay focused and do the right thing.”

The Ranger course is one of the SAF’s most prestigious courses. It is open to all, including Full-time National Servicemen (NSFs), who want to challenge themselves physically and mentally. Ensuring the smooth running and rigour of the course is the core team of Ranger course instructors known as the Ranger Cadre. Said SSG Soh Wei Sheng, a member of the Ranger Cadre, “We are more of a coach than teacher. We give the trainees the problem, and they come up with the solution themselves.” The commitment of the instructors is just as strong as that of the trainees. SSG Soh continued, “As instructors, we serve as role models for the trainees. And because Ranger trainees prepare themselves rigorously for the course, we as instructors have to know our stuff as well as, if not better, than them because they can tell if we really know our stuff or not,” said SSG Soh.

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Army Officers Excel in Overseas Courses

Story by Glen Choo / Photography by Vishnu Prem & Contributed by 39 SCE & 2PDF

As part of their professional development, our Army sends deserving servicemen for overseas courses and training. These selected servicemen not only have to cope with their course’s demands, but also the organisation’s expectations for them to uphold the SAF’s image abroad. Through their excellent performances, they have certainly kept the Singapore flag flying high.

MAJ Esmond Goh
Flying The Signal Flag High

MAJ Esmond Goh from the 2nd People Defence Force (2 PDF) Signal Unit, attended the US Signal Captain Career Course held in the United States Army Signal School in Fort Gordon, Georgia, from 12 January to 29 June 2011.

The 21-week course trained participants in various subjects such as the Full Spectrum Operations, Military Decision Making Process (MDMP), Network Operations and Signal theories. Then a CPT, MAJ Goh was an activist in the programme and earned the unwavering respect of his fellow students.

MAJ Goh excelled in the academic areas and exceeded the course standards in every endeavour. He was the top international student and won the prestigious COL Alan C. Dexter Award for exceptional academic performance and leadership skills.

MAJ Goh shared, “It was an enriching and refreshing experience to represent the SAF and train alongside the US Army officers and international students. The professional and personal exchanges with them are timeless and will go a long way.”

MAJ Goh was also appreciative of the support from his wife. He said, “When I left for the course, my baby girl was less than four months old. When I was away, my wife took good care of our baby. Her sacrifice and understanding had helped me to fully focus on the course.”

CPT Andy Low
An Officer with Guts

CPT Andy Low, Officer Commanding of Air Transport Company, 3rd Transport Battalion did our Army proud by finishing his 5-week US Aerial Delivery Material Officer Course as a Distinguished Honour Graduate. The course was held at Quartermaster School and Center, Aerial Delivery and Field Services Department, Fort Lee, Virginia, USA.

The course included various subjects such as parachute packing and repair, air drop planning, rigging of load parachutes and precision air drops. The visit to the US rigger units was an enriching experience for CPT Low. He shared, “The technology and rigging assembly lines there are quite an eye-opener. In Singapore, we only have one rigging unit but the US has many and each has its own operations.”

The high point of the course was the one that tested their confidence most. “We were trained how to pack a parachute and subsequently, had to execute a live descent with it. It is a test of guts because we were all trainees and jumping with my self-packed parachute was something new to me.”

In closing, CPT Low said, “It’s definitely a privilege to graduate as the Distinguished Honour Graduate. While it feels great to top the course, I believe my previous job experience has helped me greatly.”

MAJ Ng Rong Fuh
The Experience of a Lifetime

MAJ Ng Rong Fuh, Operations Officer (S3) of the 39th Battalion, Singapore Combat Engineers, is another officer who has done the SAF proud. He attended the United States Chemical, Biological, Radiological and Nuclear (CBRN) Captain Career Course (C3) 01-11 held from November 2010 to April this year. He topped his cohort and was named the International Distinguished Honour Graduate.

During the 22-week course conducted at Maneuver Support Center (MANSCEN) at Fort Leonard Wood, Missouri, participants had to complete a leadership package and CBRN core modules.

Reflecting on his time in the US, MAJ Ng shared the motivations behind his outstanding performance. He said, “Being the only Singaporean in the course, I felt an obligation to be a good ambassador and representative of my country. I constantly reminded myself that I am being sponsored for this course by my countrymen. Hence, I must keep the SAF flag flying high.”

