CERTIFICATE OF SERVICE FOR FULL-TIME NATIONAL SERVICEMEN

Full-time national servicemen (NSFs) receive the Certificate of Service (COS) package upon serving their full-time NS. The COS package serves to recognise NSFs for their contributions and highlight the competencies and skills acquired during full-time NS.

WHAT IS THE COS PACKAGE?

The COS package comprises three components:

Transcript

The Transcript records information such as period of service, performance and conduct grade, courses attended, achievements, personal qualities and competencies. It serves as an account for each NSF's contributions and skillsets gained, which can be referenced during job interviews or applications for admissions into institutes of higher learning.

All who have enlisted into full-time NS will receive the Transcript.

Certificate

The Certificate is presented in recognition of the completion of full-time NS.

NSFs who completed full-time NS will receive the Certificate.

Testimonial

The Testimonial is presented in recognition of those who performed well in full-time NS..

Only NSFs who: (a) receive the highest performance grade, 'Outstanding'; or (b) served in leadership positions and achieved at least a 'Good' performance grade, will receive the Testimonial.

The Testimonial provides an in-depth elaboration of the Serviceman's attributes and achievements.



INTERPRETATING THE COS TRANSCRIPT

(a) Length of Service

The COS Transcript states whether the NSF has completed FTNS and the duration.(see 'Service Status' on Transcript). **Table 1** provides a summary of the duration of full-time NS that NSFs would serve.

Tabla	1.	Duration	of full	timo	NIC
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Duration of FTNS	Interpretation
2 years	Marks the completion of two years of full-time NS
	obligations
1 year 10 months	Applies to NSFs who have done well in fitness tests
	before enlisting and complete their full-time NS
	obligations within a period of one year and ten months.
Less than 1 year 10 months	Applies to NSFs who did not complete their full-time
	NS, due to reasons stated at 'Reason for Release'.

(b) Performance and Conduct Grading

NSFs are assessed and graded based on their work performance and conduct. The COS Transcript reflects the performance and conduct grades based on the scale of "Outstanding"; "Very Good"; "Good"; "Satisfactory; and "Unsatisfactory". Employers are encouraged to refer to these grades to help them in their assessment of potential hires' aptitude and attitude. The grades are explained in **Table 2**.

Table 2: Explanation of Performance and Conduct Grades

Outstanding	Given to servicemen who go over-and-above their call of duty in
	their day-to-day work performance, or display exemplary attitude,
	commitment and impressive personal qualities in their conduct.
Very Good	Given to servicemen who have shown a high level of proficiency in
	terms of performance, and positive attitude and bearing in terms of
	conduct.
Good	Reflects above average performance and conduct.
Satisfactory	Reflects the average performance that is expected of a serviceman
	holding an appointment, or the minimum standard of conduct.
Unsatisfactory	Reflects consistently below average performance, or poor conduct.

Some NSFs may receive 'Non-Assessable' grades. This arises if their commanders are unable to provide an appropriate assessment of their conduct and performance (e.g. away for prolonged periods).

(c) Highlighting National Accreditation

During full-time NS, NSFs may obtain Workforce Skills Qualification (WSQ) and other accreditations for NS courses that they have attended. The WSQ is a national skills credential system based on industry standards. These accreditations will be reflected on the COS Transcript under 'Military Experience'.

The ongoing effort with SkillsFuture Singapore to obtain accreditation for more NS skills will increase opportunities for NSFs transiting to the workforce.

(d) National Service Milestones and Achievements

To better reflect the NS experiences and achievements, the COS Transcript will now include significant events that the individual NSF had gone through and reflect personal accomplishments.

A glossary of NS milestones and achievements can be found in the following page.

(e) Military Regular Service

MINDEF/SAF issues COS to two groups of servicemen when they leave service: (i) NSFs; and (ii) military regulars.

- (i) Other than NSFs who served full-time NS, former regulars who revert to NSFs will also receive the NSF COS package. The duration of full-time NS and regular service served will be reflected on the Transcript under 'Service Status'.
- (ii) NSFs who sign on as military regulars during their full-time NS will be issued the regular service COS upon exit from regular service. Their duration of full-time NS served, if any, will be reflected on the Transcript under 'Length of Service'.

