

# PEOPLE

*Colourful*  
Personalities  
In Our  
Midst

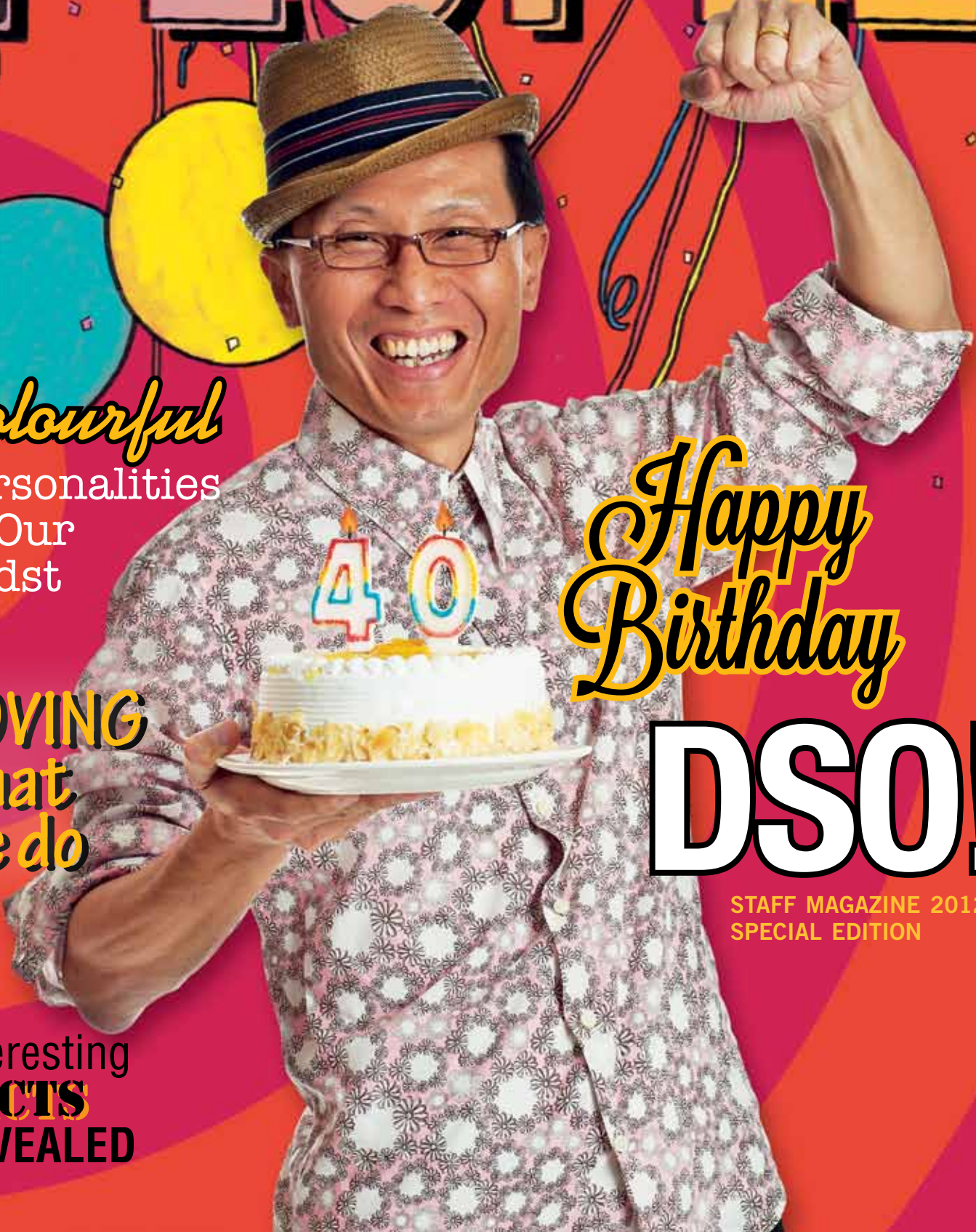
**LOVING**  
what  
we do

Interesting  
**FACTS**  
REVEALED

*Happy  
Birthday*

**DSO!**

STAFF MAGAZINE 2012  
SPECIAL EDITION





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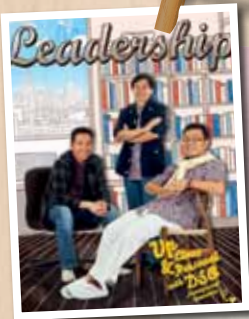
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CEO threw us a challenge - "It's our 40th Anniversary. Give us a Staff Magazine like no other!"

And this heralded the start of our adventure. It didn't take us very long to decide that, like all other magazines, it should be entertaining. We want you to lap up every word and picture. It dawned on us that the best stories are quite simply, about the rich diversity of our people. So we took this idea to the halls of DSO, and with the unwavering support of our divisions' contributors, we gathered the stories we felt you simply had to know.

Then came the months of info gathering, weeks of exhausting photo shoots, zealous writing and fervent editing. We admit, putting everything together was a little daunting, but what surprised us was how fulfilling the whole project came to be. It was very rewarding to be able to experience first-hand the zestful outlook, deep rooted passion and spontaneity that our people possess. In the midst of this adventure, we came to realise what the DSO unique spirit is all about.

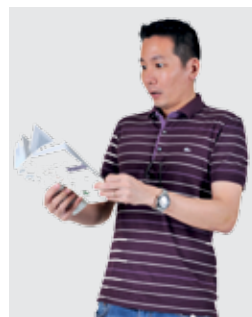
And if you feel the same as you turn each page, we'd have then met CEO's challenge. Happy reading!

The Editorial Team :)



# EDITOR'S NOTE





# CREDITS



## Consultant

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(Human Resources)

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Joy Mah (F&A)  
Keegan Lim (NW)  
Leonard Loh (IAD)  
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Tan Ai Lin (P)

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Rayney Chew  
Wong Jun Jie

A Staff Magazine for the people, by the people! Brought to you by the 40th Anniversary Staff Engagement Committee, with support from the Corporate Communications Department (CMD) and the Publications Branch (Pub Branch), this magazine became a reality because of you! And in no order of magnitude, we first convey our deepest admiration and appreciation to our dedicated divisions' contributors. They were our private investigators and reporters who gave us the juiciest contents for this magazine.

And to our CTO William Lau, who graced our cover and surprised us with his charming smiles and poses during the photo shoot. Finally, we say a huge thank you to other cool people, such as Lucy, our favourite canteen operator who generously provided us with props, and William from CSD, whom we can always count on for all sorts of logistic "miracles"!

*Editorial Team &  
Photographers  
Behind-the-Scenes!*





# Passion

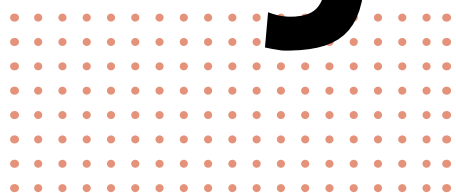
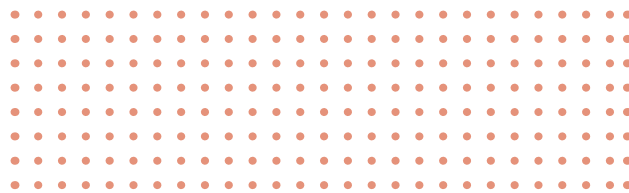
It's all about  
serious  
fun

Loving  
what  
we do

Like  
no  
other



# Loving THE JOB!



WE SUMMED IT UP AS HONESTLY AS WE COULD. THESE ARE SOME OF OUR LONGEST SERVING COLLEAGUES IN DSO AND IT'S NO SURPRISE, THEY'RE "LOVING THE JOB"! "SO WHAT KEEPS THEM GOING?" WE ASKED. IN OUR QUEST TO FIND OUT MORE, WE DISCOVERED A TREASURE TROVE OF FOND MEMORIES AND INSPIRING SELF-GUIDING MOTTONS.

1



8

“ I love the fact that I get to do cross-disciplinary work, and have the opportunity to experiment and translate ideas to innovate an impactful product. ”

**ASSOC PROF ERIC YAP**  
DMTS, DMER1  
Years of Service: 18

“ I think DSO is like a big family. We're all working on challenging but also very interesting projects. My guiding principle is to never give up whenever you meet with difficulties. ”



31

**KOH WEE JIN**  
Lab Head, EG  
Years of Service: 31



38

**HONG MEOW YING**  
Associate Executive, F&A  
Years of Service: 38



“*I’ve* fond memories of my ex-Senior Manager, Mrs Chew-Kuek, who had mentored many long serving staff like me. She was always patient and gave me many opportunities to upgrade myself. Through her, I learnt the importance of guiding junior staff, and to give my very best in every task assigned to me. ”

“*It’s* funny how I’ve never really given a serious thought on why I love DSO! I just enjoy my work a lot. ”

**GAN LAI YONG**  
Senior System Administrator, OD  
Years of Service: 37



37



**MAK HO WAI**  
Associate Engineer, GS  
Years of Service: 38

“*My* job has given me an opportunity to appreciate what I have in Singapore. Back in 1985, I worked on a project in Northern Thailand and saw how the poor workers lived by each day selling debris. This made me realise that we should live and work happily each day, and be contented with what we have. ”



“*My* most memorable moment was when I performed the final inspection of Singapore's first micro-satellite before its launch, inside a space launcher that's 76m above ground! ”



**LUM WEE MEI**  
Associate Engineer, QL  
Years of Service: 34



“*I* love DSO for its top-notch work and the brilliant people within. ”

**TAN SOO KEE**  
DD, P  
Years of Service: 34

“*I* like the family-oriented culture in DSO. Job wise, I feel challenged at work and I constantly gain invaluable knowledge and experiences. ”



**THAM SAU KHIN**  
Head (QA), NW  
Years of Service: 32 years



“ I love DSO for three simple reasons: the diverse disciplines, work challenges, and smart people that share a common goal for the future of our nation. My work motto: look after your staff and they’ll look after the organisation. ”

**WILLIAM LAU**  
CTO  
Years of Service: 31



“ *DSO* gives staff the freedom to pursue their interests, and I also appreciate its approach towards work-life balance. ”

**CHIA CHUNG HONG**  
D, PME0  
Years of Service: 30

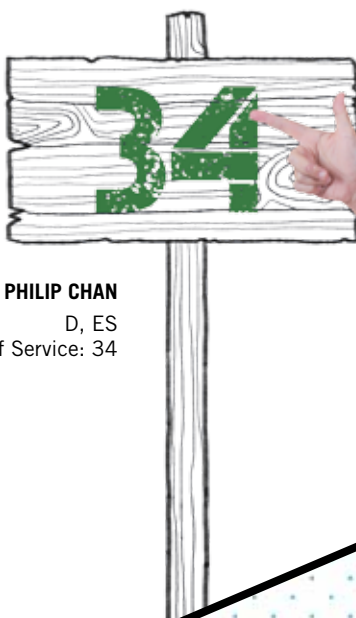


“ I appreciate DSO for its environment, and the strong bond that I’ve forged with my fellow colleagues over the years. My guiding principle that I constantly remind myself – whatever I do is for my country. ”

**LIU GE HUI**  
SMTS, SR  
Years of Service: 30



“*Spy* movies and fictions inspire me since young, so DSO really excites me whenever I uncover the secrets in the mysterious field of defence technology.”



**PHILIP CHAN**  
D, ES  
Years of Service: 34



**ERIC LIM**  
Head, IAD  
Years of Service: 29

“*It* was a momentous occasion when the Finance Team implemented cashless payment for all claims made by DSO staff (I was in the Finance team then). With payment made through their bank accounts, we did away with the manual petty cash accounts. My motto has been to do what you can today, assuming that there’s no tomorrow.”

“*My* most memorable moment at work was when my team won the Defence Technology Prize! My motto is always about exceeding the expectations of our users.”



**JOHN SOO**  
PM, INFO  
Years of Service: 27



# THE GURUS

## In OUR MIDST



TROUBLED BY A MIND-BOGGLING PROBLEM AND COMING CLOSE TO BANGING YOUR HEAD AGAINST THE BRICK WALL? DON'T FRET. AFTER ALL, IN AN ORGANISATION FILLED WITH SO MANY TALENTED PEOPLE, YOU KNOW YOU'RE NEVER FAR FROM EXCELLENT HELP. HERE'S A LIST OF THE WHO'S WHO THAT YOU CAN ALWAYS COUNT ON, NOMINATED BY OUR COLLEAGUES ACROSS ALL DIVISIONS!

01

### HENG MENG TEE

Lab Head, GS

#### AREA OF EXPERTISE:

Navigation and Systems Engineering

#### FAVOURITE REFERENCE MATERIAL:

GPS world (available in IRC), and insideGNSS.com

#### THEY SAY!

"Meng Tee is resourceful and decisive in his management style. He's also well-respected among his peers and foreign counterparts. When solving difficult issues, he demonstrates extreme patience and perseverance by biting any bullet that comes along. His solution is always wonderfully out-of-the-box!"