In MAJ Ng’s case, adversity was another motivating force. He shared an ordeal encountered, “During my stay at Fort Leonard Wood, my family and I not only experienced winter but also a tornado which destroyed our house and belongings in December 2010. But through this incident, we experienced the love, care and concern of the US people and also people back home. My fellow classmates and American friends offered their assistance in helping to return our lives to normalcy. This motivated me to strive harder as achieving good course results is one way to express my gratitude for their helping hands.”
NSmen Demonstrate Operational Readiness

It was a typical weekend for the men of 24th Singapore Infantry Brigade (24 SIB), to be spent with family and friends, or simply relaxing. A few hours later, they found themselves mobilised and armed to assume their role in defending their country. In doing so, they demonstrated our Army’s high level of operational readiness.

The recent mobilisation exercise was witnessed by Chief of Army (COA), MG Ravinder Singh and members of the Army Leadership. COA later engaged the NSmen and congratulated them on a job well done.

LTC Chang Pin Chuan, G4, 3rd Singapore Division, espoused, “This mobilisation exercise tests our operational readiness by mobilising an NS brigade for operation. During our planning, we focused on achieving realism because this is what makes the exercise a good test of our capabilities and builds confidence in the men.”

2SG (NS) Kwan Ken Wee, a Platoon Sergeant from 24th Brigade Engineer Company, shared, “Mobilisation exercises involve sacrifices on the part of NSmen. But they are necessary to maintain our ability to defend our country swiftly and effectively should the need arises.”

2WO Ambigavathi d/o Uthirapathi, Keat Hong Asset Maintenance Team Overall In-charge, who oversaw the distribution of weapons during the mobilisation, said, “We adopted a very systematic approach to maximise efficiency. There was good teamwork, resulting in a smooth distribution of the firearms.”

CPL (NS) Alan Tam, a Scout Trooper, reflected, “This exercise allowed us to again familiarise ourselves with the mobilisation procedures. It’s been a while since I last performed some of my tasks. Now, I feel more confident.”

650 SIR Stands Down
A Special Homecoming at Bedok Camp

For the 500 or so NSmen from 650th Battalion, Singapore Infantry Regiment (650 SIR), 18 September 2011 marked the end of a major chapter in their lives. In an emotional Stand Down Parade that reaffirmed the significance of their sacrifices, the men savoured what was possibly the last time they experienced their shared brotherhood as a battalion before dispersing into MINDEF Reserve. As a testament to the close fraternity enjoyed, some 160 NSmen who had earlier completed their NS journey returned to join their 650 SIR brothers for this special occasion. The parade certainly had a special homecoming significance because it was held in Bedok Camp - their home when they were enlisted under the 8th Mono intake of 3rd Battalion, Singapore Infantry Regiment (3 SIR).

The command, “Battalion! Fall in!” signalled the start of the parade. Although Battalion Regimental Sergeant Major, MSG(NS) Darrick Ng Kim Tiong, had given this command many times over the years, the last inevitably evoked a deep sense of the passing of an era. At the stroke of five, the parade welcomed the arrival of Commanding Officer, 650 SIR, LTC(NS) Teo Chin Chye, who had led the men for the past 11 years.

While they rejoiced at the completion of their NS journey, the men would certainly miss the strong camaraderie and team spirit forged over the years. “There is a sense of bonding that is not built just on a command relationship but on trust and knowing that people will be beside you, fighting with you and for you,” LTC(NS) Teo shared. “The strong friendship in the battalion is not just due to the commanders, everyone has played a part to make the experience meaningful for everybody.”

In his speech, LTC(NS) Teo reminded his battalion of their continued responsibility. He said, “After today, if the button is pressed, we will come together again to protect this beautiful, peaceful and prosperous country.”

LTC(NS) Teo, like many of his men, had mixed emotions as he shared, “I feel sad because I have been with the battalion from the beginning. Every year we would come back for ICT so I know most of the men in the battalion and we have gone through thick and thin,” he reflected. “But at the same time, I feel happy that the men have finished their NS on a high note and that we have achieved good results for our ATEC. I am also glad that our battalion spirit is still strong.”
Simple Tool, Great Results

It's the small things that can go a long way. This was the principle that Team Angel Wing from the 6th Army Maintenance Base (6 AMB) adhered to when they came up with the Birdeye 410 (BE 410) servo calibration tool for teams in the Republic of Singapore Air Force (RSAF) that do not fly unmanned aerial vehicles (UAVs).

How does the new tool help our Army’s mini Unmanned Aerial Vehicles (mUAVs) to fly properly?

