

Speaker's Profile



COL (NS) Kelvin Chng Teow Hiang

Senior Director, STET Defence

Kelvin Chng was appointed Senior Director, STET Defence on 17th April 2006. Prior to joining STET, he did a short stint in Maritime and Port Authority of Singapore as Deputy Director, Training Division after having served the Singapore Armed Forces (SAF) with dedication and distinction for 30 years. A Naval Officer by vocation, COL Kelvin Chng retires from the SAF on 1st August 2005.

During his distinguished career in the Navy, COL Chng held various command and staff appointments. Some of the more prominent appointments held include Head, Naval Operations Planning Branch, Naval Operations Department at the Republic of Singapore Navy (RSN) Headquarters, where he was instrumental in developing comprehensive operations plans for the RSN to deal with various contingencies. He demonstrated an excellent ability to solve complex problems and organize large scale efforts in multi-lateral missions in humanitarian operations and search and rescue missions. He was deeply involved in several study groups, which examined the trends of naval warfare and force development, so as to provide inputs for policymaker to formulate perceptive operational options.

In his appointment as Commander, Naval Officers Advanced School (NAS) at SAFTI Military Institute, COL Chng enhanced the quality and conduct of the

Naval Officers Advanced Courses through new initiatives, such as the introduction of inter-service content and the introduction of Bridge Resource Management Program. These efforts have improved operational proficiency and reduced accident rates. His foresight to capitalize on technology within NAS saw him integrating the latest military technologies and information technology into the training courses, thereby improving the learning environment and enhancing the course quality.

During his tenure as Head Naval Intelligence Department, COL Chng devoted himself to the improvement of the operations-analysis linkage, so as to better focus on the generation of timely intelligence inputs to support naval operations. He was outstanding in the management and control of Naval Intelligence assets and the development of Naval Intelligence training and doctrine. With his pleasant disposition, COL Chng also interacted well within the Defence Attache Corp and established many good relationships with its members.

As Commander, Coastal Command (COSCOM), COL Chng consistently maintained a high level of operational readiness in COSCOM in the face of increased security requirements in the Singapore Straits. In this appointment, some of his significant achievements include his active promotion of bilateral cooperation between the RSN and the Indonesian Navy, as well as the development of new processes and capabilities with other national maritime agencies, thereby enhancing the maritime security of Singapore. His charismatic style of leadership motivated his subordinates and earned their respect and these in turn led to COSCOM achieving the Singapore Quality Class (a national productivity award for recognized organization excellence).

ACADEMIC QUALIFICATIONS

Graduate Diploma in Marketing, Marketing Institute of Singapore

Masters Degree (Honours) in Educational Management, University of Western Australia.

PROFESSIONAL COURSES ATTENDED

Advanced Military Studies Course, Canada

Naval Staff Course, US Naval War College

International Principal Warfare Officer Course, United Kingdom

PRINCIPAL APPOINTMENTS HELD

Commander Coastal Command (COSCOM)

Head, Naval Operations Planning Branch, Naval Operations Department

Commander, Naval Officers Advanced School (NAS) at SAFTI Military Institute

Head Naval Intelligence Department

Commanding Officer, Republic of Singapore Ship,

AWARDS AND DECORATIONS

Efficiency Medal (Military)

Long Service Medal (25 years)

Public Administration Medal (Bronze) (Military)

Singapore Armed Forces Good Service Medal

Singapore Armed Forces Long Service and Good Conduct Medals 25 years

Singapore Armed Forces Long Service and Good Conduct Medals 25 years



STET Defence

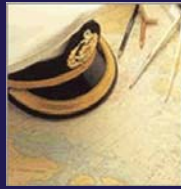
Integrated Training Work Force - A Small Navy's Perspective