02

### TEOH CHIN HENG

Lab Head, ES

#### AREA OF EXPERTISE:

Digital Electronics

#### FAVOURITE REFERENCE MATERIAL:

The Electronic Engineering Journal website (EEJournal) for good updates especially on Field Programmable Gate Array (FPGA). And for inspiring talks by remarkable people around the world, visit [www.ted.com](http://www.ted.com)

#### THEY SAY!

"When designing techniques in his research domain, it has become a personal quest for him to apply his wealth of experience and sound technical judgement to determine the best approaches in solving challenging problems."





03

## VINCENT LEONG

Lab Head, ES

### AREA OF EXPERTISE:

Microwave Engineering

### FAVOURITE REFERENCE MATERIAL:

IEEE Xplore

### FUN FACT ABOUT ME:

I'm not a big fan of Apple products

### THEY SAY!

"Vincent and Chin Heng are like the Batman and Robin of ES. Both work hand in hand and are the rightful experts in their fields. In fact, Vincent was one of the founding members of the Monolithic Microwave Integrated Circuits (MMIC) research team in DSO."



04

## LAI KIN SENG

Lab Head, EG

### AREA OF EXPERTISE:

Solid State Laser Technology

### THEY SAY!

"He's reputed amongst staff for his extensive knowledge in laser topics!"

05

## LEE YIP FATT

PMTS, INFO

### AREA OF EXPERTISE:

Development of Advanced Real-Time Multi-Radar Tracking Systems

### FAVOURITE REFERENCE MATERIAL:

IHS Jane's periodicals from IRC

### FUN FACT ABOUT ME:

Defying challenges and solving difficult Sudoku puzzles!

### THEY SAY!

"If you need advice on fusion engines system development, Yip Fatt is definitely the right person to approach!"





**06** LIM BOON CHIN  
PD, NW

**AREA OF EXPERTISE:**

Communications System Engineering and Datalinks

**FAVOURITE REFERENCE MATERIAL:**

IEEE Digital Library

**FUN FACT ABOUT ME:**

I enjoy reading topics on cosmology and biology, especially on bio-inspired ideas.

**THEY SAY!**

“He has a wealth of experience in many full-scale development projects, and was involved in many acquisition projects since his days in the Defence Material Organisation (DMO). Back in DSO’s early days, he also played a part in acquiring critical know-how and technologies. He’s always delighted to discuss problems and potential solutions with his colleagues.”

**07** MA NING  
PMTS, SR

**AREA OF EXPERTISE:**

Sonar Signal Processing

**FAVOURITE REFERENCE MATERIAL:**

THE IEEE XPLORE

**FUN FACT ABOUT ME:**

I enjoy long distance walking in an environment full of fresh air and greenery! Once a week, I’d walk around MacRitchie Reservoir Park for more than 10km.

**THEY SAY!**

“She identifies and corrects potential glitches in an algorithm in a matter of seconds!”



**08** JASON LEE  
SMTS, DMER1

**AREA OF EXPERTISE:**

Sports and Exercise Physiology

**FAVOURITE INFO SOURCES:**

Discussions and exchanges with scientific counterparts

**THEY SAY!**

“He’s currently the only staff with a PhD in Combat Protection & Performance (CPP). And he never fails to source for interesting materials to share with his group. He also makes a constant effort to answer technical questions that may not be in his direct area of expertise!”





09

## LEAM YEW PIAO

Senior Manager (CSD), F&A

### THEY SAY!

“He’s like the master of all trades. From logistics and facilities development to document administration and publications branch matters, they’re all under his radar!”



10

## CHOW YOKE LING

Executive (CPD), OD

### AREA OF EXPERTISE:

The go-to person for the latest updates on project collaborations and external visits to DSO

### WHAT YOU DON'T KNOW ABOUT ME:

I'm 'blessed' without any wisdom teeth (chuckles).

### THEY SAY!

“She’s approachable, helpful and gets things done with her heart and soul. She’s always with you in good and bad times.”

11

## LIM AI PENG

Senior Executive, IAD

### AREA OF EXPERTISE:

Corporate Audit

### FUN FACT ABOUT ME:

A neat freak. I like things to be organised systematically. I must use the same coloured pegs when I hang clothes at home!

### THEY SAY!

“She has been with IAD for almost nine years! Being one of the longest serving staff does have some advantages – the great relationships she has forged with fellow colleagues certainly help her get things done quickly.”







12

## LOH KOK HUA

Chief Ops Analyst, INSIGHTS

### AREA OF EXPERTISE:

Operations Research and Optimisation Methods

### FUN FACTS ABOUT ME:

I'm a marathon runner and a sailor!

### THEY SAY!

"He's a concept operational planning and development expert!"

13

## CHUA PECK SENG

PM, QL

### AREA OF EXPERTISE:

Reliability Engineering

### FAVOURITE INFO SOURCES:

Reliability Information and Analysis Centre,  
DFR Solution and CALCE

### THEY SAY!

"He has so much experience and expertise in this field! He listens to our problems, and is always forthcoming with his solutions. There's literally no barrier when we approach him. When he's caught up with work, he'll make sure that someone from his team is present to help us!"



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## SERENE TAN

Assistant Director, P

### AREA OF EXPERTISE:

Human Resources

### THEY SAY!

"Despite her no-nonsense demeanour, she's actually a very approachable person who's happy to provide advice and coaching when required. She works and plays with the same level of passion too."



# COLLEAGUES

That We Cannot

# DO WITHOUT

THEY KEEP THINGS IN ORDER, RUNNING LIKE CLOCKWORK WHICH WE SOMETIMES TAKE FOR GRANTED. SO HERE'S A SIMPLE BUT HEARTFELT TRIBUTE WHERE WE SAY TO THEM, "THANK YOU, OUR UNSUNG WARRIORS!"



THE  
"ACRONYM"  
EXPERT

She's the go-to person for the raising of all WOCs, RFQs and RESs in the department. No mean feat, if you ask us!

**TAN SOR LAY**  
Senior Assistant Engineer, EG

**CHALLENGE:**  
Oh, did we mention that she ensures her division's lab facilities are in tip-top shape and also assists in mechanical drawings? So it's no wonder that her work keeps her on her toes as she liaises with so many people from CTD, FAD, MAD, CSD, CRB... (more acronyms)!

**MOTTO:**  
Keep smiling everywhere you go. A simple greeting such as 'hello', saying 'thank you' or a 'job well-done' when others have done good can make a big difference!

From the booking of air tickets and meeting rooms, to the raising of POs, she knows and does it all.

**LIM HONG LEE**  
Associate Executive, NW

**CHALLENGE:**  
A diligent and systematic worker, her strong attention to her work is admirable. Certainly deserving of her title, as many others would agree!

**MOTTO:**  
Helping others is like helping yourself.



THE  
ADMINISTRATION  
QUEEN





Three words to describe her - 'approachable', 'friendly', and 'helpful'. You seldom get a 'no' from her for any request.

**ROSEMARY TEO**

Associate Executive, OD  
.....

**CHALLENGE:**

As DSO's receptionist, she's arguably the 'face' and 'voice' of DSO. And we're certain she leaves a great first impression!

**MOTTO:**

To me, a smile is very important. If I'm able to bring a smile to others, I'd think that I've achieved something.

He's always friendly to everyone, and is incredibly fast in responding to all sorts of logistical assistance. "No problem," he always says!

**WILLIAM LAU**

Associate Executive, F&A  
.....

**CHALLENGE:**

This helpful gentleman keeps your equipment in good shape so that your office is nice and comfortable to work in!

**MOTTO:**

Sharing and co-operation. These two things, when paired, will produce the best results.



She's super resourceful, well-connected and gets things done quickly.

**JANICE TANG**

Executive, INFO  
.....

**CHALLENGE:**

Janice provides project and administrative support for the MU and HFE programmes, as well as assisting the Division RPGs. She takes pride in organising colleagues' birthday celebrations, promotion lunches and other non-work related social activities. "These gatherings, though not a necessity, help to improve bonding between colleagues and liven up the mood in the office."

**MOTTO:**

A positive attitude can make a magical difference in your personal and professional lives.



Shirley is always willing to help with any queries on financial issues; she's very well-versed in financial policies.

**SHIRLEY GOH**

Senior Executive, F&A

**CHALLENGE:**

She's like the 'IRAS' of DSO. Hailing from the Management Accounting Department, Shirley reviews the financial performances of projects and flags out anomalies. If you haven't been diligent in your time-clocking, you can expect her to be aware!

**MOTTO:**

I believe that everyone can achieve what they want, as long as they believe and work hard towards it. If you don't, you'll never know what your limit is.



We appreciate Shan Shan and her team for ensuring that all of us get our accurate salaries on time. Imagine what will happen if they didn't!

**CHAN SHAN SHAN AND THE PAY & BENEFITS TEAM**

Senior Manager, P

**CHALLENGE:**

They also take care of our benefits, claims, leave applications and more.

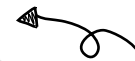
**MOTTO:**

We do whatever we can to improve staff's happiness and well-being. To us, that's an accomplishment in itself.



# AGAINST ALL ODDS

THERE'S A REASON WHY KEY WORDS LIKE 'DETERMINATION', 'RESILIENCE' AND 'TENACITY' ARE OFTEN ASSOCIATED WITH OUR COLLEAGUES. HERE'S A PEEK INTO THE UNEXPECTED DRAMA AND LAST MINUTE SURPRISES THAT THEY HAD TO ENDURE AND EVENTUALLY OVERCOME!



Back row left to right: Su Yu Fan, Yee Jiong Sang (lead, seconded-out), Victor See, and Chen Zhen.

Front row left to right: Teo Tow Yong, Eric Lee, Har Chee Choey, and Jason Yap.

We went to **Australia** to test our UAV because the winds in Singapore are not strong enough. We knew it was going to be chilly but certainly didn't expect **freezing** night temperatures as low as **zero** degrees Celsius!

For two months, our **"office"** was an old abandoned **hangar** with steel doors. To make things more frightful, it was beside a room full of **radioactive** waste! Luckily, it was at quite low levels.

Ironically, when the day came for us to finally **test** the UAV, very **strong** winds prevented us from doing so. You cannot defy nature so we had to just wait for it to calm down. **Patience** is probably another useful trait we've developed as researchers!



Our UAV trial would be best described as:

- a. An **extremely** scary experience: It was our **first** time flying such a **big** UAV in Singapore.
- b. **Funny**: The UAV wing was actually big enough to **shelter** us during a slight morning **drizzle**!
- c. **Unforgettable**: Many thought that this 150kg UAV could not make it through the air. But during this **challenging** trial managed by **two** men, we actually made it happen!



Left to right: Sum Yew Kong (lead, PMTS (GS)), Jiang Yi Tsann, Eric Seah, and Wang Look Jiang.



We had been running **multiple** machines **24** hours a day to test our software. It was **smooth** sailing till the **very** day when we had to deliver the system to the user. We then spent **weeks** figuring out and modifying the software, but without success. One fine day, a **miracle** happened in a blink of an eye and the team chanced upon the root cause. Imagine our immense **relief**!



Left to right: John Ng, Toh Gin Wai, Yong Kian Hin, and Tham Sau Khin (lead, HQA (NW)).





We encountered several **challenges** during our **sea** trial – from budgeting issues to round-the-clock vigilance and even oil leakages. One **vivid** moment was when we had to climb down a big ship via an evacuation **ladder** that never stopped **swaying** as we moved. The rough sea conditions definitely opened our eyes to the **dangers** around us!



Left to right: Ker Meng Tse, Kan Kok Hoong, Yeo Boon Pin (lead, DY PM (SR)), and Kiu Shueng Chuan.



The DSO 40th Centrepiece that's proudly on display at the SP lobby.



The gigantic UAV prop.

Back row left to right: Joseph Chan, Rayney Chew, and Chhia Yit Lian.

Front row left to right: Joy Mah, See Kim Soon, Yeo Song Meng (lead, Manager (Pub Branch)), and Wong Jun Jie.

We had a hard time **sourcing** for a vendor to do the **fabrication** work for the DSO's centrepiece, because there was no laser **engraving** machine in Singapore that could accommodate its size. When we did **manage** to find a suitable vendor, it took us another **three** months to source for a suitable **frame**! And remember the gigantic UAV prop used in the DSO production? We also had to **hunt** down the one and only local **vendor** who could do it!