The SAJ 105 servo calibration protractor tool is simple, rugged and effective. It’s the small things that can go a long way. This was the principle that Team Angel Wing from the 6th Army Maintenance Base (6 AMB) adhered to when they came up with the Birdeye 410 (BE 410) servo calibration tool for teams in the Republic of Singapore Air Force (RSAF) that do not fly unmanned aerial vehicles (UAVs). The new tool has saved the SAF money. Each vervener calibration costs about $100. In contrast, the plastic calibration protractor tool costs only $2. It is also more durable and suited for use in the field.

Team member ME2 Tham Jia Xiong, a Specialist Technician, explained, “We created a calibration protractor tool that accurately captures the measuring points for servo calibration. This eliminated the need for vervener calib ratios.”

Team member ME2 Chung Aik Weng, Master Technician elaborated, “We took the idea from the protractors, which are already familiar with the series of checks, to be operationally-ready. For the mUAV to fly properly, the functions of the elevator and the aileron (elevon) pitch must be operationally-ready. For the mUAV to fly properly, the functions of the elevator and the aileron (elevon) pitch must be accurately configured. Previously, the drivers had their lights, brakes, batteries and fuel tanks checked by technicians. ME2 Chung Aik Weng, Master Tech Technician from 352 SCE, explained, “It is vital that we thoroughly check them to ensure that they are safe for our technicians and Army drivers to work on.”

ME2 Chin performed technical checks on a vehicle.

Team Angel Wing (front row, from left): ME2 Tham Jia Xiong, ME1 Tan Chin Hwee, ME1 Koh Yee Sin, ME2 Muthukumaran (back row, from left): PTE Ooi Choon Meng, PTE Nicholas Tham, ME2 Lim Wee Lian Hong, ME1 Woon Lai Heng, ME1 Low Chin Yan, ME1 Wee Hong Shin, ME1 Wee Hong Sin, ME1 Tan Chin Hwee, ME1 Koh Yee Sin, ME2 Muthukumaran (back row, from left): PTE Ooi Choon Meng, PTE Nicholas Tham, ME2 Lim Wee Lian Hong, ME1 Woon Lai Heng, ME1 Low Chin Yan, ME1 Wee Hong Shin, ME1 Wee Hong Sin, ME1 Tan Chin Hwee, ME1 Koh Yee Sin, ME2 Muthukumaran.

Quiz Of The Month - OCTOBER / Issue 193

Closing Date : 30 November 2011

Across
1. In our cookhouses, soldiers enjoy meals that are ______ and healthy.
2. POI troopers are also taught Rules of ______ to effectively operate in a peacetime civilian environment.
3. The new BE 140 servo calibration protractor tool is made of _____.
4. For the mUAV to fly safely, its ______ must be accurately configured.
5. The Pea ______ is one of the components in the junior commander selection system.

Downs
1. In our cookhouses, soldiers enjoy meals that are ______ and healthy.
2. POI troopers are also taught Rules of ______ to effectively operate in a peacetime civilian environment.
3. The new BE 140 servo calibration protractor tool is made of _____.
4. For the mUAV to fly safely, its ______ must be accurately configured.
5. The Pea ______ is one of the components in the junior commander selection system.

Answer:

1. In our cookhouses, soldiers enjoy meals that are ______ and healthy.
2. POI troopers are also taught Rules of ______ to effectively operate in a peacetime civilian environment.
3. The new BE 140 servo calibration protractor tool is made of _____.
4. For the mUAV to fly safely, its ______ must be accurately configured.
5. The Pea ______ is one of the components in the junior commander selection system.
Winning the Best Sportsman award for the third year running is national shooter, 2WO Poh Lip Meng from HQ Commandos.

The Gold and Bronze winner at the 19th Commonwealth Games in 2010 shared, “Winning this award is an honour and a recognition for the hard work and sacrifice. It is tough to juggle between my work and sporting commitments, but I am motivated by our goal to compete in the Olympics.”

The Best Coach award was won by Mr Yan Chin Wai, Swimming Pool Supervisor at Khatib Camp and Head Coach for the victorious SAFSA Swim team at the 2010 Public Service Championships. He said, “As a coach, I believe that it is 10% technique and 90% effort. I could not achieve this without the hard work and dedication of the swim team.”

Cobra Family Celebrates its 35th Anniversary

15 September was a proud day for the soldiers of 6th Singapore Division (6 DIV). The Cobra Family, past and present, celebrated its 35th anniversary with three events, the Cobra Challenge, Anniversary Celebration Parade and a Gala Dinner & Happy Hour.