GLOSSARY OF NS MILESTONES AND ACHIEVEMENTS

The definitions for the NS milestones and achievements that may be featured in the transcript of the Certificate of Service are listed in **Table 1** and **Table 2** below.

Table 1: Definitions of "NS Milestones"

		1: Definitions of NS Milestones
	Ops and Training	
1.	Unit Evaluation Exercise	SAF units are assessed on their operational competencies during unit evaluation exercises held at least once every two years. For NSFs serving in these units, the combat proficiency demonstrated during such evaluation exercises is a culmination of their training and development as citizen soldiers.
2.	Unit Readiness Inspection	Navy units are assessed on their state of readiness to be deployed for operations during unit readiness inspections. For NSFs serving in these units, the combat proficiency demonstrated during such readiness inspections is a culmination of their training and development as citizen soldiers.
3.	Army High Readiness Standby Force	SAF units are regularly rotated and placed on standby during peacetime to be deployed at a moment's notice for
4.	Navy High Readiness Core	operations. NSFs in these units undertake such operational
5.	Air Force High Readiness Standby Force	duties at least once during their full-time NS and are ready for a wide spectrum of operations to keep our country
6.	Joint C4I High Readiness Standby Force	secure.
7.	SAF Support for Enhanced Homeland Security Operations	Selected SAF units are deployed to support the Singapore Police Force in enhanced Homeland Security Operations. NSFs in these units are trained in the required operational competencies and deployed in public locations in joint operations with the Singapore Police Force.
8.	Security Operations – Protection of Key Installations	Selected SAF units are deployed for security operations to protect key military and civilian installations in Singapore. NSFs in these units are trained in the required operational competencies and deployed on the ground to deter and deal with threats to these installations.
9.	Security Operations for National Events	Selected SAF units are deployed to support the Singapore Police Force in security operations for national-level events that may involve large crowds and important dignitaries. NSFs from these units play an integral role in ensuring the safe execution of the event.
10.	Support for SAF Operations	Selected SAF units are called upon to provide support for SAF operations in domains such as intelligence, communications and logistics. NSFs serving in these units are trained in the required competencies and contribute as part of their unit to the success of the overall mission.
11.	Overseas Training Exercise	SAF units regularly participate in overseas training exercises to hone their operational competencies. For NSFs in these units, overseas training is a defining experience where they

		are shallonged physically and montally to achieve mission
		are challenged physically and mentally to achieve mission requirements in an unfamiliar operating environment.
12.	Exercise with Foreign	Selected SAF units are tasked to exercise with foreign
12.	Military	militaries to hone our operational competencies and as part
	Willitary	of our defence relations efforts. Such exercises provide
		±
		NSFs involved with the opportunity to interact with a
	Admin Tasking	foreign military and benchmark themselves.
12)	E d oth CA (C) C 11 11
13.	National Day Parade	Every year on the 9 th of August, Singaporeans from all walks
		of life celebrate the country's achievements and reaffirm
		their allegiance at the National Day Parade. The event is
		organised by the SAF, and NSFs from participating units are
		heavily involved in preparations for the event in the weeks
14.	SAF Day Parade	and months leading up to National Day. The SAF Day Parade is held every year on the 1 st of July for
14.	SAF Day Farade	members of the SAF to reaffirm their loyalty and
		commitment to the defence of Singapore, and serves as a
		reminder on the important role the SAF plays in defending
		our nation. Selected SAF units are tasked to support the
		organisation of this event, and NSFs from these units are
		heavily involved in the preparations leading up to SAF Day.
15.	Army Open House	The Army/Navy/Air Force Open Houses are large-scale
16.	Navy Open House	events with interactive activities that are organised once
17.	Air Force Open House	every few years. The events showcase the capabilities of the
17.	Thi Torce open House	respective Services and share the achievements of our
		servicemen in defending the nation. NSFs from participating
		units are given the opportunity to interact with the public and
		share their NS experience.
18.	Army	Army Exhibition@Heartlands and RSAF@Heartlands are
	Exhibition@Heartlands	interactive events organised at selected town centres to
19.	RSAF@Heartlands	showcase the Army's and Air Force's equipment and
		capabilities through interesting displays and activities. NSFs
		from participating units are given the opportunity to interact
		with the public and share their NS experience.
20.	Navy@Vivo	Navy@Vivo is organised once a year at Vivocity to
		showcase the Navy's equipment and capabilities through
		interesting displays and activities such as ship tours and
		rides. NSFs from participating units are given the
		opportunity to interact with the public and share their NS
	NO SER CONTRACTOR	experience.
0.1	NS Milestones Specific to C	· · · · · · · · · · · · · · · · · · ·
21.	Welcome Guard for	MINDEF/SAF regularly host visits from foreign dignitaries
	Foreign Dignitaries	as part of defence diplomacy. As part of the protocol
		accorded, a ceremonial Welcome Guard is mounted by NSFs
		from the SAF Military Police Command who are trained in
22.	Military Law Enforcement	the rigours of ceremonial drills. The Military Police Enforcement Unit maintains discipline
22.	Military Law Enforcement Operations	The Military Police Enforcement Unit maintains discipline
	Operations	and security in the SAF by upholding Military Law. NSFs from the unit are trained in the required operational
		competencies and deployed in a variety of enforcement
		operations in military installations and public locations.
<u> </u>		operations in filmary installations and public locations.