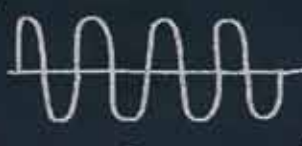




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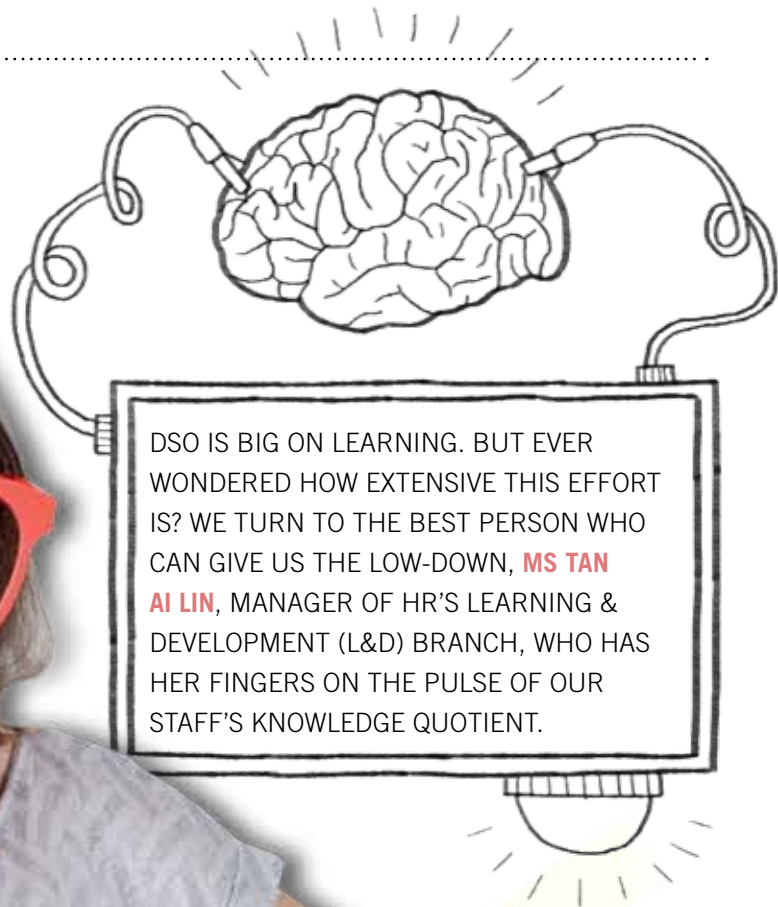


# Education

*We Never Stop Learning. Ever.*







DSO IS BIG ON LEARNING. BUT EVER WONDERED HOW EXTENSIVE THIS EFFORT IS? WE TURN TO THE BEST PERSON WHO CAN GIVE US THE LOW-DOWN, **MS TAN AI LIN**, MANAGER OF HR'S LEARNING & DEVELOPMENT (L&D) BRANCH, WHO HAS HER FINGERS ON THE PULSE OF OUR STAFF'S KNOWLEDGE QUOTIENT.

# THE BRAIN BOOSTER

"We're a unique organisation. Our work safeguards our nation's security and this calls for our technologies to be indigenous and robust in order to deter threats.

To develop such a deep capability, we need to constantly seek and create knowledge above and beyond existing know-how. This requires our people to have both depth and breadth in all subject matters. In view of this, learning has to take place constantly, and at times done in-house to ensure that skills, abilities and knowledge acquired are passed on from staff to staff."





**What are the courses conducted in-house by DSO staff?**

In FY2011, approximately 3% of the courses were conducted in-house. They were:

Electronics Engineering Foundation Course  
by Bernard Ying, PMTS, GS

Mechanical Engineering Foundation Course  
by Yeo Seng Chew, DMTS, GS

Software Engineering Foundation Course  
by Lye Wai Har, Assistant Director, QL

Configuration Management Course  
by Andrew Seet, SMTS, EG

System Safety Course  
by Ten Lin Mei, PM, QL

Systems Engineering Course  
by Frank Teo, Assistant Director, PME0

Programme Management Course  
by Lim Chin Huat, Assistant Director, PME0

**The DSO Postgraduate Scholarship is another form of investment to boost our researchers' knowledge in their fields. When was it established, and how many scholarships have been awarded?**

110 scholarships were awarded since 1998. Here's an overview:



As of this year, 44 staff are currently pursuing their scholarships across the globe.



**On average,** L&D organises 433 courses annually. This is an average of 3.48 training days per staff per year. Most of the courses are by external providers.

**Name one of the latest courses organised:**

A lunch talk on Situation Management.

**Give us a sneak preview of the upcoming courses:**

Do look out for the Negotiation Skills Workshop! There are also two more modules planned for the People Manager Programme (PMP), on Coaching, as well as Compensations and Benefits. With the launch of the new Learning Management System (LMS), staff can visit this one-stop portal to find out all the latest courses.

**The one course that has been conducted in DSO for the longest period of time:**

DSO Leadership Programme (previously known as the DSO Management Course) has been ongoing since 1998!

**The biggest challenge we face is** getting our busy staff to attend the courses, especially the core training programmes identified for them. In order to meet the work demands of our staff, L&D and the assigned subject matter experts have been carefully reviewing and customising the in-house courses. Limited resources, matching of trainers and room availability also add up to our challenge.



# A NEW *Adventure*

IN THE NEVER-ENDING PURSUIT OF TECHNICAL KNOWLEDGE, MANY OF OUR COLLEAGUES HAVE TAKEN UP THE DSO POSTGRADUATE SCHOLARSHIP, AND ARE IN SOME OF THE WORLD'S BEST UNIVERSITIES ACROSS THE GLOBE. WE CAUGHT UP WITH THEM TO GIVE YOU AN INTERESTING GLIMPSE OF THEIR NEW ADVENTURES BEYOND DSO.



## Shirley Seah

**Greetings from...** the University of Melbourne, Australia! My biggest challenge in life right now has to be my PhD in Infectious Diseases (Virology and Immunology).

**I'd like to introduce...** Assoc Prof Andrew Lew, my supervisor and also my source of inspiration. He's rightly crowned the "Walking Encyclopaedia" in his field. I see him every Friday morning, along with his other students for our weekly dose of lab discussions.



**I love** the annual student retreats at the wineries and conference venues in the Dandenongs Ranges and along the Great Ocean Road. Students will gather for a few days and discuss their research, working experiences and even families with renowned guest speakers.

**My current favourite hobby is...** taking as many photos as possible to remind myself of this new adventure!

**VIA AIR MAIL**

## Doris Ho

**Hello DSO...** I'm pursuing my PhD in Nuclear Chemistry (Nuclear Forensics) at the University of Heidelberg, Germany.

**First, you've to see...** my favourite study corner at home. It's actually my dining table in my kitchen, which provides ample space for books and easy access to food (chuckles).



**Do you know that...** in Germany, the students acknowledge the lecturer by knocking on their tables after a lecture?

**My overseas hobby...** is learning the German language for now.

## Chua Song Liang

**Warm greetings...** from the Massachusetts Institute of Technology, USA! I'm actually pursuing my PhD in Electrical Engineering (Electromagnetics).

**You've to meet...** Assoc Prof Marin Solijacic – the most inspiring person in my life right now. He has great foresight on technological applications, and has successfully transformed many simple physical concepts into real-world applications. I can always count on him for both work and personal-related advice.

**My most memorable moment...** was a four-day hike on the Inca Trail in Cusco, Peru during my first summer break. The view was simply breath-taking as we camped outdoors by the mountains each night. We stared at the night sky with fascination, as they were so clear and we could catch glimpses of shooting stars. In total, we covered 42 km before reaching Machu Picchu, a 15th century Inca site located 2.4 km above sea level. In fact, the highest point ascended during the hike was



4.2 km above sea level, and I had to combat altitude sickness during the first couple of days!

**During another summer break...** I tried building a remote-controlled helicopter. Flying it was the fun part, but most of my time was spent on repairing and setting it up!

UNITED STATES OF AMERICA



## Tan Beng Sing

**Hello DSO!** Greetings from University of Cambridge, UK, where I'm pursuing my PhD in Physics (High Temperature Superconductivity).

**My overseas hobby...** is playing soccer.



**I've quite a few memorable moments...** but here are two rather unforgettable ones.

One evening, my Dutch (D) and English (E) housemates and I were watching TV in our living room.

VIA AIR MAIL

E (looking visibly happy): Isn't it brilliant that we can watch TV straight after dinner and no longer have to be bothered with homework?

D: Yes (clearly exhilarated, he started high fives with everyone)!!!

It's funny and rather revealing because Cambridge students actually study very hard during their undergraduate days! Ah, the privilege of being postgraduate students.

**And here's one embarrassing incident..**

I underestimated the soccer culture in some parts of the UK. Here's what happened when I had a conversation with an English (E) friend:

Me: So, which part of the UK are you from?

E: Manchester.

Me: Oh, so do you watch soccer?

E (looking slightly amused): You don't ask someone from Manchester whether he watches soccer. You ask whether he's Blue or Red.

This presumably applies to anyone from Liverpool as well!

UNITED KINGDOM

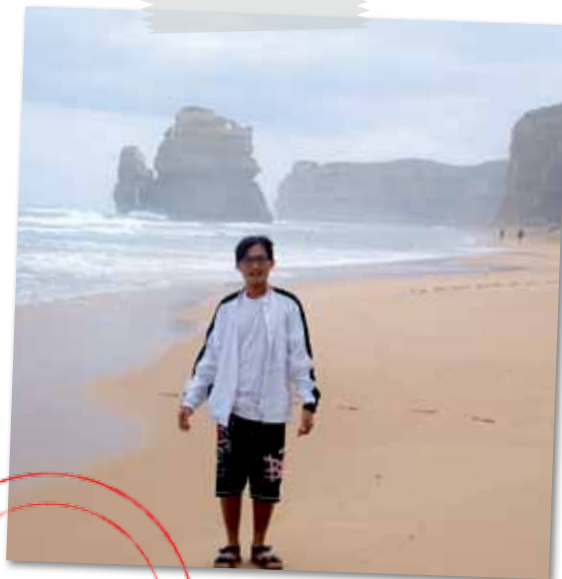
## Gan Theng Huat

**Unlike other scholars...** I must be the nearest to DSO! I'm at NTU, pursuing my PhD in Electrical and Electronics Engineering.

**I'm really inspired by...** my classmate, Marcus, who's doing his part-time PhD. He's about 40 years old and married with young kids. Though he was not offered a scholarship, he decided to quit his stable job just to get back to school. Despite these difficulties, he's still very enthusiastic and hardworking.

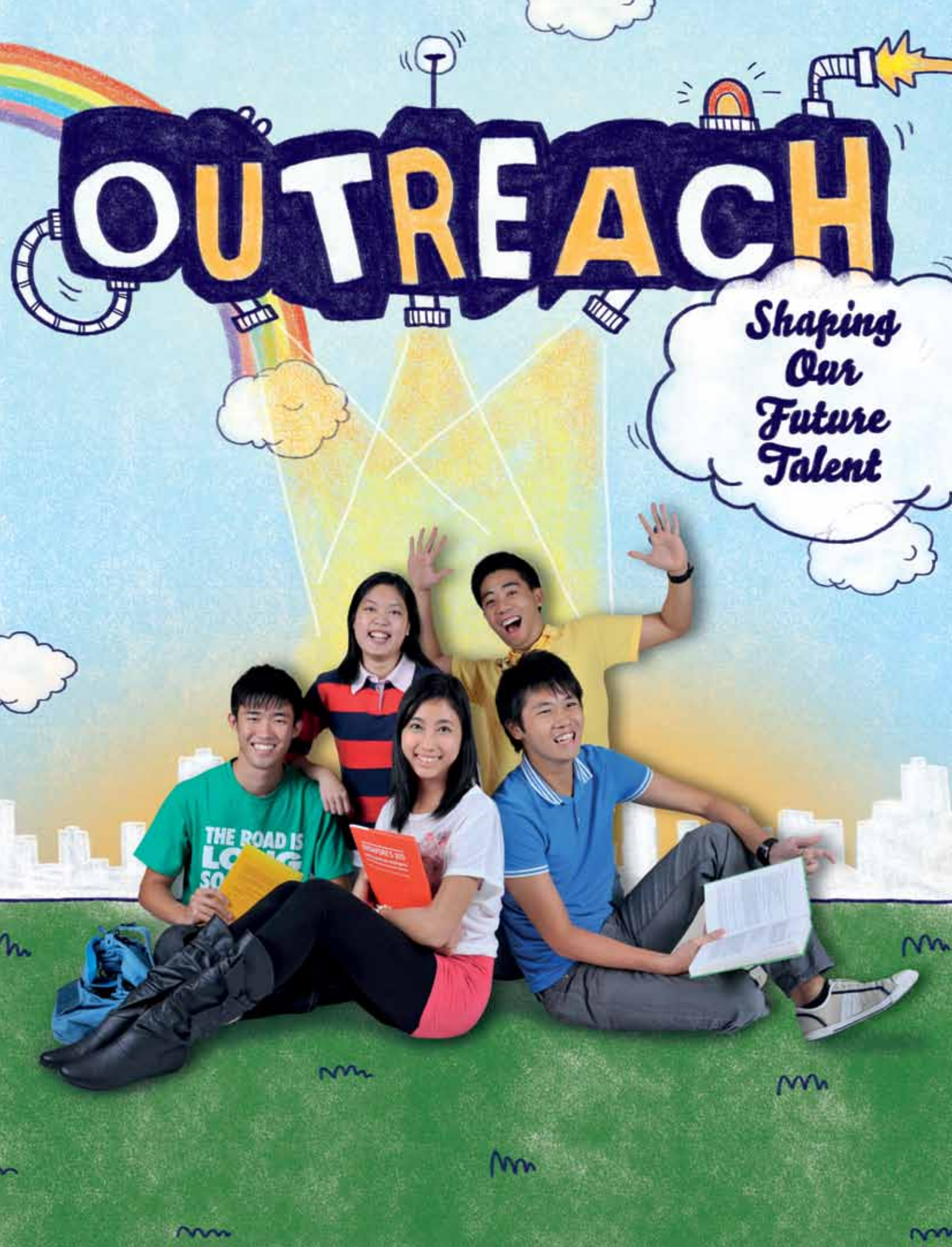
**I recently...** attended a conference as a student in Melbourne in December 2011. Visiting the Great Ocean Road and seeing the 12 Apostles up close was a magical experience!

