



KERIS TERBANG





VISION

TO DELIVER A ROBUST, RESPONSIVE AND
RESOURCE EFFICIENT AIR FORCE

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Assalamualaikum,

Welcome to Issue 3 of Keris Terbang. Yes, COVID-19 is still around. Yes, we are all progressively overcoming challenges thrust upon us as a result (always with a smile on our faces!). And yes, we are still maintaining our operational upkeep nonetheless, continuously aligning ourselves with the Service Above Self, Teamwork and Excellence core values. Training still goes on, even with foreign air forces (more inside this issue).



As we push into the second half of a somewhat overwhelming year, what has become alien and awkward for us all has evolved into what I personally term as 'status quo plus plus' in our daily lives at work and at home. This edition of Keris Terbang would hold a mixed bag of joy and sadness for the airmen and airwomen in the RBAirF. The past quarter has witnessed changes in leadership at both the RBAirF as well as the RBAF. We bade farewell to the RBAF Commander on his retirement. We have a new Chief now at the air force helm as we eagerly anticipate bringing the RBAirF to the next level of operational professionalism. Our outgoing CAF bore brief sadness amongst us but quickly turned to beams of historical pride as he takes up a command appointment at the Ministry of Defence. Read more on these inside this issue of Keris Terbang, including a special interview with the outgoing CAF.

Stay safe and healthy!

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FOREMOST



**Col (U) Abd Rahman Bin
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**“My beyond 30 years
stint in this
prestigious
organisation allowed
me to see how the
RBAirF progressively
grows into what it is
today. ”**

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

The RBAirF has evolved for the past five decades not only to cater almost all air support requirements of the nation, but also into adapting to the progression tempo that has been demanded upon it as a whole. My beyond 30 years stint in this prestigious organisation allowed me to see how the RBAirF progressively grows into what it is today. Opportunities given to me over the years to serve at various capacities had taught me a plethora of different endeavours, and appreciate how our people persevere and adapt in order to fulfil their missions to achieve the mandated vision the best they can.

Currently, the RBAirF is also enduring the effects of the ongoing COVID-19 pandemic and plays its part in supporting the whole of nation efforts in flattening the curve, whilst continuing to be operationally ready to conduct its daily roles and responsibilities in the environment of the new norms. Despite some drawbacks, the RBAirF still managed to support recent exercises such as Exercise Penguin and CARAT. There will be more to come as we carry on towards the end of the year, and gear up for much collective events such as the joint Exercise Hikmat Bersatu VI, and the national level Exercise Perisai Kebangsaan.

I shall always have faith that the RBAirF will continue to prevail, and trust the current corps of air force leaderships to continue inculcating the spirit of Service above Self, Teamwork and Excellence in carrying out our duties for the nation. As we continue to embark upon the uncertainties of the future, I pray that our airmen and airwomen continue to be under the care of Allah the Almighty, and continue to look out for each other.

Fly safe, and enjoy the latest edition of Keris Terbang!

EXERCISE PENGUIN AIR PHASE

By Lt (U) Pg Md Izzat

“Assalamualaikum Sir,
 Exercise Penguin Air Phase Series 01/2020
 Date: 29 June 2020 to 14 July 2020
 Requirement as follows:
 1x Liaison Officer from 15 Sqn:
 1133 Lt (U) Pg Md Izzat bin Pg Sufri
 To report to.....”

I received the text message from the Admin Officer of No. 1 Wing, informing me that I was given the privilege of being the P-8A Crew Liaison Officer for the duration of their stay in Brunei for Exercise Penguin. Ignorance to orders is not in my nature and I was prepared to serve.

Exercise Penguin is part of a biennial Australian-Bruneian training event, with this year’s iteration including an Air Phase that will be corroborated by the RBAirF. The Joint Force Headquarters (JFHQ) led and coordinated the exercise, which involved elements from the the Royal Brunei Navy and the Royal Australian Air Force.

In the midst of the current COVID-19 pandemic, the P-8A crew arrived two weeks prior to the start of the exercise to undergo the mandatory 14-day isolation at the Radisson Hotel, Bandar Seri Begawan. On their first day out of isolation, the crew seemed refreshed and raring to go for the exercise. The mandatory 14-day isolation seemingly catalysed the anticipation and rest period to jump onto the exercise: it has served them well. The exercise commenced with the opening ceremony on 29th June 2020 at the Air Movement Centre (AMC), RBAirF.

The P-8A crew comprised of a range of Subject Matter Experts (SME) particularly in the field of Aircraft Security, Aviation Medicine and Aircraft Maintenance.