23.	Overseas Parachutist Wing	SAF Commandos regularly participate in joint training with
		other militaries. Selected NSFs serving in the Commandos
		may be given the opportunity to participate in overseas
		exercises with other militaries and be presented with an
		overseas parachutist wing after completing an airborne jump.

		Table 2: Definitions of "Achievements"
	Certificates, Letters and	
1.	Certificate of Commendation from Chief of Defence Force	The Certificate of Commendation is presented to servicemen by the Chief of Defence for an act of bravery carried out in the face of danger to save life or property, without regard to personal safety. The award may also be given to individuals who have contributed significantly to any SAF led operation.
2.	Certificate of Appreciation from Chief of Army	The Certificate of Appreciation is presented to servicemen for outstanding merit which deserves personal commendation by their Service Chief or equivalent. Servicemen may be awarded for
3.	Certificate of Appreciation from Chief of Navy	contributions in the categories of life-saving, operations, training, administrative excellence and para-recruitment
4.	Certificate of Appreciation from Chief of Air Force	
5.	Certificate of Appreciation from Director Military Intelligence / Chief C4I	
6.	Certificate of Appreciation from Chief of Staff – Joint Staff	
7.	Letter of Commendation from Commander TRADOC	The Letter of Commendation is presented to servicemen for performance in connection with duty that is carried out with initiative, resourcefulness and well above normal standards.
8.	Letter of Commendation from Division Commander	
9.	Letter of Commendation from Formation Commander	
10.	Letter of Commendation from Department Head	
11.	Letter of Appreciation	The Letter of Appreciation is presented to servicemen for their participation in an event/exercise/activity, voluntary work or consistent work performance.
12.	Chief of Air Force Distinguished Achievement Award	The CAF Distinguished Achievement Award is the most prestigious award in the RSAF, and may be awarded to any airman who has (1) performed an act or series of acts of courage