**And my favourite past time in the campus?** I enjoy reading technical papers and books (no kidding)!



SINGAPORE





# OUTREACH

*Shaping  
Our  
Future  
Talent*

THE ROAD IS  
LONG  
SO

MEMBERS TO

MEMBERS TO



To  
**NURTURE**  
*and*  
**EXCEL**



THEY'RE OUR TEAM OF MENTORS WHO SHARE A SPECIAL BOND WITH ASPIRING DEFENCE SCIENTISTS AND ENGINEERS. IN OUR QUEST FOR TALENT, THESE DEDICATED MENTORS IMPART, GUIDE AND INSPIRE THE FUTURE TALENT OF DSO. WE SPEAK TO THEM ABOUT THEIR MENTORING PHILOSOPHY.




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**HOLDEN LI**  
 SMTS, ES

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Having been a mentor since my undergraduate days, I find it fun and challenging to teach students from diverse backgrounds and interests. In the process, I've also picked up several mentoring skills, which have been refined and used with our Young Defence Scientists Programme (YDSP) students. I believe motivation is key because once they're excited, they'll go all the way. I just need to take note of their directions and keep them on the right track.




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**LIM HAN CHUEN**  
 SMTS, EG

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I enjoy the process of mentoring and at the same time keeping a lookout for talent who are suitable to join the DSO family. Having interacted with so many students through the years, I've learnt to use different mentoring styles on different types of students, and more importantly, to be flexible in tailoring project scopes according to their aptitudes and interests.




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**NG GEE WAH**  
 PD, INFO

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I developed my technical knowledge with the help of my mentor's constructive input. Hence, it's only natural that I do the same for the next generation. In simplistic terms, it's like coaching, but it's certainly a two-way communication relationship where both the mentor and student exchange ideas. There's also a need to be mindful of emotions involved because research can sometimes be frustrating.



**T**

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**NG HUI KHOON**  
SMTS, EG

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I've always enjoyed teaching and nurturing students. It's actually the best way to learn more about the subject myself. I've always relished a fiery discussion with my students. I encourage them to raise more questions and doubts, rather than just listening and accepting. This is especially so for students who are new to research. Spoon feeding is definitely a no-no!

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**POH ENG KEE**  
Lab Head, GS

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I understand the role of mentoring in DSO and have supervised Industrial Attachment (IA) students to better engage them in DSO's exciting work. I enjoy my mentoring experience as I'm a firm believer in the notion of nurturing our future talent.

One of my students who aspired to be a pilot was offered the DSTA Undergraduate Scholarship after signing up for the RSAF pilot training programme. In supporting his dream, I recommended to put his scholarship on hold for him. He has eventually decided to accept our offer. So nurturing goes beyond guiding students – it's about believing in them too.

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**TAN JIAQI**  
SMTS, INFO

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I had the privilege of having inspiring teachers and professors who guided me in my schooling years, and felt that mentoring students would be a good way to give back. Mentoring goes beyond teaching – it's about learning too. One of my students recently improved on a university research project and invented a new algorithm that sped up the original programme. It was a learning experience for the both of us!

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**TAY BEE KIAT**  
SMTS, DMERI

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I believe in engaging young minds and enthusing the next generation in a career in science and technology. Being a mentor means preparing students for the real challenges in this field. As such, I don't believe in sugar coating the difficulties they may face. However, I always remind them of the light at the end of the tunnel – the incredible sense of fulfilment when they finally unravel the mystery of their problem.



# DSO AMAZING SERIES OF COMPETITIONS

**SOMETHING FUN,  
SOMETHING CHALLENGING**

“THERE’S AN INVENTOR IN EACH OF US.” – THIS BELIEF HAS SPURRED DSO AND OUR INDUSTRY PARTNERS TO UNLEASH THE PASSION OF OUR YOUNGER GENERATION FOR SCIENCE AND TECHNOLOGY THROUGH THREE INTERACTIVE COMPETITIONS. YOUTH ARE CHALLENGED TO DREAM, DESIGN AND BUILD THINGS THEY NEVER THOUGHT POSSIBLE.

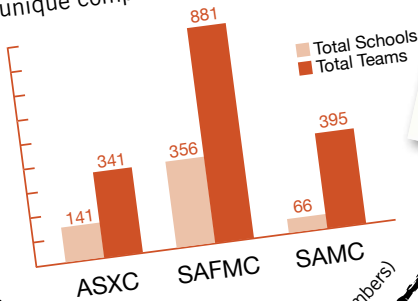
**MAKING HEADLINES**

## HOW IT ALL BEGAN:

In 2008, DSO was approached to be the sole sponsor of the Singapore Amazing Machine Competition (SAMC), organised by the NUS High School of Mathematics and Science. SAMC’s success led to the conceptualisation of two more competitions – the Singapore Amazing Flying Machine Competition (SAFMC) and the Amazing Science-X Challenge (ASXC), in 2009. DSO’s very own series of Amazing Competitions, was thus born.

## QUICK FACTS:

The grand participation figures for our unique competitions over the years:



(On average, each team has three members)

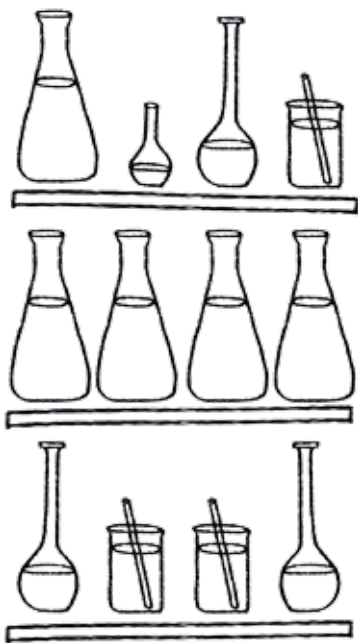


## ARE YOU A FAN?

ASXC and SAFMC are on Facebook with over 6,700 fans. Be a member to catch up on interesting science facts and updates on the competitions!

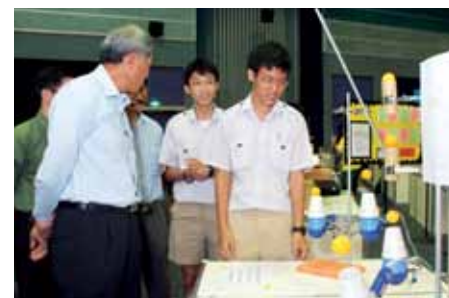


## COOL COMPETITION ENTRIES!



## ASXC

This incredulous competition promises an enriching learning experience for science enthusiasts of all ages. Participants are challenged to Xplore, Xperiment, and create an exciting Xhibit that best explains a physical science phenomenon.







### SAFMC

Hailed as the first and largest flying machine competition in Singapore, participants are challenged to tap on their science knowledge and creativity, to design and build their own flying machines. Dedicated clinic sessions are also organised to boost the participants' creativity and problem solving skills.



### SAMC

A Rube Goldberg machine – an elaborate machine that uses the most number of complex steps to complete a simple task. Certainly easier said than done! Teams are challenged to use their wildest imagination and put their problem solving skills to the test by constructing a machine that showcases interesting science phenomena.

Go to [www.dsoamazingcompetitions.com.sg](http://www.dsoamazingcompetitions.com.sg) to learn everything about these competitions!



# THE STUDENT'S *Diary*

THEY'RE BRIGHT, ENTHUSIASTIC AND PASSIONATE YOUTH WHO HAVE JOURNEYED WITH DSO THROUGH THE YOUNG DEFENCE SCIENTISTS PROGRAMME (YDSP). TODAY, THEY EMBARK ON A NEW JOURNEY AS DSTA SCHOLARS. WE HEAR FROM THEM ON THEIR SOURCE OF INSPIRATION IN DSO AND THEIR INTERVIEW PROCESS!



*Geok Ting*

## NG GEOK TING

**CURRENT LOCATION:**

Cornell University, USA

**DISCIPLINE OF STUDY:**

Mathematics

### TELL US ABOUT YOUR INTERVIEW IN DSO.

I was part of the early batch of the applicants, and was fortunate to undergo only one round of interview! My interviewer was Mr Quek Gim Pew and it was interesting as we discussed various applications and prospects of Mathematics within the DSO context.

### WHAT WAS YOUR MOST MEMORABLE MOMENT IN DSO?

My mentor, Dr Lim Yuan Liang, inspired me and got me interested in Physics. He went beyond his role of supervising my project mates and me for our projects, and frequently shared the new areas in Physics which really kept us excited. Conducting hands-on experiments to complement the knowledge we learnt from our textbooks was also very fun.

## NG YUTING

**CURRENT LOCATION:**

University Of Illinois At Urbana Champaign, USA

**DISCIPLINE OF STUDY:**

Electrical Engineering

### TELL US ABOUT YOUR INTERVIEW IN DSO.

There was an assessment programme before the final interview with personnel from DSTA. In my final interview, it was Mr Quek Gim Pew and Mr Philip Chan. I was surprised that everybody was so friendly!

### WHAT WAS YOUR MOST MEMORABLE MOMENT IN DSO?

I remembered my mentors (Dr Lim Han Chuen, Mr Lee Leng Woon and Mr Huang Ziyang) teaching me to be patient, thoughtful and meticulous. I understood that not everything published is guaranteed to be accurate and meaningful.



*Yuting*





## WONG JIA JUN

**CURRENT LOCATION:**

University of Illinois, USA

**DISCIPLINE OF STUDY:**

Physics

### TELL US ABOUT YOUR INTERVIEW IN DSO.

I went through two rounds of interviews. In the last round, DSO's CEO, Mr Quek Gim Pew was also present.

In fact, all the interviewers were really friendly and approachable, which made the process enjoyable rather than stressful! Perhaps the most difficult question asked was where I see myself in DSO within the next 10 years.

To be honest, I was quite hesitant about my abilities to contribute positively to DSO, thus I wasn't able to give a definite answer. But I guess my reply on following my mentors' footsteps, and improving my technical and management skills to contribute to the SAF helped me ace the interview!

### WHAT WAS YOUR MOST MEMORABLE MOMENT IN DSO?

When I took up the YDSP World of Science Photonics module, my mentors (Dr Lim Yuan Liang, Dr Phua Poh Boon and Dr Lai Kin Seng) taught me that as long as I follow my passion, I'll excel. Indeed, I'm living my life to the fullest, pursuing my dream and passion to be a better researcher (and getting paid for it).

## CHARLOTTE LOH

**CURRENT LOCATION:**

Imperial College London, UK

**DISCIPLINE OF STUDY:**

Physics

### TELL US ABOUT YOUR INTERVIEW IN DSO.

I was interviewed by Mr Quek Gim Pew. He was extremely friendly and the interview was more like a chit-chat session as he asked me about my study plans.

I remember vividly that our conversation ended up in a discussion about whether I believed in the existence of some form of divinity. This got me pretty worried because it was totally unrelated to science or technology. I thought it was a trick question (laughs)!

### WHAT WAS YOUR MOST MEMORABLE MOMENT IN DSO?

Dr Lim Yuan Liang is probably one of the most inspiring people in my life. He was my mentor when I joined YDSP in Secondary Three. Even though my knowledge of Physics was quite limited at that time, he was very patient and got me really thrilled (the main reason why I'm pursuing it now). What I've learnt from him is that it's never too early nor late to start learning.





# PLAY

Colourful  
Personalities  
in our  
Midst





## CHUA POH HUAT 1

PM, ES  
26th RC Chairman, 2010

“The most memorable event which showcased the 26th RC’s team spirit and fun-loving nature had to be the opening segment for the D&D. It took us two days to practise the dance sequences that were choreographed by the team!

It was very tiring, but we had so much fun and laughter. I’d say the hard work was well worth it!”

## KHOO CHIOK CHAI 2

Head (TechScan), INSIGHTS  
22nd RC Chairman, 2006

“Back in 2006 when I informed the DSO MC that Kumar would be the host for the Dinner and Dance (D&D), they were completely stunned.

I thought of hiding under the table then, but it was a good risk taken – the audience were kept very entertained throughout! It brought us, the organisers, a great deal of satisfaction to pull it off.”

## PETER LIM 3

Head (QA), SR  
18th RC Chairman, 2002

“That year, we decided that the RC should have the first logo. We were challenged by the designs and its subsequent selection.

I was glad that the RC members took the challenge well. The experience certainly spurred them on to work as a team.