Arrival of P-8A crew



Opening ceremony held at the AMC, RBAirF



SAR Ex Coordination brief between RBAirF, RBN and P-8A crew



RBAirF personnel get to visit the impressive P-8A aircraft

• OPERATIONS •



This exercise offered an opportunity to include RBAirF personnel in related fields ranging from Air Defence (No. 236 Squadron, No. 2 Wg), Medical Team in the Rimba Airbase as well as Aircraft Technicians and Engineers (No 55 Squadron, No. 5 Wing). It created a platform in the sharing and exchange of experiences and knowledge through the SME Exchange Program, scheduled during the first week of the exercise. RBAirF personnel participating in the SME Exchange program were also given the opportunity to visit the impressive P-8A aircraft, and catch a glimpse of the P-8A aircraft's impressive capability.

I was lucky enough to be the only RBAirF personnel permitted to operate the aircraft. I get to experience the P-8A's pre-flight briefings, pre-flight checks, and execute the taxis, take-offs and even barrel rolls and stall turns on the P-8A at the edge of Brunei Bay. However, I didn't get to finish the landing as I woke up from my obligatory lunch break nap and realised it was all just a dream. One may say, it was not the most responsible thing to do the barrel rolls and stall turns on the P-8A aircraft. At least in my dream, I still did the pre-flight briefings and the pre-flight checks! Back in the AMC, the P-8A crew who were on duty were busy preparing for their daily flight whilst also actively planning the Search and Rescue Exercise (SAREX) with No. 11 Squadron and RBN. The SAREX represents the pinnacle of the exercise, conducted on 13th July 2020. It combines the utilisation of assets such as the RBAirF's Blackhawk S70i, RBN's KDB Darussalam and RAAF's P-8A Poseidon, and aims to demonstrate the adaptability and interoperability of multiple parties in real time. Not only that, it tested the additional level of cooperation and cohesiveness in levels of effective preparation, particularly in the current pandemic situation. Over the two weeks, the exercise has been able to enhance the level of military professionalism through capacity building, information sharing and exchange of knowledge and skills in various fields, which I hope one day am able to participate and execute as an aviator.



Interactions between Commander RBAirF with the contingents from Australia



Morning hike at Bukit Shahbandar between 15 Sqn and the P-8A Crew



CORRECT PRACTICE OF OCCUPATIONAL HEALTH AND SAFETY

Some of the common injuries that can be found at a workplace include muscle strains, falling from working at heights, lifting heavy objects, using inappropriate equipment to work, incorrect sitting position, fire at the workplace and many others. These injuries might harm and cause serious injuries if not prevented. Most accidents can be prevented if everyone uses assigned safety equipment and follow the established safety rules. To operate a safe and successful workplace, we must work as a team to:

“THINK SAFE, WORK SAFE AND BE SAFE”

TIPS FOR AVOIDING INJURIES AT THE WORKPLACE

WORKING AT HEIGHT

It is common for workers to fall and hurt themselves as a result of using inappropriate equipment to work at heights. With the use of proper equipment such as a stepladder, stool or platform can prevent workers from falling.

On 22nd April 2015 an accident occurred where an aircraft engineer fell from a height of around 8 feet while doing a maintenance check on one of the aircraft. He was using a dedicated platform but without the safety fence installed. He fell to the ground and fractured a few facial bones. He recovered after hospitalised for few months being and is now back to work. The victim claimed that they intentionally planned not to fix the safety fence in order to get the platform placed directly under the wing of the aircraft, for easier work access.

They did not realise that this “normal way of doing things” was compromising everyone’s safety. After the investigation was conducted a review of the Work Safety Procedures followed. The rules for working at height were then established whereby for anyone working at heights using platforms safety fences need to be in place, and for work at heights above 10 feet (3 metres) safety harnesses need to be always utilised.



The correct practice of using the platform with safety fence when working at height.

LIFTING HEAVY OBJECTS



Safe lifting tips:

- Keep the load close to the waist
- Adopt a stable position
- Ensure a good hold on the load
- Do not bend your back when lifting
- Do not twist when you lift
- Look ahead when handling the load
- Move slowly
- Know your limits
- Lower down, then adjust

USE PROPER PERSONAL PROTECTIVE EQUIPMENT (PPE)