		in hazardous circumstances or (2) distinguished himself/herself
		through highly commendable performance and conduct in his/her course of duty. This award is accompanied with a Certificate of Appreciation from Chief of Airforce
13.	Chief of Army Coin	Commander Coins are tagged to command appointments and are
14.	Sergeant Major of the	given by Senior Commanders and Sergeant Majors to recognise
	Army Coin	deserving servicemen at the Commander's discretion. Coins
15.	Chief of Air Force	presented by the respective Service Chiefs or equivalent are the
	Coin	most prestigious Commander Coins that can be presented to
16.	Director Military Intelligence / Chief C4I Coin	servicemen.
17.	Sergeant Major Military Intelligence / C4I Coin	
18.	Chief of Staff – General Staff Coin	
19.	Division Commander Coin	
20.	Formation Commander Coin	
21.	Command	
	Commander Coin	
22.	Command Chief Coin	
23.	Commander Coin	
24.	Sergeant Major Coin	
	Awards	
25.	NSF of the Year	The NSF of the Year award and the Air Force Best Serviceman
	Award	award are presented to the top NSF from each
26.	Air Force Best	Formation/Division/Command to recognise their outstanding
	Serviceman Award	performance and conduct and to inspire other NSFs to be
		committed to National Service. These NSFs are nominated by
		their unit and are selected for the award after a rigorous evaluation
		process by their respective Formation/Division and Service-level
27.		HR Department.
	Air Force	HR Department. This RSAF Unit-level award is awarded annually to NSFs who
1 1	Outstanding	This RSAF Unit-level award is awarded annually to NSFs who have displayed outstanding performance and conduct throughout
	Outstanding Serviceman of the	This RSAF Unit-level award is awarded annually to NSFs who
	Outstanding Serviceman of the Year	This RSAF Unit-level award is awarded annually to NSFs who have displayed outstanding performance and conduct throughout the year.
28.	Outstanding Serviceman of the Year Best Soldier of the	This RSAF Unit-level award is awarded annually to NSFs who have displayed outstanding performance and conduct throughout the year. These awards are presented to one NSF in the unit each month to
	Outstanding Serviceman of the Year Best Soldier of the Month Award	This RSAF Unit-level award is awarded annually to NSFs who have displayed outstanding performance and conduct throughout the year. These awards are presented to one NSF in the unit each month to recognise his outstanding performance and conduct for the
28.	Outstanding Serviceman of the Year Best Soldier of the Month Award Navy Best NSF	This RSAF Unit-level award is awarded annually to NSFs who have displayed outstanding performance and conduct throughout the year. These awards are presented to one NSF in the unit each month to recognise his outstanding performance and conduct for the particular month. NSFs are nominated by their immediate superior
29.	Outstanding Serviceman of the Year Best Soldier of the Month Award Navy Best NSF Award	This RSAF Unit-level award is awarded annually to NSFs who have displayed outstanding performance and conduct throughout the year. These awards are presented to one NSF in the unit each month to recognise his outstanding performance and conduct for the particular month. NSFs are nominated by their immediate superior and selected for the award after evaluation by the unit's command
29. 30.	Outstanding Serviceman of the Year Best Soldier of the Month Award Navy Best NSF Award Best Airman of the Month Award	This RSAF Unit-level award is awarded annually to NSFs who have displayed outstanding performance and conduct throughout the year. These awards are presented to one NSF in the unit each month to recognise his outstanding performance and conduct for the particular month. NSFs are nominated by their immediate superior and selected for the award after evaluation by the unit's command team.
29. 30. 31.	Outstanding Serviceman of the Year Best Soldier of the Month Award Navy Best NSF Award Best Airman of the Month Award Army Star Service Award	This RSAF Unit-level award is awarded annually to NSFs who have displayed outstanding performance and conduct throughout the year. These awards are presented to one NSF in the unit each month to recognise his outstanding performance and conduct for the particular month. NSFs are nominated by their immediate superior and selected for the award after evaluation by the unit's command team. The Star Service Award is presented at MINDEF/SAF level to deserving recipients nominated by the Services. The award
29. 30.	Outstanding Serviceman of the Year Best Soldier of the Month Award Navy Best NSF Award Best Airman of the Month Award Army Star Service Award Navy Star Service Award	This RSAF Unit-level award is awarded annually to NSFs who have displayed outstanding performance and conduct throughout the year. These awards are presented to one NSF in the unit each month to recognise his outstanding performance and conduct for the particular month. NSFs are nominated by their immediate superior and selected for the award after evaluation by the unit's command team. The Star Service Award is presented at MINDEF/SAF level to deserving recipients nominated by the Services. The award recognises individuals who have demonstrated the highest standards of service delivery and gone the extra mile for service
29. 30. 31.	Outstanding Serviceman of the Year Best Soldier of the Month Award Navy Best NSF Award Best Airman of the Month Award Army Star Service Award Navy Star Service	This RSAF Unit-level award is awarded annually to NSFs who have displayed outstanding performance and conduct throughout the year. These awards are presented to one NSF in the unit each month to recognise his outstanding performance and conduct for the particular month. NSFs are nominated by their immediate superior and selected for the award after evaluation by the unit's command team. The Star Service Award is presented at MINDEF/SAF level to deserving recipients nominated by the Services. The award recognises individuals who have demonstrated the highest