# DOWN the MEMORY Lane

WE’VE MUCH TO THANK THEM FOR, AS THE RECREATION COMMITTEE (RC) WORKS TIRELESS EACH YEAR TO BRING ENDLESS FUN AND JOY TO DSO. ENGAGING THE WHOLE COMMUNITY IS NO SMALL FEAT, WE REALISED, AS SOME OF DSO’S PAST RC CHAIRMEN REMINISCENCE THEIR PAST POIGNANT MOMENTS.



Another very memorable activity would be the inaugural Night Cycling event with a participation rate of more than 40 staff.

It took so much effort to organise this event – clearance had to be sought from Land Transport Authority (LTA) and the police. We also had to get safety vehicles, amongst many requirements. In fact, we had some staff that were very new to cycling but overall, everybody had an enriching time!”

**CHOO CHWEE SENG** 4  
PMTS, INFO  
24th RC Chairman, 2008

“During my term, there were two major disasters that happened in Asia – Cyclone Nargis which hit Myanmar, and the Sichuan earthquake.

The RC then coordinated a donation drive in DSO for the victims, and a total of \$11,173 and \$25,186 were raised respectively. With DSO matching dollar-for-dollar, the donations were doubled! Thank you, DSO!”

**YAP POW TIU** 5  
SMTS, GS  
21st RC Chairman, 2005

“We had our first DSO Mega Family Day in November that year, and frantic meetings ran one after another leading up to the event.

But it really brought us closer, and I believed many of us emerged from the experience as more confident individuals.

When one of the ex-RC committee members left DSO, he sent me an email saying that he’ll always remember the time he spent with us. It was very heart-warming and showed that our work together had created something special.”





# PURSUING UNIQUE HOBBIES

THE NATION'S FAVOURITE HOBBIES OF EATING, SHOPPING AND EATING AGAIN, JUST DON'T QUITE CUT IT ANYMORE. SURELY THERE MUST BE SOMETHING MORE THAT WE CAN DO ON THIS SMALL BUZZING ISLAND! CHECK OUT THE UNIQUE HOBBIES OUR COLLEAGUES ARE INTO, AND BE PREPARED TO GET INFLUENCED INTO JOINING THEM!



**A BIG FAN OF HELLO KITTY**

**CATHERINE TAN**  
Executive, F&A

The 'Cat with No Mouth' has captured many girls' hearts across the world, one of whose is Catherine's. Her collection dates back to her teenage years, when her love was ignited after spotting the world's most adorable Hello Kitty plush toy.

As a fan, she enjoys admiring the extensive range of Hello Kitty attires and accessories. She also dreams of having a kitchen fully designed and equipped with Hello Kitty appliances!

In fact, she was so in love with Hello Kitty that she extended her honeymoon in Japan, just to visit Sanrio Puroland (the land of Hello Kitty). She even recently managed to convert her daughter into a fan too!



**THE COMIC LOVER**

**GOH GUAN CHYE**  
Associate Engineer, ES

Guan Chye's love for comics started way back in 1969, when he was only nine years old. Back then, there were many secret societies in Singapore, and gang crimes were rampant. Letting his mind run wild with the comics he read, he imagined fighting and overthrowing the 'bad guys'.

As the years went by, Guan Chye's interest continued to grow. Today, he has amassed a fine collection of about 5,000 comics of different genres ranging from Chinese martial arts and science fiction to suspense.



**THE UKULELE MUSICIAN**

**KOH POH BENG**  
Senior Executive, F&A

Poh Beng's wife complains about him playing the ukulele at home, but that did not deter him from pursuing his new hobby. As part of his 2012 New Year Resolution, he was determined to learn how to play at least one musical instrument. One day, he randomly chanced upon some information on the ukulele, and subsequently enrolled for classes.

Poh Beng describes the ukulele as a versatile instrument, "It can be used to play different types of music from country to jazz! Besides, this hobby won't break your bank, with a no-frills version that cost less than \$40!"



**THE MINIATURE MODELLING FANATIC**

**NG CHOON GUAN**  
PMTS, GS

In 1998, Choon Guan was looking for unique ideas to woo his then-girlfriend, and he chanced upon a shop selling the coolest miniature models. His interest was piqued after he saw the impressive workmanship, and he bought a model to give it a go.

What Choon Guan enjoys most is assembling and transforming a tiny kit into something that looks life-like. His hobby has also earned him recognition, as he topped the local miniature modelling competitions in 2002 and 2009. He was even featured in a Japanese magazine for producing a stunning Gundam model.

And in case you are wondering if his wooing tactic worked, it did! Today, they're happily married!



**GUNDAM MODELLING LOVER**

**LOW SOON CHIANG**  
SMTS, GS

Soon Chiang got hooked when he chanced upon an annual Gundam Model Exhibition in town. He was inspired by the many people who took time and effort to make their models as life-like as possible. So he thought he'd give it a try, and started off on a casual basis with the assembly of simpler models.

One of the items on his bucket list was to make an award-winning Gundam model. After winning a consolation prize in the 2009 BAKUC (Bandai Action Kit Universal Cup) Competition, that item is now officially crossed out!



**FOR THE LOVE OF BIRDS**

**PENG YUAN HAN**  
MTS, EG

Bird photography is a hobby that tests a person's patience. Yuan Han has waited long hours to capture the perfect shot. Due to the unpredictable nature of certain bird species, he once waited for a full six hours, only to have the bird fly away in less than a minute. It didn't help that the lighting conditions were bad too.

Despite the exasperation he has experienced, Yuan Han believes it's always worth it because he finds these small, feathered creatures extremely interesting and attractive.

Of course, there are good days too. Once, a certain bird obliged Yuan Han by sitting still for almost an hour, allowing him to shoot to his heart's content.



**THE LINDY HOP DANCER**

**TAN KIAT CHUAN**  
MTS, INFO

Kiat Chuan took up social dance classes during his university days in the States, and that was when he was introduced to Lindy Hop, an American dance that originated in the 1920s.

When he returned to Singapore, he searched for dance studios to continue practicing his hobby, and found a small but thriving community passionate about Lindy Hop. Today, he continues to perfect his grooves in this energetic and lively dance.

"All you need is just a good pair of dancing shoes, improvise and have fun with the different moves!"



# Communities *with* **COMMON** **HOBBIES**

WE'VE ALL GOT HOBBIES THAT WE PURSUE OUTSIDE OF WORK, BUT SOME OF US HAVE FOUND DSO COLLEAGUES TO PURSUE THEM WITH! IF YOU FIND YOURSELF SHARING A COMMON HOBBY WITH THE PEOPLE ON THESE PAGES, DON'T HESITATE FURTHER AND GET IN TOUCH WITH THEM NOW!



**How often do you bowl outside working hours?**

Kwong Kin: I meet up regularly with other colleagues to bowl on Saturdays.

**Have any of you participated in any competition and won any awards?**

Kwong Kin: The few of us who bowl regularly are in a team

that bowl in a league at the Bukit Batok Civil Service Club. We've been participating in the league since it started about four years ago, and have been coming in fifth or sixth out of the 20 teams over the years.

Victor: I've only participated in DSO's annual bowling competitions though.

**Can anyone else who's interested in bowling join you as well?**

Kwong Kin: We've seen quite a few avid bowlers in DSO from the annual competition, but have not met up yet. We could probably do so now!

## • *Bowling* •

Victor See (SMTS, GS) and Loh Kwong Kin (PMTS, NW)

**How did you chance upon each other?**

Lup Mun: During last year's SR teambuilding session at a 'kelong', we found out that both of us enjoy fishing. Since then, we've gone for a few fishing expeditions together.

**How often do you all meet to go fishing?**

Yong Cheng: We actually just came back from our second overseas fishing trip in Kuching, and are already planning for upcoming trips as far ahead as next year!

Lup Mun: Yes, we'll usually try to have two overseas trips, and a few local ones per year!

**Have the both of you participated in any competitions?**

Lup Mun: No, and I don't think we will. We enjoy fishing because we can use the opportunity to relax and catch up. I do have a personal goal though – to be able to fish in the Maldives one day, and catch one of the prized fishes such as the Merlin or Bluefin Tuna.



## • *The Fishing Duo* •

Yee Lup Mun (SMTS, SR) and Yong Yong Cheng (MTS, SR)



• *The Wakeboarders* •

Tan Ying Ying (MTS, DMERI), Carolyn Fu (MTS, DMERI), Lee Tong (MTS, DMERI), and Yeo Wee Hong (MTS, NW)

**How did you get started in this hobby?**

Carolyn: A few of us from CPP went to try it out in 2010 and Lee Tong, Ying Ying and I got hooked on it after that! Terence joined us this year after hearing about our hobby.

We met Kok Hoo and Colin through the photo shoot for this magazine, and now they're part of our team too!

Wee Hong: I usually go wakeboarding at East Coast Park and bumped into Carolyn one day. We've been wakeboarding together as a group ever since!

**What are some of the coolest tricks you've done so far?**

Ying Ying does a '180 Wall Ride' where she rides up a slanted obstacle and comes back down the other way; Lee Tong does a 'Blind 180 Tabletop Spin' (spinning backward on an obstacle); Carolyn does an 'Ollie Blind 180', where

you spin backward on a jump, while Terence is trying a 'Raley', which is to fly really high into the air on a wakeboard!

Wee Hong's favourite trick now is 'Caveman Off the Bench', which is performed by jumping off the dock with your board in hand, and sliding it below your feet before landing on the water.

**Any trivia about this sport or your team that you'd like to share?**

Wee Hong: Wakeboarding may be labelled as an extreme sport but if there are no tricks involved, it's actually a lot safer than other common sports like basketball, as there's no risk of collision with the solid ground or other people.

All: We're all convinced that if we keep training, we're going to get Gold for Singapore in the 2020 Olympics!

**When and how did this community start?**

We started in February 2012, after the DSO 40th Anniversary Staff Production. During the production, some of us were interested in dancing but might have been too shy to give it a try. So we thought to just leverage on trust and friendship, and to try dancing for fun.

**How often do you all meet to dance?**

We meet every Thursday in Hippocrates Room at KR, from 6pm to 8pm. On average,

we've about six to seven of us practising at each time.

**How does one join in the group?**

This whole "non-membership" thing means that anyone is welcomed to join us anytime, as and when they'd like to!

**What is it about dancing that you love?**

Terence: I've personally experienced the wonders of dancing – being able to let go, feeling completely uninhibited, and even forge new friendships.

• *The Hip Hop Dancers* •

Zheng Junyi (MTS, NW), Teo Wei Hao (MTS, NW), Chen Kaizhen (SMTS, DMERI), Veronica Koh (MTS, SR), Terence Chua (MTS, EG), and Daniel Ong (MTS, SR)





# Leadership



Up Close  
& Personal  
with DSO  
Management  
Committee



# OUR CEO

## 15 THINGS YOU MAY NOT KNOW

EVERYONE KNOWS HIM AS OUR CEO, THE HEAD HONCHO OF DSO. YOU MAY HAVE HEARD HIS SPEECHES AND EVEN WORKED WITH HIM, BUT HOW WELL DO YOU REALLY KNOW HIM? IN OUR BOLDEST INTERVIEW WITH **MR QUEK GIM PEW**, WE GOT UP CLOSE AND PERSONAL AND UNCOVERED SOME LESSER-KNOWN FACTS ABOUT HIM THAT WILL SURPRISE YOU. SO READ ON AS WE INTRODUCE OUR CEO IN A DIFFERENT LIGHT!

**1 I'm inspired by DSO's achievements.** It may be an outcome of our success, but I feel that many people take our achievements for granted. How many organisations, with over 1,000 researchers, can cover the wide spectrum of technologies and still deliver consistent high impact capabilities to the SAF? It'd be difficult to find another example. We're able to achieve so much with so little because we've been recruiting good and committed people. We remain humble when learning from the best in the world, and we've the strong unequivocal support from our leaders. These factors allow us the time and space to learn and grow.

**2 The best part about being a CEO...** is having the opportunities to see amazing creations by staff, and the potential to influence their development.

**3 My biggest challenge as a CEO...** has been to align our staff to achieve the biggest impact for the SAF. It's tough keeping pace and trying to understand all the different technologies developed in DSO.

**4 One must-have item at work:** A sense of humour!

**5 Recounting one of my previous memories...** was when we were having one of our regular cruise-to-nowhere exercises, and I had to remain on shore to present the progress to Minister for Defence, Dr Ng Eng Hen. We met with a few problems and had to usher the Minister in and out of the briefing room to show him our activities out at sea through a live video. It got us feeling really awkward but the Minister was gracious. This situation strengthened the team, and the subsequent exercises were all successful. The very first success was particularly memorable, and I was awed by the team's confidence. That was a strong vindication of their abilities and efforts.







**6** **When I was a child, I wrote a composition on my ambition.**  
Not knowing what it meant, I asked my teacher who advised me that it was what I aspired to be, regardless of its possibility. I wrote "SUPERMAN"!

**7** **If I wasn't DSO's CEO, I'd probably be servicing the SIA planes that you fly in today!**

**8** **My hobby is 'Tai Ji Chuen',** which I took up three years ago. I've always been interested in the mysterious 'Qi' as well as the slow and graceful movements of Tai Ji. You see, I grew up reading Chinese martial arts stories even before I started school. That means I should've started Tai Ji much earlier! It's really physically fascinating, but most people have the wrong impression that Tai Ji is only for senior citizens. Frankly speaking, the body movements and control are quite subtle. With a good teacher, you'll discover something new every few months.