The Anniversary Celebration Parade was the day’s high-point, involving not only NSFs and regulars but also NSmen who had finished their NS cycles. Chief of Army, MG Ravinder Singh, who had previously commanded 6 DIV, was among the many guests present.

This occasion was a special homecoming for many NSmen. One of them was MSG (NS) Jeremy John Cordeiro, RSM 657 SIR. He shared, “6 DIV has always felt like a home to me. Being part of the parade was a challenge to my men and me. It was hard work but the experience was truly satisfying.”

Armour Family Day

On 10 September, the Armour Family Day was held at the National Cadets Corp Campus in Armoi Quee Camp. Organised by the formation’s warrant officers and specialists, the event brought together servicemen, retirees, family members, friends and defence partners for an enjoyable day of interaction and bonding. In his opening address, Chief Armour Officer BG Benedict Lim thanked the servicemen and their families for their unwavering support for the Armour formation. The programme provided a wide variety of activities for both the young and old, and the star attractions included the Leopard Main Battle Tank and Bionix Armoured Fighting Vehicle.

Celebrating Sports Excellence

108 awards were given out at the annual Singapore Armed Forces Sports Association (SAFSA) Awards Ceremony held at the Chevrons on 30 September. Chief of Defence Force (CDF) and Chairman SAFSA Council, LG Neo Kian Hong, who graced the occasion, said, “Developing a vibrant sports culture in the SAF is important as it builds cohesion, excellence, resilience and discipline. More importantly, it enhances the physical and mental well-being of our servicemen and women.”

In the past year, our sportsmen and sportswomen had achieved strong success in the local and international sporting scenes. The swimming and badminton teams emerged champions at the Public Service Championships, while the SAFSA Shooting team garnered 27 Golds, 14 Silvers and 10 Bronzes in four national competitions. The Men’s Dragon Boat team won the 200-metre, 500-metre, and 2000-metre dragon boat races at the Crew Club World Championships in Macau.

WITS Team Won Award in Japan

Team Thunderbolt from 6 AMB clinched the Excellence Award at the International Convention on Quality Control Circle held in Yokohama, Japan in September. The award was in recognition of their innovative round extraction tool for MATADOR (Man-portable Anti-Tank, Anti-Door) Sub-Calibre Training Weapon (SCTW) [see Army News Issue No. 189 for full story]. With the new extraction tool, a technician can extract a stuck round within three and a half minutes, compared to the 45 minutes previously needed when using the OEM’s tool.
Did You Know?

The jungle hat, presented to the Recce trooper upon the successful completion of his tough training, symbolizes his professionalism and identifies him as a member of the reconnaissance elite. The US Army first used it, then called fondly as the Bonnie Hat, during the Second World War. The jungle hat later gained popularity during the Malaysian Emergency, providing its wearer with much-needed protection from the tropical heat and thunderstorms.

In the SAF, the jungle hat was used widely till 1971, when it was replaced by the beret as a standard headgear. Thereafter, only Commandos were allowed to wear the jungle hat. In the 1980s, approval was given to Recce troopers in Brigades and battalions to use the jungle hat as their field headwear. The lightweight jungle hat does not hinder the movement of the Recce trooper. It also helps to break the profile of the trooper’s head and enables him to better camouflage himself.

Our Insignia

The Flower is the traditional symbol of Intelligence. To aptly represent the Army Intelligence community, the Orchid, which is the national flower of Singapore, has been chosen. Red represents the Army and white underscores the importance of clarity in Intelligence work. The alternating red and white represents the critical ability of Intelligence to analyze both sides of a situation.

The Orchid also exemplifies our Intelligence concept. The firm base represents the nerve centre of Intelligence operations where analysis is carried out. The flower itself represents the critical ability of Intelligence to analyze both sides of a situation. The inward pointing arrows cast by the outline of the emblem represent the importance of clarity in Intelligence work. The alternating red and white represents the mental and physical envelopes of the mind and body would be therefore designed to train our men holistically - physically and mentally.

The intelligence profession can also be risky business as often, the information required can only be collected behind enemy lines. Even with advances in sensor and Unmanned Aerial Vehicle (UAV) technology, our Reconnaissance troopers have continued to play a critical role in our 21st Century Army Intelligence. They are the “eyes” and “ears” to see and sense the situation on the ground, providing early warning and tactical information on the activities of opposing forces. These brave troopers stalk the ground and infiltrate hostile territories, using specialised equipment to collect and relay relevant information back to headquarters. Augmenting the ground collection effort are our “eyes in the sky”, the Unmanned Aerial Vehicles (UAVs). Flying high to gather information from the air, these UAVs come in many shapes and sizes, from hand-launched mini-UAVs to our Brigade Close-Range UAVs that could fly further at a longer range.