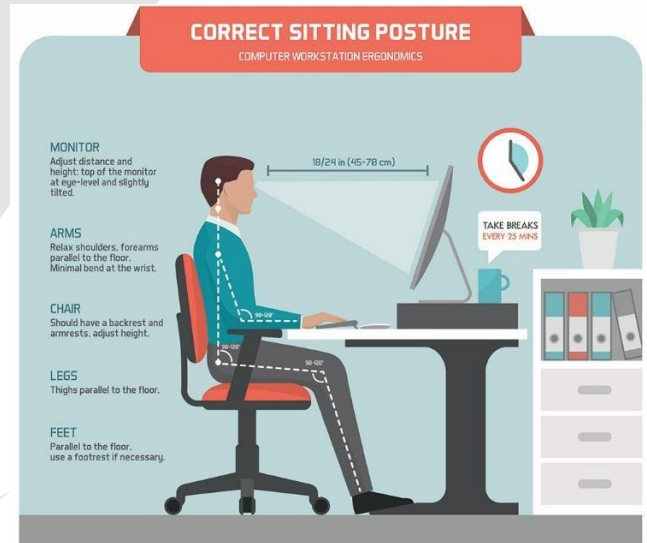
PPE protects users against health or safety risks at work. It can include items such as hard helmets, safety goggles, safety gloves, safety boots and high visibility clothing.

AVOIDING INJURIES AT WORKPLACE



SITTING PROPERLY

Bad sitting posture can cause some unwelcomed side effects, including tension/pain in the neck, back, knees and hips and poor circulation of blood.



CONDUCT EMERGENCY DRILLS

Emergency drills are important practices for ensuring the safety of your personnel. Safety drills help us learn how to handle emergencies without confusion and uncertainties. For example, in the case of a fire, your staff should know how to move out in an orderly fashion towards the nearest fire exits. Ensure everybody participates and pays attention to the drills.



Evacuation Procedure: -

- Don't panic
- Stop your work
- Proceed to the nearest emergency exit
- Don't run, walk fast
- Use the staircase, never use the elevator
- Proceed to the designated assembly point
- Do not re-enter the building until the signal is given
- Maximum time for evacuation is 2.5 to 3 minutes

RBAF COMMANDER'S FAREWELL VISIT TO RBAirF

By Lt (U) Amal Afiqah



The Commander of the Royal Brunei Armed Forces (RBAF), Maj Gen Pengiran Dato Paduka Seri Aminan bin Pengiran Haji Mahmud, made his farewell visit to the RBAirF on Thursday 13 August 2020. He was received with warm smiles by the Commander of RBAirF, Brig Gen (U) Dato Seri Pahlawan Haji Hamzah bin Haji Sahat, the RBAirF Board of Executives, Commanding Officers, Senior Officers and RBAirF personnel, albeit hidden under a heavy heart. Even the day seemed to be saddened by this visit, as I remember hurriedly looking for umbrellas during that gloomy and drizzly morning.

The RBAF Commander was invited to Dewan Punai for a meet and greet session with the RBAirF's non-commissioned officers (NCOs) and other ranks. Apart from conveying his appreciation for the trust and support given throughout his tenure as Commander of the RBAF, he reminded everyone that the main mission of the RBAF is to be a stronghold of defence in maintaining national security and peace. In this challenging time, he aspired to see everyone to unite and work together in the spirit of 'SEPADU'. He continuously emphasised the importance of maintaining discipline, upholding standards and practicing quality leadership that is demanded of military personnel. This was then followed with a memorable tree planting ceremony at the RBAirF Headquarters compound. The rain had already stopped, and the umbrellas were never used.

The Commander's final visit to the RBAirF started off with a tree planting ceremony, a traditional norm amongst past leaderships; something they leave behind, for the future generations to remember him by. As I witnessed this farewell, I came to realise that a commander's journey endures many trials and tribulations, but through that, he grows and moves forward to leave something that the future generation can leverage on.

“ Someone is sitting in the shade today because someone planted a tree a long time ago...” - Warren Buffet

• ACTIVITIES •

The Commander of the RBAF was then invited by the Commander of RBAirF for a meet and greet session with all officers of the RBAirF at the Air Movement Centre (AMC). The session began with a group photo with the RBAirF executives followed by the Commander's final words for the RBAirF. He conveyed his deepest appreciation to the men and women in blue for all the contribution and professionalism along the duration of his command. He left a piece of advice that still resonates in my mind: "I have always strived to protect the good name of the RBAF, the welfare and well being of the men and women under my command, and I leave you now with the responsibility and trust to continue on...".

Special mementoes were handed over to the departing Commander, from the officers as well as the NCOs, before boarding a Blackhawk S70i for his send-off flight to Bolkiah Garrison. A traditional Air Force way of saying farewell.

We wish Maj Gen Pg Dato Paduka Seri Aminan a well deserved and happy retirement! Rest assured that the RBAirF will strive to keep his aspirations alive.