**9** **I'm not much of a sportsman.** I suppose everyone knows that I run, but probably not many knew that I only took up long distance running after I returned to DSO. I've to set an example to encourage staff to participate in the SAFRA Bay Run! My best time clocked now is below two and a half hours, but I'm not sure if I can bring it down to two hours!

**10** **My favourite foods** are mostly spicy. I've a sweet tooth for desserts too!

**11** **I don't have a favourite place in Singapore...** unless my home is counted!

**12** **I'm reading a book...** titled 'Goh Keng Swee – A Legacy of Public Service', which was borrowed from the IRC. It's always inspiring to read about this great man, reflecting on his legacy as we celebrate our 40th Anniversary. Dr Goh faced a lot of opposition and criticism when he set up the Chartered Industry of Singapore (CIS). One of his chief critics, a senior advisor of the project, warned him about the difficulty in filling up cartridges with explosives due to our humid tropical climate, and Dr Goh responded, "I'm prepared to change the weather to get the project started." To think that only we've problems getting our proposals through!

**13** **A quote to share:** "Our problems are with Chemistry and History. We seldom have any problems with Physics."

**14** **My children:** I've two boys and a girl. The eldest just enlisted for NS, and may pursue Mathematics later, even though he has other interests. The second boy is in Junior College Year One and probably least biased towards engineering. My youngest girl is in Secondary Two and she enjoys languages more than sciences!

**15** **I live in** a five-room HDB flat in Tampines.

# Not Your AVERAGE Management Committee

Our  
Leaders

THEY'RE OUR LEADERS – MANAGEMENT COMMITTEE MEMBERS WHOSE COLLECTIVE WISDOM AND EXPERIENCE PROPEL DSO TO GREATER HEIGHTS. GET TO KNOW THEM AS WE PRESENT TO YOU THEIR QUIRKY MIX OF RESPONSES RELATED TO THEIR WORK AND PERSONAL LIFE. BE FOREWARNED – SOME OF THEM POSSESS A WICKED SENSE OF HUMOUR NOT KNOWN TO OTHERS!

## FUN FACTS AT A GLANCE:

As a young boy, I dreamt... about being a great electronics engineer.

Definite must-have items at work:  
DSO OA machine and my cup of coffee!

What do I do in my free time?  
Long distance cycling and listening to classical music on my iPod shuffle (my hobby used to be electronics before I got married).

**William Lau**  
CTO and D, DMERI

*It's tough being the CTO and a Director at the same time...* as I've to identify and understand issues and solutions from the multi-disciplinary, multi-divisions' points of view. I also don't specialise in Bio-organic Chemistry and Medicine. It takes some effort to understand technical jargons and how each research in DMERI impacts the operational requirements.

DMERI is also very diverse and the groups within don't necessarily interact. So I've to see how the groups relate to each other within DSO's context, which requires me to pay great attention. Lastly, the difficult part of the work in DMERI is the transition from research to full-scale development.

*Recounting one of my memorable moments...* is seeing how computer security capability in DSO has grown since the 1990s.

*I've...* four children (three daughters and a son). My eldest daughter followed my footsteps as an electrical engineer and is now with ST Aerospace. My second daughter aspires to be a teacher with the National Institute of Education (NIE), while my youngest daughter is 13 years old, pursuing theatre at the School Of The Arts, Singapore (SOTA).

My son is currently serving NS and is good at building and fixing things. He may follow my footsteps after he pursues his scholarship at the Singapore University of Technology and Design (SUTD).

*I think...* I can sing fairly ok.





## Chua Poh Kian

D, OD

**One most memorable moment in DSO:** One morning in 1996, someone asked me if I was interested in taking up a scholarship, and by lunch time, I got the go-ahead from Prof Su!

**How many children do you have?** I only have one princess who loves the arts far more than science.

**You won't believe it...** but I can fall asleep within five minutes after lying on my bed.

## FUN FACTS AT A GLANCE:

I dreamt of becoming... a regular in the Army! But I failed my medical screening as I'm partially deaf.

If I wasn't in DSO, I'd be working in a bank!

Before becoming a Director, my first job was with the Sensors and Signal Processing Lab. Subsequently, I accepted several appointments in DSO before assuming the role of a Director!

One must-have item at work? HP 34C RPN programmable calculator! I heard it can be found in the London Museum too.

What do I do for fun? Photography, running and recently dragon boating!

## Tan Soo Kee

DD, P

**To be a top-notch R&D organisation in Singapore,** DSO should continue recruiting top talent that share a common interest with DSO.

**Becoming a Deputy Director** can be a love-hate relationship when the challenge is about people management.

**I recall fondly...** my involvement in the inaugural YDSP in 1991 with Prof Su, together with Teo Ming Kian, ex-DS(T), and also the management of a special talent recruitment project for DSO.

**I've...** two daughters who are fulfilling my childhood dream of being a teacher!

**I'm good at contributing to the society...**

I've been a Residents' Committee member in Telok Blangah for 10 years, a council member and the Honorary Secretary for two terms at the Institution of Engineers Singapore (IES). I'm now also the Honorary Secretary of the 365 Cancer Preventive Society, and have been deeply involved in church activities over the past decade.

## FUN FACTS AT A GLANCE:

**What was my childhood dream?** To be a teacher or an engineer.

**Before I became a Deputy Director,** I was... a system engineer, HR practitioner and had a stint in procurement.

**I spend my leisure time...** reading, playing golf and looking after my grandchildren.



## Chan Hian Lim

D, SR

**There are two things that I love about DSO** – First, DSO has a mandate and thirst for advanced technologies. There's a high level of exposure to some of the 'sexier' technologies, something you won't experience in other organisations due to the high R&D expenditure involved. Second, I derive great satisfaction from the meaningful work that we do.

**To me**, being top-notch means people will be in awe and remember us as a formidable organisation. For DSO to move towards top-notch organisations like Defense Advanced Research Projects Agency (DARPA), we may need to implement a few successful products and market it internationally. We also need to increase our visibility through outreach programmes, so that the scientific community recognises our capabilities, and top students will also want to be part of DSO.

**I've many challenges being a Director**. Firstly, I've to prepare my team to better handle critical project phases by expanding and adjusting their roles. To address system and product thinking and transitions in our work, I constantly encourage my team to work as one to transform innovations and technology into engineering solutions. I also have to motivate them to partner with our local industry and accommodate different organisational cultures so that we can push the boundaries in ensuring that our products have the competitive edge.

**My children** – I've a daughter and a son. My son loves both English and Chinese movies with fighting scenes and weaponry. Although his curiosity is in military defence equipment, I don't insist that he follows my footsteps as I believe that his personal interests are important.

**I'm quite good with...** challenging arts and crafts, including completing 3D puzzles. It has definitely trained my patience!

### FUN FACTS AT A GLANCE:

What was my childhood dream? To become an engineer!

My first job: I joined the Radar Lab with DSO, but later went to DRD for 11 years before returning to DSO as a Director.

In my spare time, I play strategic computer games such as Romance of the Three Kingdoms.

## Chia Chung Hong

D, PME0

**As a Director**, I find that managing people and their career expectations is never easy.

**My children**: I've three of them in their 20s and all of them specialise in commerce.

**You probably don't know that...** I've learnt three different languages other than English and Chinese. Ask me about it if you want to know!

### FUN FACTS AT A GLANCE:

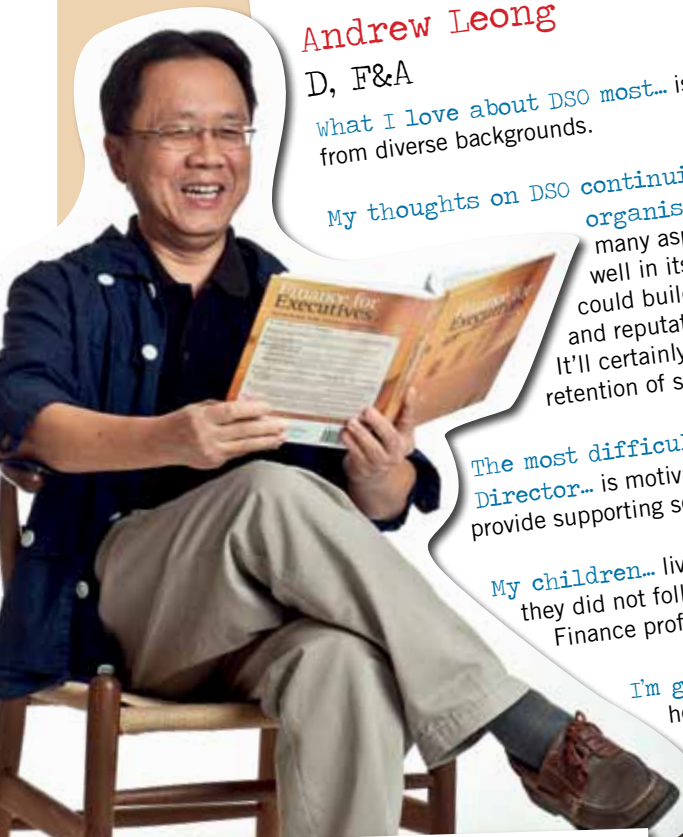
If I wasn't in DSO, I'd most likely run my own company.

Did you know?  
I was an engineer in the Weapon Systems Department in DSO before I became a Director.

My hobby... is swimming.







### Andrew Leong

D, F&A

**What I love about DSO most...** is the interaction with people from diverse backgrounds.

**My thoughts on DSO continuing as a top-notch R&D organisation:** This encompasses many aspects. DSO has already done well in its technical areas, perhaps we could build up our own unique culture and reputation like many other MNCs. It'll certainly boost recruitment and retention of staff.

**The most difficult thing about being a Director...** is motivating my staff because they've to provide supporting services to the Divisions.

**My children...** live on my bread. Unfortunately, they did not follow their parents in joining the Finance profession.

**I'm good at...** nurturing friendships and helping others in need!

### FUN FACTS AT A GLANCE:

When I was young... I wanted to be a commercial pilot. But it's an unfulfilled dream due to my less than perfect eyesight.

I can't work without my... computer and abacus (calculator, I mean).

In my free time, I... read and listen to the music.

### FUN FACTS AT A GLANCE:

When I was young, I loved tinkering around with electronics stuff (I built my first radio from scratch when I was in Secondary One)!

I'd perhaps... work as an engineer in the manufacturing sector if I wasn't in DSO.

Before I became a Director, I signed on as a Military Technical Officer, working on power charges and supply.

At work, I need to listen to the radio – GOLD 90.5FM.

In my free time, I enjoy... reading technical materials and playing with Linux Operating System (in the past, I really enjoyed fiddling with IT gadgets)!



### Goh Joo Thiam

D, EG

**I love DSO mainly because...** there's never been a boring day in my 31 years working for this organisation. I'm grateful to DSO for giving me opportunities to pursue my degree and PhD studies, especially so in the past when the local universities didn't accept polytechnic graduates. DSO also allowed me to explore different areas in my studies.

**DSO must continue...** to be people-oriented and continue engaging its people as a whole, in order to compete with other distinguished organisations.

**As a Director, it can be difficult...** helping staff to develop their careers and upkeep their zest for continuous learning. I also have to set a vision, ensure that the division works well with others, and manage available resources effectively.

**I've...** a son who's into Molecular Biotechnology now. Unlike me, he has no interest in electronics and communications.



## Yeo Kee Kong

D, QL

**I love DSO** for its people, culture, the humble environment, and the fact that people can contribute to the nation.

**DSO has been a top-notch R&D organisation...** because it stays relevant to national security by conceiving and delivering impactful solutions, and also attracting top talent.

**My challenge as a Director...** is ensuring that I continue to nurture and prevent the loss of talent in DSO.

**I remembered...** when I came back to DSO after seven years in the Defence Material Organisation (DMO), it was heartening to meet my old friends again and seeing them progressing well in their respective fields!

**Tell us about your children.** I've three of them – one just completed the 'A' levels, another in Junior College Year One and the last one is attending Primary Four. It's unclear if they'll follow my footsteps, but they get the freedom to pursue their interests as long as it's fulfilling and they can contribute to the society.

**Besides work, I excel in...** table soccer! It's an interesting game that requires both good motoring skills and strong rapport with your teammate.

### FUN FACTS AT A GLANCE:

Before I was a Director, I was a designer! But I subsequently moved into managerial roles.

At work, I can't do without my handy yellow post-it pad.

I take a short break by... walking and admiring nature. I also enjoy reading as I appreciate things from different perspectives.

### FUN FACTS AT A GLANCE:

I didn't have a childhood dream to be honest, but... I became fascinated with the idea of creating an intelligent machine in my university days.

What would I be if I wasn't in DSO? Working in a Mathematics related field, example, banking or actuarial science.

When I've some free time, I read both detective as well as scientific novels. I also only watch movies in these genres.

## How Khee Yin

D, INFO

**The work in DSO...** is always to challenge the technical, managerial and leadership aspects of a person. I love my work because it's never dull.