DIMDEX 2008

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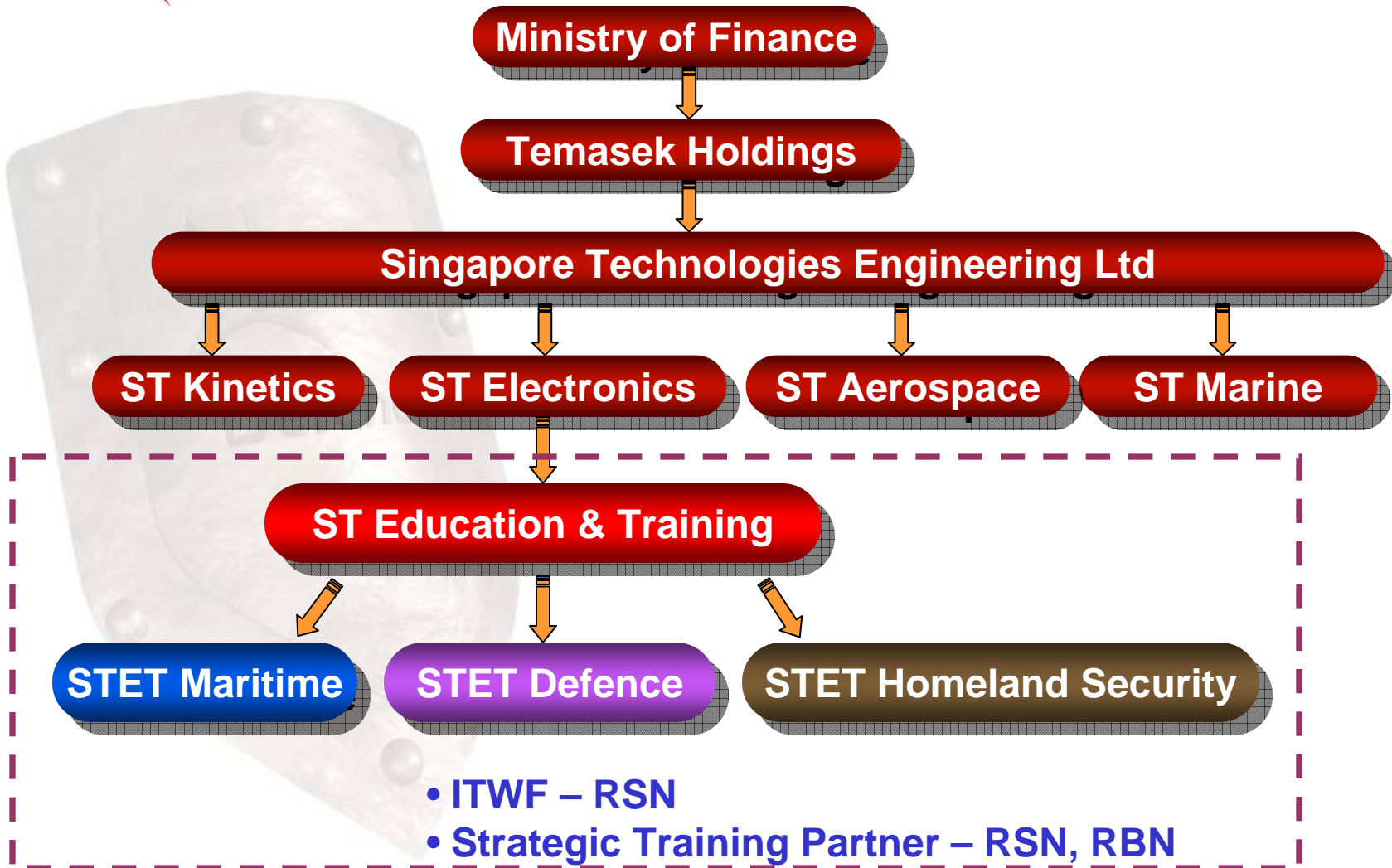


Scope

- **Background of ST Education & Training**
- **Challenges faced by small navies**
- **Outsourcing Training**
- **Concept of Integrated Training Work Force**
- **Benefits of ITWF**
- **Conclusion**



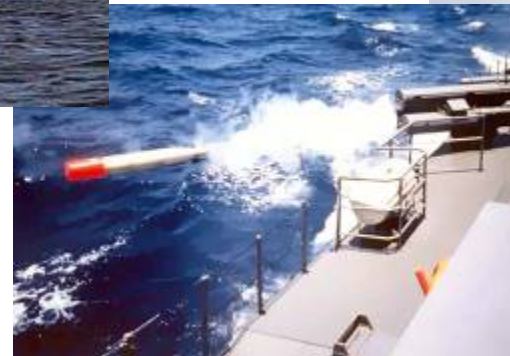
Organization Structure





Challenges faced by Small Navies

- Requires to fulfill the complete spectrum of mission and tasks
 - Large number of tasks
 - Many areas of competencies required