During his tenure, Maj Gen Pg Dato Paduka Seri Aminan drove the materialisation of the RBAirF's acquisition of the Unmanned Aerial System (UAS), and he waits in anticipation for this project to be completed by the end of the year. He also saw to the revision of not only the RBAirF's but RBAF's uniform as a whole. Furthermore, he pioneered the establishment of the Budget Management Committee that is surely to benefit the RBAF as a whole.





RBAIRF COMMANDER'S FAREWELL SESSION WITH THE WARRANT OFFICERS

By WO1 (U) Khirril

A *muzakarah* session for the RBAirF Warrant Officers was organised with the Commander of RBAirF, Brig Gen (U) Dato Seri Pahlawan Haji Hamzah bin Haji Sahat, executive officers and senior officers of the RBAirF. The session was held at the RBAirF Gymnasium and was also organised as a farewell for the outgoing commander.

The session started with a group photo and continued with a friendly volleyball match between the officers and warrant officers (which was won by the warrant officers' team). Both teams received prizes for participation which were presented by Brig Gen (U) Dato Seri Pahlawan Haji Hamzah.

After the volleyball match, everyone commenced to the poolside to enjoy refreshments. WO1 (U) Khirril Azmi bin Hj Md Yusof, the event organiser, delivered a speech followed by Brig Gen (U) Dato Seri Pahlawan Haji Hamzah's farewell speech to the warrant officers. He reemphasised on the importance of interaction and teamwork amongst the leadership tiers, and the Warrant Officers are of no exception. In his final words to the Warrant Officer corps, was a reminder of a leader's ultimate role, which is to ensure that the well-being of the men and women are taken care of. This role will now be more significantly placed upon the Warrant Officers, especially in facing the challenges relating to discipline, welfare, piety and fitness, which will encompass individual as well as collective progression in times to come.





COMMANDER RBAIRF'S FAREWELL FLIGHT

By Lt (U) Fuad

On the morning of Friday 14th August 2020, Brig Gen (U) Dato Seri Pahlawan Haji Hamzah bin Haji Sahat attended a sortie brief at No. 11 Sqn in Hangar A. It was a simple flight, a suggestion brought forward so that he could have a taste of the S70i before he left RBAirF. Accompanying him on the left seat was the Head of Standards and Evaluation (HOSE).

After the brief, they headed out to the apron, and the Commander put on his helmet and sat on the right-hand seat of the aircraft. The weather was calm and sunny with patches of cloud over some areas. The flight was meant to be an outgoing flight for the soon-to-be Commander of RBAF. The sortie involved flying over the Brunei-Muara and Tutong districts, visiting multiple landing points along the way, and as the aircraft returned to base, joined by a Bolkow 105 and a Blackhawk S70i for a low-level formation flypast above the runway. The two aircrafts broke left and right respectively, while the lead aircraft returned and landed. As the aircraft taxied back to the apron, a fire engine was stationed on the western side of the apron, ready to give a water salute to the Commander. The water sprays as it hits the top of the main rotor blade.



Formation flight over Brunei International Airport runway



Commander RBAirF taxiing back to AMC

Passing that, the aircraft would continue to park in between already positioned aircrafts which included the Blackhawk S70i, Bolkow 105, Pilatus PC7 and the Bell-206 Jet Ranger. As the S70i Blackhawk taxied back to the AMC apron, the Commander was happily surprised as he was greeted by the airmen and airwomen of the RBAirF. The atmosphere was immediately filled with the airmen and airwomen of the RBAirF applauding the Commander on his farewell flight. What was supposed to be a simple farewell flight for the Commander turned out to be a surprise farewell event held by the aircrew of the RBAirF. A group photo was taken, and the event continued inside the AMC with the presentation of a memento to the Commander. The memento presented was an Altimeter surrounded by the flying squadron patches and on the meter set the numbers '318' which is the Commander's military number. This date made history in itself, as he is the first Commander of the Royal Brunei Armed Forces that have landed the RBAirF Blackhawk S70i. We wish him all the best as he continues to be the new Commander of the RBAF.

• ACTIVITIES •



Commander RBAirF with crewmen/women from various flying squadrons



Pilots and rear crew welcoming RBAirF Commander upon landing



The Farewell Memento

SUPPORT GROUP BIDS FAREWELL TO OUTGOING CAF

By Lt (U) Wafiy



When a great leader leaves, the least one would want is to show appreciation for all the dedication, commitment, and time that he has poured into the betterment of the organisation. In my five years in service so far, no event has given me as much pride and privilege than to chair and organise the Support Group's appreciation and congratulatory farewell for the outgoing Commander, Brig Gen (U) Dato Seri Pahlawan Haji Hamzah bin Haji Sahat. Due to COVID-19 restrictions, only a select number of personnel were present: those lucky enough to get a chance to meet and mingle with Dato. The crowd didn't want to miss the opportunity to take pictures with the soon-to-be Commander of the RBAF, the second air force chief to hold this post in the history of the RBAF.