The increasing demands on our Army Intelligence Practitioners in the battlefield must be matched by equal or even greater demands in their professional training and development. Army Intelligence courses are therefore designed to train our men holistically - physically and mentally. Our training can be described as challenging yet fulfilling, where both the mental and physical envelopes of the mind and body would be pushed and where everyone would be able to realise their full potential.

The best way to validate the professional competencies and mental toughness of our Intelligence troopers is to deploy them in an operational environment or subject the system to the stresses of supporting a real operation. In this regard, Army Intelligence has supported many SAF Operations Other Than War (OOTW) to assist our friends and allies and value-add to operations across the globe. We have provided staff support in the planning of various Humanitarian Assistance and Disaster Relief (HADR) missions, the most recent of which was to the earthquake-affected Christchurch in New Zealand. We have also deployed our Intelligence personnel and UAV in Afghanistan to support the reconstruction efforts there. Such operational experiences have not only raised the competence and professionalism of our Army Intelligence Practitioners but also built their character and confidence.

Army Intelligence is proud and honoured to have served the nation in these operations and will continue to spare no effort in ensuring that we are ever ready and capable to support current and future operations.

“Once Int, Always In”

COL Lawrence Teh Yew Kiat
Assistant Chief of the General Staff (Intelligence)

MISSION

Army Intelligence is to provide accurate, relevant and timely Intelligence; raise, train and sustain Intelligence capabilities; and drive Army’s defence relations and security, in support of the SAF and Army’s full spectrum of operations throughout the peace to war continuum.

Our History

9 Feb 1966
Department of Military Intelligence (DMI) established at Pearls Hill. It was later relocated to Tanglin Complex in 1972

Mar 1969
School of Military Intelligence (SMI) was formed and Air Photo Unit (APU) was established 9 months later in Dec 1969

Dec 1970
SAF Mapping Unit (SAFMU) established. Both SAFMU and APU were transferred to Joint in 1988

June 1975
Doctrine and Training Branch established under DMI. In November, the branch was upgraded and renamed Combat Intelligence Department

1 Sept 1976
DMI reorganised as G-2 MINDEF. It was renamed G-2/Army in 1987

Mid 1989
First Brigade Reconnaissance Company (BRC) formed under 2 SIB

Mid 1990
SMI reorganised as an executive arm of Combat Intelligence. Over the next 10 years, the BRC riding circuit, CAI Centre, Sensor System Wing were established

11 Oct 2004
1st Military Intelligence Battalion created to provide the Army with a full spectrum intelligence capability

27 Apr 2005
Combat Intelligence Department restructured into Combat Intelligence Group (CIG) - functioning as a Ground Specialist HQ

May 2005
SKYLARK, the SAF’s first mini-UAV introduced

Aug 2006
Division ISTAR battalions formed

24 Aug 2007
CIG and SMI reorganised into Combat Intelligence Group/SAF Military Intelligence-Institute (CIG/SMI-I)

2010
Command, Control, Communications, Computers and Intelligence (C4I) battalions established

Jan 2010
SKYBLADE III, the first locally-produced mUAV, introduced

Apr 2010
ISTAR Fusion Analysis Simulation System (IFASS) introduced

VISION

We are the Army’s First Line of Defence.
We aspire to reduce Uncertainties.
achieve Knowledge Advantage and
Deliver it to the Edge.
We are a World Class Organisation,
leveraging on our People and
Superior Technology.
We engage and develop First Class and
Committed Intelligence Professionals.
And
Once Int, Always In.
The Recce Course
“First In, Last Out”

The Recce course is one of the toughest training in the SAF. Besides earning the rights to be called a Recce trooper, graduates also acquired the requisite skills enabling them to be “first in, last out” in a battle.

For this reason, the Recce course is physically and mentally demanding. During the eight weeks, trainees undergo various training activities which include fast marches, navigation, reconnaissance, combat survival, live-firing, heli-borne and water obstacle crossing.

The trainees also became proficient in operating sensor equipment such as the Image Capturing and Transmission System (ICTS), Unattended Ground Sensors (UGS) and the Advanced Handheld Thermal Imagers (AHTI). This enables them to locate enemy positions, and send back accurate and timely intelligence. Leadership programmes are also included. As future fully-fledged Recce troopers, they need the necessary leadership tools to maintain effective command and control of their teams.