**I've...** two daughters, both studying in SOTA. One of them is pursuing opera and the other, theatre.

**The key to DSO's success...** has been its talented people with their strong passion to solve problems that matter to Singapore's security. It's enjoyable to witness these talented people grow in their careers.

**I'll never forget...** the times I spent with my teams at the user's office; the frustrations and joy of spending many nights trying to get the system to work, and also the biscuits and coffee we'd consumed at the user's pantry!





## Cheong Chee Hoo

D, NW

**I love...** the nature of my work in DSO. It's challenging and yet meaningful!

**DSO has to continue...** attracting top talent and ensuring people are well-trained to deliver cutting-edge solutions to the SAF. This will ensure that DSO remains top-notch in the defence industry.

**I believe the greatest challenge faced by a Director...** is deciding the areas to focus on with our limited resources.

**One of my memorable moments in DSO...** was having the opportunity to witness the end results of a system we spent so many years developing.

**About my children:** I've two of them – my son is 18 years old and currently in St. Andrew's Junior College. He has a keen interest in Physics and Chemistry, and might take up Engineering, Accountancy or Business in university.

I'm still influencing him to follow in my footsteps. My daughter is 13 years old and currently pursuing an International Baccalaureate Diploma, majoring in ballet at SOTA.

### FUN FACTS AT A GLANCE:

**When I was a young boy, I wanted to...** pursue something related to aircrafts.

**My first job...** was with the Sensors Division right after my graduation. Subsequently, I took up a few appointments.

**In my recreation time,** I play golf every few weeks. Occasionally, I play squash.

## Philip Chan

D, ES

**I love DSO...** because it was great to work on the hill with the scholars back then.

**DSO must...** continue to keep up with the technological advances by delivering innovative solutions to important problems that the MINDEF and SAF face. If we become complacent and fail to deliver, we'll become obsolete.

**My fondest memory in DSO...** goes back to my earliest days when the RSAF conducted an EW exercise with the US Navy to detect an incoming US EW aircraft at the Changi coast around midnight. We were eagerly looking at the radar screen for air targets for a long time until someone alerted us about it. That was my first encounter with real-life EW. Another would be the construction of a test facility in DSO where we had a hard time managing the construction workers. It ended with a huge cost overrun and we received a good scolding after that.

**In my family of five,** I've three children – two daughters, and a son who's studying at Nanyang Polytechnic.

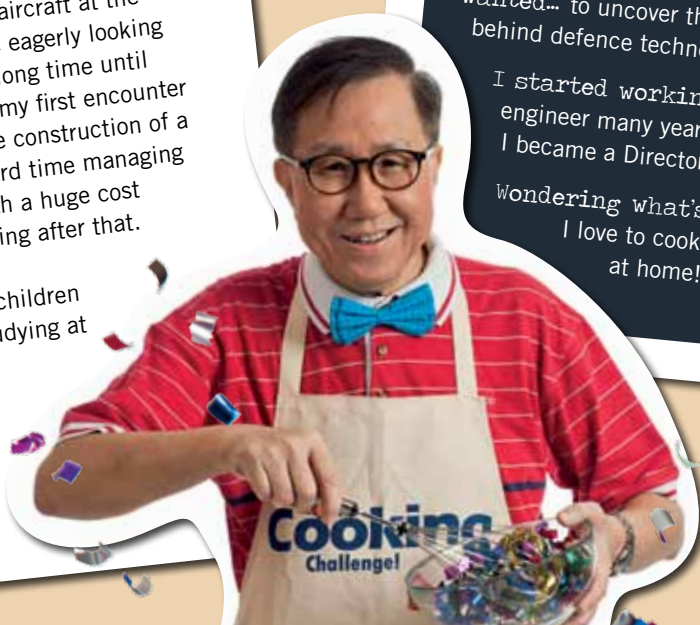
**Using three words to describe myself,** it'd be 'modest', 'considerate' and 'optimistic'.

### FUN FACTS AT A GLANCE:

**When I was young, I'd always wanted...** to uncover the secrets behind defence technology.

**I started working as an...** engineer many years ago, before I became a Director.

**Wondering what's my hobby?** I love to cook and bake at home!



## Tan Guan Leng

DD, ES

**The environment in DSO...** is relatively pure and free from office politics. And that's why I love DSO most!

**The nature of work in DSO...** has changed considerably over the years. I believe our future lies in attracting the right mix of people – some good at generating bright ideas, and some who are meticulous in turning ideas into high-quality products. We need to do better at offering attractive careers for different groups of people to continue being a top-notch organisation.

**Being a Deputy Director...** gives me much exposure to the overall situation in DSO. Also, as concurrent Programme Director, it can be tricky whenever I explain things that affect different core programmes (I do try my best to be sensitive about this)!

**I've** two children, with more than a 10-year gap in between! The eldest has very broad interests, and a routine job is a no-no for her. She also seems quite keen to find a job with a similar nature as mine – full of

different unexpected things! My younger one is just a few years old, and enjoys playing with toy cars (which he already has hundreds of, but still craves for more!). I won't be surprised if he wants to be a F1 driver!

**What's the one thing you're good at but too modest to mention?**

Shhh... I can share with you but please don't tell anybody! I enjoy gardening, especially the challenge of planting colourful temperate plants in our tropical climate and watching them grow from seeds. Patience is a huge requirement during the seedling stage as it's very difficult and takes a lot of effort in caring for it.



### FUN FACTS AT A GLANCE:

**My ambition when I was a young boy:**  
To be a chemist or chemical engineer! I spent bulk of my teenage years doing chemistry experiments at home, such as turning everyday materials into crystals!

**If I'm not in DSO today, I'd most likely work...** in the petrochemical, pharmaceutical industry or medical field as I loved biology in the past!

**My favourite must-have in office...** My handphone! My staff will often SMS me to sign a host of documents, and I always try to be available to help them.

**Running is what I do for fun.**  
I've completed my fifth marathon in May, during a heavy thunderstorm!

## Tan Kok Tin

D, GS

**In DSO,** I love R&D and developing systems the most.

**DSO should continue...** innovating and delivering impactful game-changing solutions for the SAF in order to remain a top-notch R&D organisation.

**I'd say that...** my most memorable times in DSO were when I did flight tests out at sea.

**About my children:** I've a son who's doing his PhD in Chemistry, and my daughter's currently studying Medicine. Both are not interested in engineering. It's possible that I'd ask my son to join a profession that can also contribute to Singapore's defence.

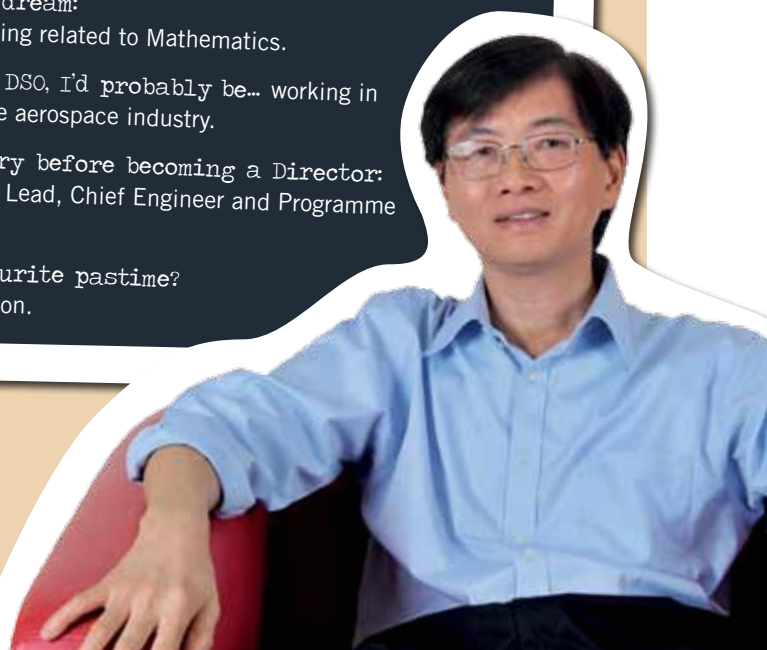
### FUN FACTS AT A GLANCE:

**My childhood dream:**  
Pursuing something related to Mathematics.

**If I wasn't in DSO, I'd probably be...** working in the refinery or the aerospace industry.

**My work history before becoming a Director:**  
Engineer, Project Lead, Chief Engineer and Programme Director.

**What's my favourite pastime?**  
Just plain relaxation.







# Guess Who?

- 1. How Khee Yin
- 2. Andrew Leong
- 3. Phillip Chan
- 4. Tan Kok Tin
- 5. Tan Guan Leng
- 6. Chia Chung Hong
- 7. Chan Hian Lim
- 8. Chua Poh Kian
- 9. Quek Gim Pew
- 10. Yeo Kee Kong
- 11. William Lau
- 12. Tan Soo Kee
- 13. Cheong Chee Hoo
- 14. Goh Joo Thiam



# EVERYTHING *about* DSO



*Interesting  
Facts  
Revealed!*

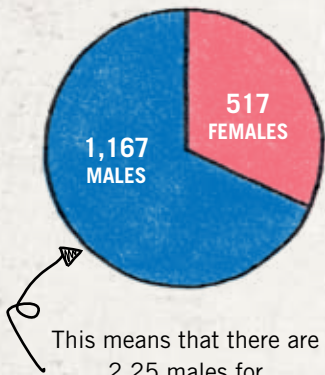


# EVERYTHING ABOUT DSO

*(Well, Almost!)*

AS WE CELEBRATE 40 YEARS OF RICH HERITAGE, WE REALISED THERE ARE MANY QUIRKY FACTS ABOUT DSO UNANNOUNCED. SO WE SNIFFED AND POKED AROUND TO GATHER A LIST OF BURNING QUESTIONS THAT YOU MAY HAVE, BUT NEVER HAD THE TIME TO FIND OUT. HERE'S OUR BIT TO DEMYSTIFY DSO IN A DIFFERENT WAY, AS WE UNVEIL 40 COOL FACTS (SO WE THINK!) ABOUT DSO.

1



This means that there are 2.25 males for every 1 female in DSO!

4

# 36

The DSO KINETIC award was established in 1999, and 36 awards have been given out since.

7

# 19

The title of the 'brainiest' guy in DSO goes to Lim Yak Peng from ES, who has won a total of 19 DSO awards since 1991!

10

# 23

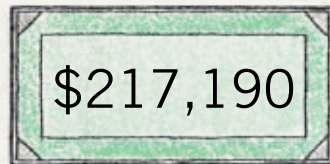
This is the 23rd Staff Conference held since DSO's corporatisation!

2



That's the number of married couples working together in DSO.

5



DSO is big on giving! Since 2004, we've contributed \$217,190 to different charitable organisations. Kudos to all the staff for their generous support!

8



Winning DTP award is no easy feat, but to win it four times is simply incredible! Ng Kuan Kuan from ES definitely has got what it takes, winning the awards in 2003, 2008, 2010 and 2011.

11



3

# 40<sup>th</sup> Birthday

92 staff will turn 40 this year too!

6

# 42

Mrs Lee-Chee Fong Oi, CEO's PA, got into our Hall of Fame for being the Longest Serving Staff ever – 42 years and counting. We salute her!

9

# 32

6 years and 32 awards. That's how long dBi has been around and the number of awards given out to date.

Proudly serving you since 1998, the new D'Online this year will be its 5th edition!



12

# JAN 81

DSO held its first outreach activity, as part of MINDEF at the NUS Faculty of Engineering (it was then called the University of Singapore), at Kent Ridge in January 1981.

16



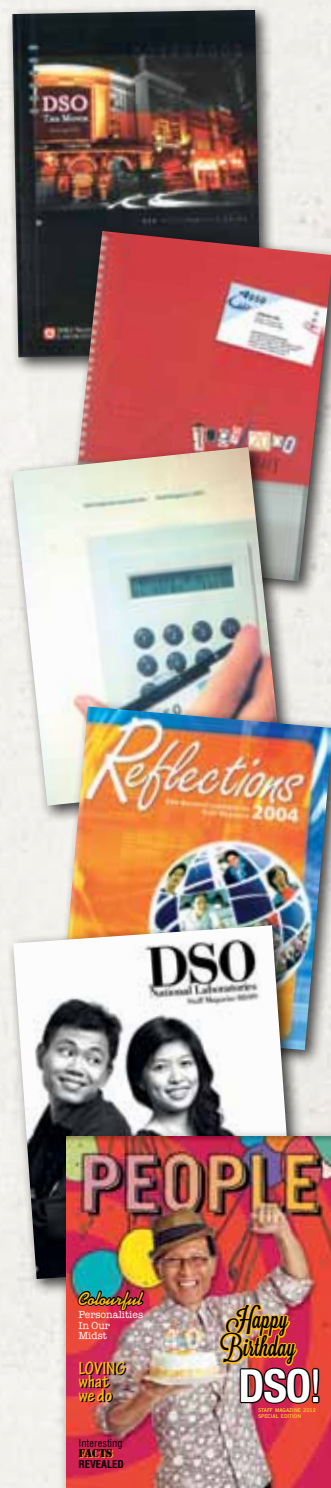
Save your energy for the 9th step from the top – because it's the highest step of all at 20cm (we reckon the railings were built at this specific point for a reason – to support our wobbly legs)!