In his sending away speech, the Support Group Commander, Col (U) Harmadi bin Haji Mamit reminisced times when they both joined the military, and joked about how Dato would probably be needing endless cups of coffee to fuel his days as the new Commander of RBAF- which explains the coffee maker gift! Dato assured him that he will definitely be putting the coffee maker to good use in his new office, and left the Support Group with his farewell words of advice:

"Continue to work hard, and at the same time I hope that everyone continues to serve for as long as you are still physically and mentally capable..." A short yet meaningful event, one that the Support Group will cherish, and we wish Dato well in future endeavours as he leads the RBAF in years to come.



RBAIRF CORE VALUES – TEAMWORK

By Maj (U) Arif Syazwi

The previous issue of Keris Terbang highlighted the RBAirF Core Value of Service Above Self. Teamwork is the second RBAirF Core Value which is defined as *‘Having the spirit of comradeship in achieving the organisational goal’* in the RBAirF Core Values Handbook.

The RBAirF Core Value Handbook further explains how airmen/women at all levels, including its officers, senior non-commissioned officers and junior non-commissioned officers, need to rely on each other in achieving the organisation’s goal and vision. Within the air force, each and every airman/woman is expected to understand their roles and responsibilities in order to ensure that an effective and collective effort can be achieved for any task and mission at hand.



The relationship between RBAF and RBAirF Core Values

“All of the real heroes are not storybook combat fighters either. Every single man in this Army play a vital role. Don’t ever let up. Don’t ever think that your job is unimportant. Every man has a job to do and he must do it. Every man is a vital link in the great chain.”

– General George S. Patton, U.S. Army

Teamwork is not only an important core value that needs to be inculcated into our airmen/women within the RBAirF but also an inherent characteristic of the organisation itself. The Airpower Doctrine ADP 01 / BJDPA-05 states that *‘... Air Power is jointery in nature, (due to) the ability of Air Power to cross environments (land and sea)’*. As an air force we are expected to be *‘part of a greater joint force that is capable of achieving a greater effect compared to acting independently’* (ADP 01).

“Talent wins games, but teamwork and intelligence wins championships.” – Michael Jordan

This RBAirF Core Value needs to exist at all levels of leadership and also between all levels of leadership within the RBAirF. A Lance Corporal mentoring a Private is considered as a leader as much as a General leading his officers in the military: both need to promote teamwork at their respective levels. Teamwork between levels of leadership also needs to be promoted, as the officer corps, who are normally considered as the leaders, will not be able to function without the coordination and teamwork with their warrant officers and senior non-commissioned officers.

“Great things in business are never done by one person. They’re done by a team of people.”

– Steve Jobs

The military commonly applauds gallantry achievements of leadership and well executed command in wars and battles of the past. However, the best commanders and leaders are almost always individuals who are able to work well with teams and rally a group of individuals to work towards a common goal. In essence, this is Teamwork.

“Alone we can do so little; together we can do so much.” – Helen Keller

INTERVIEW WITH THE COMMANDER OF THE ROYAL BRUNEI AIR FORCE

By Maj (U) Arif Syazwi



The editorial committee would like to wholeheartedly thank Dato Seri Pahlawan Haji Hamzah for agreeing to be interviewed in this edition of KT. The committee would also like to officially congratulate Dato on his recent promotion to Major General and subsequently as the Commander of RBAF.

Dato Seri Pahlawan Haji Hamzah bin Haji Sahat served as the Commander of RBAirF for 2 years until his recent promotion as the Commander of RBAF. Dato was still serving as the Commander of RBAirF during his interview with KT. His opinions expressed here are of his impressions during his tour as Commander RBAirF.

KT: Dato, how long have you served in the Armed Forces, and why did you decide to pursue military flying?

This September would be my 32nd year in service. I have always been fascinated with planes since I was small. I have always pictured myself piloting the aircraft and eventually faith has led me into the military.

KT: Throughout your air force career, how do you think you have grown to be the person you are today?

As we progress, it's natural that our perspective changes during the different stages in our career. When I started flying, my focus was to perform the very best at being a junior pilot and contribute to operational taskings effectively. This period of my career taught me the importance of teamwork especially when you are working in a multi-crew environment.