The Long Walk

One key proficiency expected of a Recce trooper is the ability to navigate through any terrain. For this, a major course highlight is an island-wide advanced navigation exercise in full combat order, covering more than 60 kilometres. To complete their task within the time given, they trek day and night in both close and open terrain. Speed and accuracy are thus required.

During this exercise, the trainees are on their own, with no trainers to guide, discipline or motivate them. At various checkpoints, they will be tested on their abilities to perform tasks under weary conditions. As their fatigue increases, they must rely on their self-discipline and mental resilience to resist the temptation to rest beyond what is necessary to complete the exercise.

The Finale

The finale and most memorable moment in the Recce course is the summary exercise. The trainees are put through a series of grueling reconnaissance and surveillance missions. The exercise culminates in an escape and evasion mission, requiring the trainees to extricate on foot without any navigation aids to a designated rescue point.

Many Recce troopers will vividly remember this moment when they complete the last phase of the exercise and don their jungle hats – the symbol of the professionalism of the Recce trooper.

Living Off The Land

Combat Survival Training

Lightly armed, Recce teams operate deep in hostile territories. As they have limited supplies, the ability to live off the land is a critical skill. The combat survival component is thus an integral part of Reconnaissance training. It gives them not only the skills to forage for sustenance but also the confidence to overcome trying conditions in the field.

Living Off The Land, a 3-day graded exercise, is conducted in either Pulau Tekong or Ama Keng Training Area. In 4-man teams, and equipped with only their team equipment, the trainees are thrown into a scenario in which they must perform a host of survival tasks prior to their “rescue”. They are tested on various skills, which include keeping a survival log, collecting water, starting a fire, making utensils and traps, and constructing shelters. The need for personal hygiene is also emphasised.

Combat Survival Facility (CSF)

To enhance Combat Survival training, the Combat Survival Facility (CSF) was revamped in 2004 and 2010. It provides realistic and comprehensive shelter and trap displays to prepare trainees for the actual jungle environment. With its facilities for conducting lectures and demonstrations, the CSF is an excellent one-stop centre for providing foundational knowledge, and plays a vital preparatory role for combat survival training. It is utilised by Recce troopers and officer cadets as part of their survival training curriculum.

IFASS
Army Intelligence’s Virtual World

Today, many armies around the world face the challenge of creating a realistic training environment to refine and develop their tactics, techniques and procedures. Our Army Intelligence formation has developed a sophisticated Intelligence simulation system that overcomes training resource constraints and provides realism to Intelligence training. This system is none other than our very own Intelligence Fusion and Analysis Simulation System (IFASS).

IFASS brings together the various key components of terrain, environmental factors, enemy forces and combat simulation, and enables the trainees to experience them in a safe, conducive and realistic learning environment. They can thus be familiarised with our Intelligence sensors and exposed to an unlimited variety of tactical scenarios. The IFASS’s accurately rendered visuals enable the trainees to develop their adaptive and cognitive skills. The IFASS also has inbuilt maps of real training grounds to enable trainees to be familiarised with actual training areas.

Experiential learning is also facilitated by the IFASS’s After Action Review (AAR) recording feature that allows up to 120 hours of recording and playback.

Our Interna

Today’s security threats have transcended national borders and as such, co-operation among various international partners is critical in meeting the challenges of the increasingly complex strategic landscape. Mr Teo Chee Hean, Deputy Prime Minister, Coordinating Minister for National Security, Minister for Home Affairs, and Minister in charge of the Civil Service, has said, “Safeguarding our national security interests today includes participating in international peace and security missions to help bring stability to critical regions”.

The SAF has made various contributions to the international community, including the reconstruction of Afghanistan under the auspices of the International Security Assistance Force (ISAF). It has also provided aid during humanitarian crises, a recent example was the earthquake-struck Christchurch in New Zealand. Army Intelligence is proud of its involvement in such international efforts and remains committed and ready to safeguard our national interests in this important area of contribution.

Army Int in Christchurch

On 22 February 2011, a 6.3-magnitude earthquake struck Christchurch in New Zealand. A 122-strong SAF team was immediately activated to assist the New Zealand Defence Force (NZDF) and local authorities with rescue operations and to provide humanitarian aid. LTC Lim Teck Keong, a Branch Head in G2 Army, was part of the Command Team involved. He
Our International Contributions

The 3rd Generation Army Intelligence is based on the concept of “See First, Understand First, Decide and Act First”. Leveraging on technology to deal with today’s complex operating environment, its human-centric tactical collection assets have been replaced by networked sensor-centric ones. This fundamental shift has greatly improved the range and effectiveness in intelligence gathering and reduced the operational risks faced by scouts in operating in hostile territories.