Challenges faced by Small Navies

- Manpower resources stretched

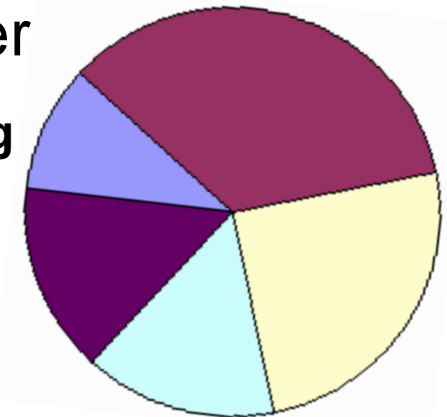
Ship
Ops Centre



Training
Administration
Engineering
Logistic

- Relatively high ratio of training manpower
 - Many areas of expertise
 - Fixed overhead

Training





Challenges faced by Small Navies – Training

- Training is a core function - **CANNOT** be neglected
- Low efficiency
- Knowledge retention





Outsourcing Training

- Types of Training
 - Skills-based
 - Individual Proficiency
 - Most can be out-sourced
 - Scenario-based
 - Team Proficiency
 - Some may be outsourced
 - Soft-skills
 - Leadership
 - Values
 - Management
 - Can be easily out-sourced

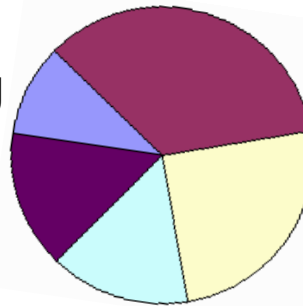




Benefits of Outsourcing

- Better utility of scarce manpower ✓
 - Free-up uniformed manpower

Training



Training



- Better cost-visibility ✓
 - Course-based cost
 - Lower associated cost



What is ITWF?

- Integrated Training Work Force
 - Supplement organic training manpower
 - Employs well-qualified ex-service personnel





Benefits of ITWF

- Responsive to training needs
 - Close working relationship
- Understand requirements
 - Employs ex-service personnel
- Increased training effectiveness
- Continuity and Flexibility

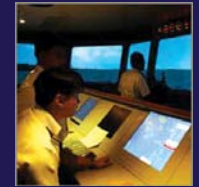
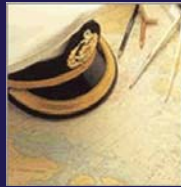




RSN's ITWF Experience

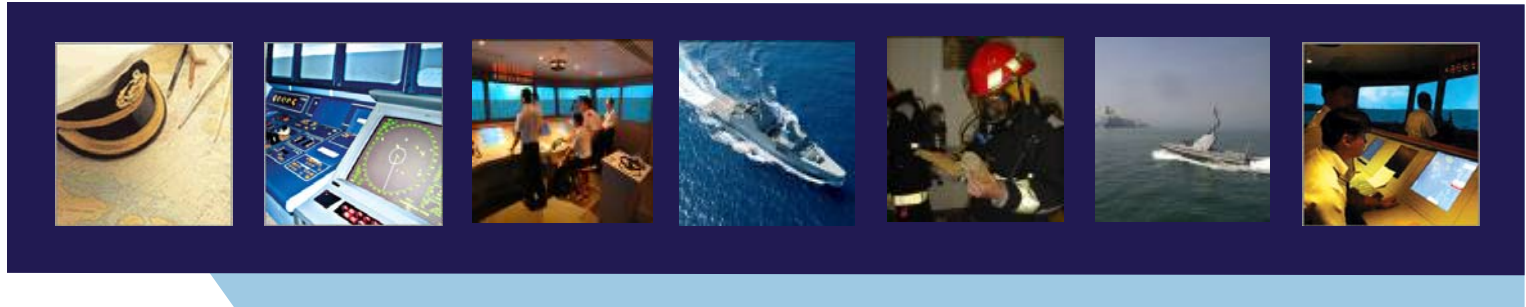
- Reduced reliance on uniform personnel for training
 - Uniformed manpower deployed for operational roles
 - Created spare manpower to develop new capabilities
- Higher Training Effectiveness
 - TPMS of over 90%
- More cost-effective
 - Lowered cost
 - More visible costing





Questions & Answers





Thank You