18



2006 is the year we started our biennial Dinner and Dance (D&D).

21



13

# 40km

That's the total distance travelled by the DSO's dispatch driver each day.

17



19



DSO is not only about doing serious work; we're also serious about getting fit and staying healthy. In fact, DSO has achieved six awards in the Standard Chartered Marathon since 2004.

14



The Tropical Brainforest might have 30 brains, but do you know that the brains are not identical? Take a closer look at them the next time!

15

# 151

It's definitely a long way up the stairs from SP to Marina Hill – 151 steps to be exact. We counted four times to be sure!

If strenuous exercise is not your cup of tea, try leisure walking along the above familiar routes to burn some calories (the results are based on a person with an average weight of 65kg, and verified by our very own DMERI colleagues)!

20

# 28

Making sure you're having fun. That's what the RC does and this year, they proudly turn 28!

Including the one in your hands right now, the Corporate Communications Department (CMD) has developed six DSO staff magazines in total since 1998.



22

# 52,000

IRC, our very own library has a whopping collection of over 52,000 books and items.

25

# 111

Never be the 112th person to enter the auditorium as the seating capacity is only 111!

28



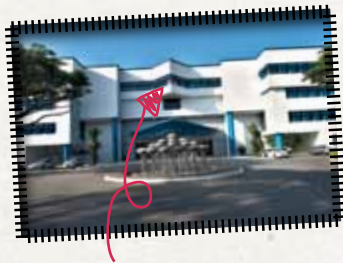
Great for your tummy and wallet – affordable prices abound in all 11 vending machines across DSO!

23



Do you know that all reference books are not allowed to be borrowed out of the IRC? Here's a little tip if you really need it, just seek approval from Colleen Lim and you should be armed (literally) with new knowledge on your way out.

26



See that triangle protruding out of the SP building? That's where the CEO works in, and we heard that it was built according to some unique feng shui elements! Also, here's a sneak peek into CEO's office:



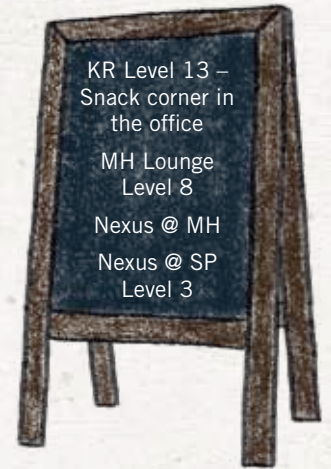
29



Average male's height: 1.75m

Giants walk amongst us in DSO! Above are some of our tallest folks in DSO, standing at an average height of 1.9m. Left to right: Vincent Toh (SMTS, SR), Brendon Hanson (Lab Head, DMERI) and Liu Hongwan (MTS, EG).

31



Kick back and relax at some of staff's favourite 'chillax' corners in DSO!

24



Dragon Boating is DSO's oldest Common Interest Group (CIG), established since March 1996.

27

# 15

Believe it or not, Lucy, our friendly canteen operator has been running DSO's canteens in SP and MH for a wholesome 15 years! 1998 – 2003, 2010 – present (MH), 2004 – present (SP).

30

# 8

In 2005, 13 Centres of Excellence were reorganised into five divisions, and it has grown to eight divisions today. The QL Division is the youngest, established in 2010.

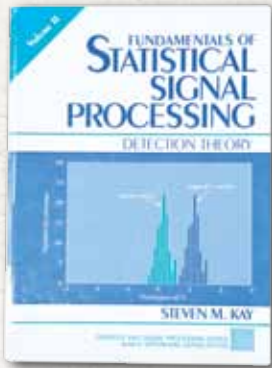
32



These wonderful gifts have been given out to our partners and collaborators over the years!



33



Only two copies available, this book titled 'Fundamentals of Statistical Signal Processing: Detection Theory' by Steven M. Kay has already been loaned out 61 times by 14 staff!

34

## since 1991

Mrs Lee is our longest serving PA in DSO's history. Since 1991, she has served three CEOs, namely, Prof Su Guaning, Mr Quek Tong Boon, and our present CEO, Mr Quek Gim Pew.

35

## Gen Y

The Generation Y (people born in the 1980s and 1990s) is known as the 'Strawberry Generation' – easily 'bruised' and often sensitive. Considering the challenges we've to overcome at work, it's likely that we've 456 very hardy strawberries in DSO!

36

You might bemoan the tight security rules now, but do you know that it was even stricter in the past? Imagine these!

### WARNING

1. You were strictly not allowed to reveal your office location to anyone. External meetings were all held at the "official office" at Harding Road, and it was the only place where postal items were delivered to as well.
2. Your office telephone number could only be revealed to immediate family members. The operator also joined in the fun by passing messages for you on behalf of your family members if they called.
3. Vendors were not allowed to enter the premises AT ALL.
4. If your system broke down or had parts that needed replacement, you had to bring it to the vendor personally.

37

## 43

At the age of 43, Chan Hian Lim is the youngest Management Committee (MC) member in DSO.

38

# FAST FACTS

How well do you know about the rest of DSO? Here's a quick glance to boost your trivia count, and experience your colleagues' pride and spirit!

## DMERI

**Year Formed**  
2003

**Tagline**

Question with Imagination,  
Answer with Science

**Analogy Of Our Work**

Our work ensures that Singapore can sleep soundly at night

**Our Division Spirit**

Nature and Nurture

**Interesting Nickname For Our Director**

Prince William, because he speaks proper English

**An Animal That Best Represents Our Division**

Canary – sensitive to the impending danger of chemical or biological (CB) agents. At DMERI, we serve to develop canary-like technologies against CB agents



## GS

**Year Formed**  
2004

**Tagline**

We're the system solutions of the future

**Analogy Of Our Work**

The invisible cloak of Harry Potter – invisible in the work we do but recognised for the power it possesses

**Our Division Spirit**

Hardworking, Disciplined,  
Good Teamwork

**Interesting Nickname For Our Director**

DG, a short form for the Director of GS

**An Animal That Best Represents Our Division**

Eagle – fixes on a target and strikes with precision. King of the skies!



## INFO

**Year Formed**  
2004

**Tagline**

We know (because we're INFO, we know everything)

**Analogy Of Our Work**

We're the brain. We don't gather the information but we filter, organise, and make sense of it

**Our Division Spirit**

INFO – Ingenious, Novel, Futuristic and developing Out-of-the-box products to better Singapore's defence capabilities!

**Interesting Nickname For Our Director**

The Curator. He looks after the division and source around for things that can better help us at work

**An Animal That Best Represents Our Division**

Owl – staying up to innovate the best technologies





## ES

**Year Formed**  
2004



**Tagline**

Dare to Dream

**The Work We Do**

It's so mysterious that no book will teach you what we're doing

**Our Division Spirit**

Dare to Strive

**An Animal That Best Represents Our Division**

Eagle – sharp and unafraid

## IAD

**Year Formed**  
2004



**Tagline**

Uphold the demanding responsibility of safeguarding DSO's interest!

**The Work We Do**

We're like a doctor, examining the 'health' of each corporate department and prescribing the correct medication

**The IAD Spirit**

If you don't know, ask!

**Interesting Nickname For Our Head**

The Wise Man

**An Animal That Best Represents IAD**

Meerkat – they work as a team and are always on the lookout for anomalies

## SR

**Year Formed**  
2004



**Analogy Of Our Work**

We're like detectives. Reconnaissance and surveillance uncover the ground truth (pun intended), just like how a detective stealthily tracks his target and uncovers the truth

**Our Division Spirit**

Fun, Rigorous, Energetic, Responsible, and Open

**Interesting Nickname For Our Director**

The Inquirer

**An Animal That Best Represents Our Division**

Dragon – a mythical creature which symbolises energy and determination to overcome a lot of challenges

## OD

**Year Formed**  
2005



**The Work We Do**

Responsible for change management, risk management and provision of IT infrastructure to enable DSO to fulfill its mission

**Our Division Spirit**

Perseverance

**Interesting Nickname For Our Director**

Ah Niu, as he's industrious

**An Animal That Best Represents Our Division**

Beaver – always prepared

## P

**Year Formed**  
2005



**Tagline**

Growing Our Own Timber

**Analogy Of Our Work**

Like a scale, our challenge is to strike a balance between the needs of the organisation and our people

**Our Division Spirit**

Standing Tall and Strong

**Interesting Nickname For Our Director**

The Prince

**An Animal That Best Represents Our Division**

Dolphin – a cheerful and intelligent marine mammal which lives harmoniously with others, and is known for nurturing their young

## F&A

**Year Formed**  
2005



**Tagline**

An excellent service provider of quality work

**The Work We Do**

Provide strong and friendly business support to DSO by improving organisational level processes and systems

**Our Division Spirit**

Fun and Active

**Interesting Nickname For Our Director**

Mr Nice, as he's friendly, approachable and generous

**An Animal That Best Represents Our Division**

Beaver – small and cute but they've strong and powerful teeth to carry out formidable tasks. These are the characteristics of our staff

## EG

**Year Formed**  
2007



**Tagline**

Pushing Frontiers, Developing Emerging Technologies

**Analogy Of Our Work**

Our work is akin to walking through a dark tunnel in search of light

**Our Division Spirit**

'Push'. We push ourselves hard in order at work, in order to push the frontiers of technological success

**Interesting Nickname For Our Director**

Wu Bo Shi (Professor in English)

**An Animal That Best Represents Our Division**

Phoenix – with a 'never-say-die' attitude. We rise from failure, to work even harder

## NW

**Year Formed**  
2007



**Tagline**

Keeping communications secure

**Analogy Of Our Work**

We're the messenger – we ensure that the SAF can communicate in the most efficient and secure manner

**Our Division Spirit**

Perseverance and Inquisitive

**Interesting Nickname For Our Director**

Mr Sunshine

**An Animal That Best Represents Our Division**

Owl – an effective communicator with a keen vision even for the faintest details, sharp hearing and inquisitive mind



# QL

**Year Formed**  
2010

**Tagline**

Quality is when DSO solutions work the first time, every time

**Analogy Of Our Work**

Bricking – hard and unglamorous work, but it’s vital for the foundation of a building (our projects)

**Our Division Spirit**

Passionate, Determined and Pragmatic

**Interesting Nickname For Our Director**

Y2K

**An Animal That Best Represents Our Division**

Woodpecker – helps identify and remove bugs, while not destroying the timber. That’s how QL delivers quality solutions



# PMEO

**Year Formed**  
2010

**Tagline**

We help to raise the level of the best practices in project management

**The Work We Do**

‘Health Promotion Board’. The vision of PMEO is to build an organisation of healthy projects

**The PMEO Spirit**

We enjoy helping projects succeed

**Interesting Nickname For Our Director**

Steve Yeo  
(inventor of i-NotePad)

**An Animal That Best Represents PMEO**

Owl – to see in the shadows, and able to assist others when required



# 39 FAMILIES IN DSO

These families play and work hard in DSO! In our midst are four couples, three sets of siblings and a mother and son pair! Bet you never knew.

## THE AWESOME SIBLINGS



Left to right: Lee Hian Kiat (NW), elder brother, Lee Hian Beng (INFO), younger brother



Stacy Lee (ES), younger sister, and Cedric Lee (EG), elder brother



Left to right: Lim Hong Hian (F&A), eldest sister, Serene Lim (F&A), youngest sister, and Lim Hong Lee (NW), second sister

## THE SWEET MOTHER AND SON



Tan Yun Feng (INFO), son, and Tan-Toh Mui Kin (F&A), mother

# INSIGHTS

**Year Formed**  
2011

**Tagline**

To surprise with courage and wisdom

**The Work We Do**

Creating surprise from wisdom

**The INSIGHTS Spirit**

Hungry for Success!

**Interesting Nickname For Our Director**

C-3PO’s brother – a robot character from the Star Wars film series who can speak and understand a few thousand languages, a skill that CTO is interested in

**An Animal That Best Represents INSIGHTS**

Owl – for its quiet wisdom



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## THE LOVELY COUPLES



Jacqueline Tan (OD), *wife*, and Lim Beng Chye (F&A), *husband*



Su Yu Fan (GS), *husband*, and Ng Geok Hoon (SR), *wife*



Lim Ai Peng (IAD), *wife*, and Peh Han Meng (SR), *husband*



Jenny Toh (INFO), *wife*, and Jovon Tan (INFO), *husband*

40 And here are the two biggest families in DSO!



Ong Beng Tiong (OD),  
*Joey's husband*

Joey Lim (F&A),  
*eldest sister*

Claudia Lim (DMERI),  
*second sister*

Vincent Lim (ES),  
*youngest brother*

Oh Kwee Chai (SR),  
*youngest brother*

Jaye Tham (GS),  
*brother-in-law*



Oh Hock Wuan (EG),  
*second brother*

Oh Hock Kwee (EG),  
*eldest brother*