34.	MINDEF Service	The MINDEF Service Excellence award is presented on a
3 1.	Excellence Award	quarterly basis at the unit level to deserving personnel who have
		rendered good service. The award recognises individuals who
		have demonstrated a strong service mindset, delivered excellent
		customer service and received compliments from customers.
35.	IPPT Gold Award	The Individual Physical Proficiency Test (IPPT) Gold Award
		recognises servicemen who have demonstrated a high standard of
		physical fitness.
36.	IPPT Silver Award	The Individual Physical Proficiency Test (IPPT) Silver Award
		recognises servicemen who have demonstrated a good standard of physical fitness.
37.	Marksmanship Award	The Marksmanship award is attained by servicemen who have
٥,.	Transmansinp Trvara	demonstrated a high level of proficiency with their personal
		weapon at the live firing range.
38.	Combat Skills Badge	The Combat Skills badge is presented to Infantry, Guards and
		Commando vocationalists who have attained high standards of
		proficiency in combat skills, physical fitness and combat fitness.
39.	MINDEF Work	Work Improvement Teams (WITS) identify work areas that need
	Improvement Team	improvement, propose and implement changes. Depending on the
4.0	Award	extent of enhancement and implementation, amount of cost and
40.	Army Work	time savings and degree of innovation, WITS teams may be
	Improvement Team	recognised with awards at the unit/department level or Service
4.1	Award	(Army/Navy/Air Force/Joint/MINDEF) level.
41.	Navy Work	
	Improvement Team Award	
42.	Air Force Work	
72.	Improvement Team	
	Award	
43.	Joint Work	
	Improvement Team	
	Award	
44.	Formation Work	
	Improvement Team	
	Award	
45.	Division Work	
	Improvement Team	
10	Award	
46.	Command Work	
	Improvement Team Award	
47.	Unit Work	
7/.	Improvement Team	
	Award	
	Course Awards	
48.	Distinguished Honour	The Company Tactics Course prepares Army officers to plan and
	Graduate – Company	execute company-level operations and is attended by Regulars,
	Tactics Course	NSmen and the top NSF officers from each NS cohort. The top
49.	Distinguished	three students from the course are presented the awards of
	Graduate - Company	Distinguished Honour Graduate, Distinguished Graduate and

	Tactics Course	Honour Graduate respectively. The top NSF student is presented
50.	Honour Graduate - Company Tactics Course	with the NSF Achiever award and may also receive one of the above-mentioned awards if he is also ranked in the top three overall.
51.	NSF Achiever Award - Company Tactics Course	overain.
52.	Distinguished Honour Graduate – Advanced Officer Course	Vocation-specific Advanced Officer courses prepare Army officers to plan and execute company-level operations specific to their particular vocation. The courses are attended by Regulars,
53.	Distinguished Graduate – Advanced Officer Course	NSMen and the top NSF officers from each NS cohort. The top three students from the course are presented the awards of Distinguished Honour Graduate, Distinguished Graduate and
54.	Honour Graduate – Advanced Officer Course	Honour Graduate respectively. The top NSF student is presented with the NSF Achiever award and may receive one of the abovementioned awards if he is also ranked in the top three overall.
55.	NSF Achiever Award - Advanced Officer Course	
56.	Company Sergeant Major Course – Best NSF Trainee	The War Fighter – Company Sergeant Major course trains Regular, NSmen and NSF specialists to be effective War Fighters, Trainers and Leaders. The course qualifies specialists to lead and instruct their men and handle company administration as a Company Sergeant Major. The course is attended by the top NSF specialists from each NS cohort, and the top NSF student from each course is presented with the Best NSF Trainee award.
57.	Platoon Sergeant Course – Best NSF Trainee	The Basic War Fighter – Platoon Sergeant course trains Regular and NSF specialists in the areas of small arms coaching, fitness training, equipment training and leadership. The course qualifies specialists to lead and instruct their men and handle platoon administration as a Platoon Sergeant. The course is attended by the top NSF specialists from each NS cohort, and the top NSF student from each course is presented with the Best NSF Trainee award.
58.	Top Officer Cadet - Sword of Honour	NSFs who demonstrate leadership potential during Basic Military Training are selected to subsequently attend the Officer Cadet
59.	Top 10% of Officer Cadet Cohort – Sword of Merit	Course. Upon completion of the 38-week course, the top 10% of Officer Cadets from each vocation are presented with the Sword of Merit in recognition of their outstanding performance during the course. The top Officer Cadet from each vocation is presented with the Sword of Honour.
60.	Top Specialist Cadet - Golden Bayonet	NSFs who demonstrate leadership potential during Basic Military Training are selected to subsequently attend the Specialist Cadet
61.	Top 10% of Specialist Cadet – Silver Bayonet	Course. Upon completion of the 22-week course, the top 10% of Specialist Cadets from each vocation are presented with the Silver Bayonet in recognition of their outstanding performance during the course. The top Specialist Cadet from each vocation is presented with the Golden Bayonet.