Moving forward, when I became a Qualified Flying Instructor (QFI), the typical instructor slogan "*When your students struggle, it's a reflection of you*", still lingers with me to this day. On a general application, whatever happens (incidents/accidents) in our organisation/unit, we must be accountable and should reflect and ask "*What could I have done to prevent such an incident?*".



Commander RBAirF during his basic flying training

● LEADERSHIP ●

Being an instructor has also taught me to be a good listener. The art of listening has always been an underrated topic but arguably one of the important tenets/ traits of leadership, especially in communication. Listening means hearing and understanding what we have heard. This prevents you from having preconceived ideas on certain issues before having a discussion/meeting.

The time I served as SO1 Operations at the Directorate of Operations (MINDEF) also gave me a different perspective. It opened up avenues for closer cooperation with other government agencies and provided me with opportunities to interact with the law enforcement agencies in Brunei. This was also true when I held the appointment as the Chief of Staff (COS) at JFHQ in 2011 and later as Joint Force Commander (JFC) in 2014. Rallying support and elevating other government agencies' understanding in a multi-agency cooperation has been a rewarding albeit challenging one.



During His Majesty Sultan Haji Hassanal Bolkiah's visit to the RBAirF in 2019

KT: Could you tell me about a few of your most memorable experiences throughout your service?

My most memorable experience would be during the Humanitarian and Disaster Relief (HADR) operations in Aceh in 2004. Seeing the disaster on the ground was a life changing experience. The second experience would be after 4 days into the job of SO1 Operations at the Directorate of Operations in 2005 where I was involved straight away in planning an operation called Operation Bekalang. A good welcome to a challenging job.

KT: How do you handle the responsibilities put upon your shoulders and the stress that comes with it?

The most important thing is *Tawakkal* and always going back to Allah the Almighty. My other 'stress-reliever' is actually family. I would encourage everyone to have some time off from work and have a break with his/her family somewhere.

KT: Is there a particular quote/hadith that you always go back to when you're faced with any sort of hardship?

The most pronounced *ayat* in the Al-Qur'an is Verse 286 in *Surah Al-Baqarah* which says "Allah does not burden a soul beyond that it can bear". This literally means that whatever challenges or hardships we are facing, we must know that these are all within our capacity and capability to handle.



Commander RBAirF in his early flying days

The saying "*singing a different song when we grow older*" is very much true. We pick up different focus and priorities that indirectly shape who we are today. If I have to pick a few, this would be Teamwork, being firm with compassion (through listening) and leading by example.



Humanitarian and Disaster Relief (HADR) operations in Aceh in 2004

KT: What motivates you to keep doing what you're doing?

Tracking back through my career, and whatever position I am in, I always look for a 'buzz'. This means asking myself what would motivate me to work every day. For me, I love to transform and make a change. I would not do justice if I leave a certain post without leaving a footprint. Coming back to the RBAirF, I love to do strategic planning on the Air Force's future, including capability development. Creating the blue print for the future while ensuring our ability to raise, train and sustain and shaping the RBAirF into a disciplined and professional force has been a satisfying endeavour. In short, this is my current 'buzz'.



Commander RBAirF with his family during his farewell flight

During the time of writing below Dato Seri Pahlawan Haji Hamzah was officially confirmed to be promoted as the next Commander of the RBAF. KT took the opportunity to ask further questions before he departed the RBAirF.

KT: What are your visions for the RBAirF in the future?

As a small nation, there is a strategic balance between other developments and spending on defence. We should never take for granted our current prosperity and stable security, and we must be responsible and continue to develop our defence capabilities. Therefore, we must continue to consolidate, enhance and introduce new capabilities aligned with future challenges. I hope to see the RBAirF mature into a more credible Air Force with certain capabilities such as light fighter aircraft that can conduct Close Air Support (CAS) and minimal interdiction; maritime and transport aircraft that allow quick response to regional needs such as HADR Ops and also surveillance over our Exclusive Economic Zone (EEZ); High loiter air surveillance capabilities through our Unmanned Aerial Systems (UAS) whilst continuing to collaborate with other Government law enforcement agencies and develop into an established and renowned flying training avenue that attracts regional partners.

KT: Any last words of advice for fellow RBAirF officers and personnel alike?

Whatever we do and whatever positions we are in, we must not forget our reason for existence. As a security and defence institution, we are responsible in upholding the peace. This requires full commitment, determination, professionalism and most importantly, maintaining discipline. The military demands high discipline from all levels and tiers of the organisation. Our business of preserving the peace requires highly disciplined soldiers. Beyond this, as we progress towards a more technologically driven armed forces, I urge everyone to continue enhancing their knowledge and always keep updated with current military trends as well as geostrategic situations that shape our security outlook. Lastly, I urge all Muslims to submit to our Islamic obligations: I continuously pray that the nation and the people of Brunei Darussalam will always be blessed and protected by Allah the Almighty.