Today, our brigades’ Reconnaissance, Surveillance and Target Acquisition (RSTA) companies and battalions’ scout platoons are sensors-enabled to support our Army’s full spectrum of operations.

In the realm of Defence Policy space, Army Intelligence has also been at the forefront, driving its expansion and enhancing our Army’s engagements with its foreign partners. The Army Defence Relations Office (ADRO) handles the high-level bilateral defence relations interactions. Besides focusing on maximising the value of these interactions, it also helps to strategise the way forward.

**Mini-Unmanned Aerial Vehicle (mUAV) – Eye in the Sky**

Low-cost, easy to maintain and needing just two soldiers to operate, the Skyblade mUAV system has a range of about eight kilometres. All RSTA companies and scout platoons are being equipped with this lightweight mUAV - a tactical ‘eye in the sky’ that gives commanders the capability to see further and react faster. Because the soldiers operate the mUAV from a safe distance, they are spared the risks of operating close to or in hostile territories. The mUAV operates at heights between 60 to 460 metres and can fly at 60 knots.

The indigenously-produced Skyblade III boasts several improvements over previous models. Its 2.6-metre wingspan is much smaller than that of a standard UAV, thus making it harder to spot in the sky.

On top of that, its controller which resembles a gamepad, was designed with the younger generation in mind. 3SG Quek Jan Liang, a Scout Team Commander from 3rd Singapore Infantry Regiment (3 SIR) said, “For NSFs of my generation, controlling the Skyblade is like playing games on the Xbox or PlayStation Portable. It’s pretty easy.”

**Unattended Ground Sensors**

To enable our scouts to monitor more than one location, Unattended Ground Sensors (UGS) are employed. This quick deployable, man-portable system allows a Recce team to conduct tactical surveillance of up to three locations simultaneously. As the monitoring is done from a distance, the scouts are kept safe in their hideout.

The UGS set consists of a Monitoring Unit (MU) and three Sensor Units (SUs). The SU includes a seismic sensor and acoustic sensor which detect ground vibrations and sound, respectively, to uncover the presence of hostile forces and their vehicles. The SU is also equipped with a camera to take a snapshot of what it has detected. The information gathered is transmitted to the Recce team via the MU. Using special software installed in their laptop, the Recce team analyses the data received from the SU to identify the vehicles and forces detected. If the information is deemed useful, it will be transmitted back to headquarters to provide early warning to our troops in the battlefield.

Our Capabilities

The SAF’s defence relations have always been based on the twin tenets of deterrence and diplomacy. By developing positive and mutually beneficial relationships with friendly countries and armed forces, our Army strengthens mutual trust and understanding and reduces the risk of misconceptions.

In 2011, ADRO was heavily involved in organising an Army’s key event - the 7th Pacific Armies Chiefs Conference and 35th Pacific Armies Management Seminar (PACC VII/PAMS XXXV). The Singapore and US Armies co-hosted army chiefs and senior commanders from 25 countries. Significantly, PACC VII witnessed the participation of China and Laos for the first time. ADRO had worked closely with the US Army on the conceptualisation of the theme and presentation topics for the multilateral forums. ADRO also planned the bilateral meetings between COA and his counterparts.

**Promoting Trust and Understanding**

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Army Intelligence

Professionals with “Heart”

As the Army’s First Line of Defence, members of the Army Intelligence family are tenacious, well-trained and operationally-ready. Highly confident, they are unwavering in executing their assigned missions, regardless of the difficulty.

But most importantly, the Army Intelligence professional has “heart”. When faced with an untenable situation, he will find the solution, not just because he is resourceful, but also he believes in the purpose of his work. He knows that every completed task, no matter how small, contributes to the resilience of Singapore’s defence. The “heart” also underscores his attachment to the community that he is honour-bound to protect.

LTA Eugene Ng, G2 Army

The toughest moment in LTA Eugene Ng’s Army career was pushing himself to complete the Jungle Confidence Course (JCC) knowing that he would not be awarded its coveted badge. On the second day of the JCC, he was stung by an insect and developed a severe reaction. Although treated and well enough to return the next day, he was disqualified for having missed the critical phase. Nonetheless, he persevered because he felt that completing the course was a test of mental strength, character and endurance. He said, “I constantly reminded myself that the experience gained is much more valuable than the badge. That kept me going. I also could not let down my team members who otherwise would have to carry my share of the load.”