62.	Best Trainee in	NSFs who demonstrate leadership potential during Basic Military
	Officer Cadet Course ¹	Training are selected to subsequently attend either the Officer or
63.	Best Trainee in	Specialist Cadet Course. When the cohort size for a particular
	Specialist Cadet	vocation is small, the top Officer/Specialist Cadet will be
	Course	presented with a Best Trainee award instead of the Sword of
		Honour/Golden Bayonet.
64.	Company Best	The Company Best Trainee and the Platoon Best Trainee awards
	Trainee	are presented to NSFs who emerge as the most outstanding trainee
65.	Platoon Best Trainee	in the company and platoon respectively during Basic Military
		Training. This award is also presented for certain vocational
		courses with large cohort sizes.
66.	Best Trainee in	The Best Trainee in Physical Training award is presented to NSFs
	Physical Training	with the best performance in physical fitness. It is awarded during
		Basic Military Training, Specialist Cadet and Officer Cadet
		training, as well as certain vocational courses.
67.	Best Trainee in	The Best Trainee in Marksmanship award is presented to NSFs
	Marksmanship	who have demonstrated the best weapon proficiency at the live
		firing range. It is awarded during Basic Military Training and for
		certain vocational courses.
68.	Best Trainee in	The Best Trainee in Knowledge award is presented to Officer and
	Knowledge	Specialist Cadets who have demonstrated the best knowledge in
		their cohort. It may also be presented for certain vocational
		courses.
	Sports	
69.	Represented SAF in	Competitive sports are organised at various levels in the SAF to
	Competitive Sports	build camaraderie, instil a culture of physical fitness and instil
70.	Represented Army in	values such as discipline and fighting spirit. NSFs who excel at
	Competitive Sports	particular sports are given the opportunity to represent their unit
71.	Represented Navy in	and may be selected for higher levels of representation at the
	Competitive Sports	Formation/Division level, Service level and SAF level.
72.	Represented Air	
	Force in Competitive	
	Sports	
73.	Represented	
	Formation/Division in	
	Competitive Sports	
74.	Represented Unit in	
	Competitive Sports	
	Achievements Specific	
75.	Represented	Air Force Command Challenges are organised annually by the
	Squadron at Air Force	five Operational Commands of the Air Force to stretch and test the
	Command Challenge	capabilities of the Air Force's platforms and personnel. These
		challenges create a competitive atmosphere for teams from
		different units to pit their skills against each other, while
		strengthening their operational standards. Selected NSFs are given
	4 11	the opportunity to represent their unit alongside Regulars
F =	_	to Certain Army Formations
76.	Represented SAF at	Selected NSFs serving in the SAF Band and Military Police Silent

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¹ When the cohort size for a particular vocation in SCS and OCS is less than 10, the Best Trainee award will be given instead of the Sword of Honour/Merit and Golden/Silver Bayonet.

	Military Tattoo	Precision Drill Squad are given the opportunity to represent the
	Performance	SAF and Singapore at international military tattoo festivals
		overseas. Through musical performances, these NSFs project an
		image of professionalism for the SAF and foster relations between
		the SAF and the Armed Forces and peoples of other countries.
77.	Represented SAF at	The SAF regularly conducts exercises and professional exchanges
	Weapon Display to	with foreign militaries to share professional knowledge and
	Foreign Dignitaries	enhance defence relations. Outstanding NSFs may be selected to
78.	Represented SAF at	represent their unit and the SAF and organise weapon and
	Weapon Display to	equipment displays as part of professional sharing with foreign
	Foreign Militaries	dignitaries and soldiers.
79.	9 Division/Infantry	Upon the completion of Basic Military Training and
	Trainer of the Year	Officer/Specialist Cadet School, selected NSF Infantry Officers
		and Specialists are assigned Trainer roles in Basic Military
		Training Centre, Infantry Training Institute and Motorised
		Infantry Training Institute. The top NSF trainers from these units
		are nominated and selected to receive the 9 Division/Infantry
		Trainer of the Year award from Chief Infantry Officer.