MAIN ATTRIBUTES OF AIR POWER

By Maj (U) Faiz

Air Power is unique and distinct from Land and Sea Power mainly through its attributes. Most of the attributes present in the air environment are interrelated, thus enhancing the effectiveness of joint operations through proper synchronisation and execution.

The main attributes are characteristics exclusively specific to Air Power and are crucial to its delivery. Essentially Air Power once deployed consist of **Height, Speed** and **Reach**.

HEIGHT

The air environment covers both the land and maritime environments. This creates air operators the possibility to exploit the vertical dimension, where Air Power can exploit height to observe and control activities in both the maritime and land environments whilst offering significant strategic and operational utility. Tactically, for instance, aircraft can make use of height to avoid or evade from many surface threats as well as giving them the ability to manoeuvre in three dimensions and ultimately enhancing survivability.



SPEED

Speed, essentially, is exploitation of time. Air capabilities possess speed, which may lead to military advantages. Air assets also have the ability to respond almost instantly to crisis when required, in operations such as the rapid deployment of troops and equipment, target acquisition and other operations. In logistical matters, even though air capabilities have limited payload, it can deliver rapidly and repeatedly in comparison with Land and Sea Power.



REACH

Air capabilities do not have physical barriers as obstructions where natural terrain or physical barriers are not present. This provides air capabilities with the opportunity to be at any point on or above the surface of the earth. Reach thus enables operators within the environment to monitor.

In short, Height, Speed and Reach are the main attributes of Air Power as they are prevalently the dominating factor over land and maritime environments. The combination of these three main attributes present a powerful tool for any armed forces. Once exploited at the right time and with the right strategy, Air Power can influence and dictate operations in the land and maritime environment, no matter where they occur.



“Air power is the most difficult of all forms of military force to measure, or even to express in precise terms. The problem is compounded by the fact that aviation tends to attract adventurous souls, physically adept, mentally alert and pragmatically rather than philosophically inclined.”

Sir Winston Churchill



1442 HIJRAH – WELCOMING A NEW YEAR

By Lt (U) Najwan



Despite the outbreak of COVID-19, and the many restrictions it has imposed, it did not impede the RBAirF's 1442 Hijrah new year celebration this year.

The new year was welcome on 19th August 2020 at Surau Al-Barakah, Rimba Airbase which commenced prayers of gratitude, upon the health and wealth graced throughout the year amidst the ongoing global challenge, in addition to prayers in hoping for better opportunities in the coming year.

A religious talk entitled "Generation of Knowledgeable, Charitable and Moral Drives the Development of Ummah" delivered by our guest talker, Dr Ustad Haji Harapandi bin Dahri. In his talk, he reminded audiences to always maintain good character which each of us already possess and improve areas specifically knowledge, charitability and moral.

Though we were in a tight spot where events had to be cancelled and postponed elsewhere but if procedures were followed, there will always be a way to celebrate religious dates and events in a safe manner to show appreciation.



UPACARA SERAH TERIMA TUGAS PANTAH TENTERA UDARA DIRAJA BRUNEI

DI ANTARA

YANG MULIA

BRIGEDIER JENERAL (U) DATO SERI PAHLAWAN
HAJI HAMZAH BIN HAJI SAHAT
P.S.P.N.B, S.M.B, P.I.K.B, MPhil, MA, ndc, psc, QFI

DENGAN

YANG MULIA

BRIGEDIER JENERAL (U) DATO SERI PAHLAWAN
MOHAMMAD SHARIF BIN DATO PADUKA HAJI IBRAHIM
P.S.P.N.B, S.M.B, P.S.B, P.I.K.B, MA, ndc, psc (j), QFI