LTA Ng rebounded from this disappointment to bag the Honoured Graduate Award (3rd Place) in the 79th Company Tactics Course (CTC). This was a rare achievement for a junior officer, and he attributed his success to his learning attitude. He shared, “If you’re not afraid to make mistakes, you will learn and eventually become better. It is important to grab any opportunity that you have. You need not be holding an important appointment or doing a major task to learn something. Just be active, ask questions and learn from those more experienced.”

3SG Maurice Chia, 48 SAR

3SG Maurice Chia, a Recce Commander with 48th Battalion, Singapore Armour Regiment, had heard how tough the Army Intelligence Recce Commander’s Course (RCC) was when he was in Specialist Cadet School (SCS). These stories did not affect him, as he emerged Best Trainee, clinching the Golden Bayonet award. He said, “The RCC was about pushing ourselves beyond the limits of our mental strength and physical limitations to complete our missions.”

3SG Chia identified the 12-kilometre Fast March, which must be completed in two hours and with a 20-kilogramme full-load, as his toughest moment in RCC. He said, “It was much tougher than the slower-paced 60-kilometre Long March. Paradoxically, the 12-kilometre march was meant to help us to build up the stamina and endurance for the longer march!” 3SG Chia persevered because he did not want to let down his course-mates, family members and loved ones, who had supported him throughout his training. He added, “Although I was initially not enthusiastic, I told myself that if I was indeed selected for RCC, I would give my best as a trainee and thereafter as a commander. I would have to serve my NS anyway, so why not try my hardest and have no regrets at the end?”

CPT Wong Kang Hui, 11 C4I Bn

As a member of the second SAF Imagery Analysis Team (IAT) deployed to Afghanistan, CPT Wong Kang Hui had demonstrated his confidence and abilities by completing the rigorous assigned tasks with distinction. He revealed, “This was very much due to the camaraderie within the team before we left for Afghanistan – we had made it a point to bond while we were training for deployment. People often say that no matter how strong a team is, it is only as strong as its weakest link. As such, our team members were determined to cover each other’s weak points to ensure mission success in Afghanistan.”

CPT Wong also shared, “I called my father to tell him of my deployment to Afghanistan. He immediately exclaimed ‘Good!’ My parents’ support and their understanding of the importance of my deployment to the country and my career as a soldier really heartened me.” He identified Discipline and Professionalism as two of the SAF Core Values that had served him well in Afghanistan. “We need to be disciplined to fulﬁl our tasks timely and professional in taking full responsibilities for our duties and not delivering a slipshod job.”

3WO Paul Pang, G2 Army

In 2000, 3WO Paul Pang made a life-changing decision when he signed on in the Army as an Army Intelligence Specialist. He has never looked back since then. Now 11 years later, he felt glad that his training and work experience in Army Intelligence has greatly broadened his horizons and given him a new sense of self-confidence.

3WO Pang revealed, “Being in Army Intelligence has enabled me to learn various life lessons and skills. The different postings I’ve served through the last 11 years have exposed me to the multi-faceted roles within the Army Intelligence formation, and I’ve benefitted richly in various challenging fields, ranging from research and analysis skills to management skills.”

He also felt that the diverse roles and responsibilities he has taken on throughout his career have taught him the most important lesson, that is the ability and confidence to adapt quickly to changes. He said, “Army Intelligence has given me many opportunities to observe different aspects of warfighting, and I’m conﬁdent that I would be able to deal with any situation when required, anywhere, at the push of the button.”

Engaging Our Community

On 16 February, 11 C4I Battalion (Bn) commemorated Total Defence Day with Pioneer Junior College (PJC) as part of an extensive Army-wide community outreach project. The unit’s visit served to reinforce in the students the importance of Military Defence in protecting our nation’s sovereignty.

Instead of the usual observance ceremony, the Commanding Officer of 11 C4I Bn delivered an introductory address and this was followed by a unit-produced video to further reinforce this year’s Total Defence message of “Home – Keeping It Together”. In the subsequent panel session involving 1,700 students, questions on National Service were raised. This was complemented by a static display of various C4I equipment and capabilities, including the Skyblade III micro-UAV.

For the commanders and men of 11 C4I Bn, the PJC visit was a highly engaging and rewarding one. They felt a greater sense of purpose and pride in their roles, and were rewarded by the knowledge that they had helped the students and teachers to better understand our Army and the need for national defence.