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LEADERSHIP HAND OVER : RBAIRF CHANGE OF COMMAND

By Cpt (U) Qamarul

On 21st August 2020, the Royal Brunei Air Force (RBAirF) witnessed the 14th Chief of Air Force (CAF) Change of Command. The event was first graced with a farewell speech by the outgoing CAF, Brig Gen (U) Dato Seri Pahlawan Haji Hamzah, to the RBAirF. In his speech, he expressed his gratitude to His Majesty for allowing him to lead the 'Blues' for two full years and shared his delight with the few achievements the RBAirF has made. The ASEAN Air Chiefs' Conference (AACC) and the ASEAN Air Forces' Education & Training (AAFET) were amongst the two successful events the RBAirF has hosted in 2019. He also revealed that there are a few capability projects underway for the RBAirF in the next few years: Unmanned Aerial System (early 2021), support helicopter for the BO105 replacement, replacement aircraft for the CN235 as well as acquisition of a Medium Range Air Defence and Early Warning System. There are also new infrastructure projects currently drawn up in the pipeline which include the Officers and SNCO mess buildings, Air Training Centre and the Air Defence Building. Not forgetting, Brig Gen (U) Dato Seri Pahlawan Haji Hamzah also thanked Deputy CAF's meticulous efforts in ensuring the RBAF's Prihatin Centre is fully setup to support with the well-being of RBAF personnel. With all these new and exciting additions to the RBAirF and RBAF, Brig Gen (U) Dato Seri Pahlawan Haji Hamzah reminded, "High discipline and integrity is key to ensure the RBAF functions as a defence institution that it needs to be. Also remember, we must be sincere in whatever we do and take care of our religious duties." Finally, Brig Gen (U) Dato Seri Pahlawan Haji Hamzah stated that he will miss working within the RBAirF and thanked all airmen and airwomen from all ranks for displaying the professionalism and dedication in ensuring the RBAirF is a proficient defence institution.



After the transfer of the 'Cyclic Control' between the two commanders, a pilot speech was also given by the incoming CAF Brig Gen (U) Dato Seri Pahlawan Mohammad Sharif. From his speech, Brig Gen (U) Dato Seri Pahlawan Mohammad Sharif urged the RBAirF to brace itself and get ready for a busy year of 2021: Military Exercise *Hikmat Bersatu VI*, National Exercise *Perisai Kebangsaan*, ASEAN Summit in Brunei, the RBAF's Diamond Jubilee anniversary and RBAirF chairing of the Brunei International Tattoo. Brig Gen (U) Dato Seri Pahlawan Mohammad Sharif stressed the importance of having mutual trust and respect amongst each other and is a prerequisite for teamwork and professionalism. He also reiterated that with all levels showing high commitment and accountability, always thinking ahead and embracing change, the RBAirF will be able to adapt and take on any challenge coming its way. At the end of his speech, there are three aspects that Brig Gen (U) Dato Seri Pahlawan Mohammad Sharif left us to reflect which are fundamental to achieve our goal of making RBAirF a credible air force: High level of Readiness, Discipline and Standards. What was supposed to be a magnificent parade that usually shook the parade square of the Royal Brunei Air Force (RBAirF) Headquarters was now conducted in the modest Punai Hall; a COVID-19 measure that breaks away from the tradition of the Chief of Air Force (CAF) Change of Command Ceremony. The grandeur of the event however did not feel lessened in any way. With the heartfelt speech by preceding CAF then Brig Gen (U) Dato Seri Pahlawan Haji Hamzah bin Haji Sahat, the resolute speech by current CAF Brig Gen (U) Dato Seri Pahlawan Mohammad Sharif bin Dato Paduka Haji Ibrahim, the torch passing of the trademark Cyclic Stick statue and audience filled with white ceremonial uniforms; the ceremony was carried out memorably and successfully. Outgoing CAF Brig Gen (U) Dato Seri Pahlawan Haji Hamzah will be sorely missed and on behalf of RBAirF, Keris Terbang bids Brig Gen (U) Dato Seri Pahlwan Haji Hamzah farewell and wish him a successful tour in his new tenure as the RBAF Commander. Simultaneously, RBAirF and Keris Terbang welcomes Brig Gen (U) Dato Seri Pahlawan Mohammad Sharif as the new CAF and is looking forward to serve under his command.





Commander RBAirF Brig Gen (U) Dato Seri Pahlawan Haji Hamzah leaving the aircraft post his Farewell Flight

Taken by: 52933 Sld (U) Muhammad Hazwan bin Haji Zakaria

RESILIENT LEADERSHIP OF A FLYING SQUADRON COMMANDER

By Lt Col (U) Muhammad Amiruddin

At every level of any organisation, leaders play a key role and hold the upmost responsibility to ensure the unit that is mandated under your care, functions effectively and efficiently, no less than that. The mounted pressure on a squadron commander himself is beyond someone's imagination. It is not about glory or status or personal pride that serves to motivates them. But instead, it is the trust and accountability that is entrusted to them that drives them to work for what is best for his squadron, and ultimately how his squadron can serve the Air Force better as a whole.

However, on the positive side, if a leader is well-trained, self-learning and has care for his subordinates, surely he will gain trust and support, and earn respect from his subordinates as well as his superiors. Of course, there is no short-cut remedy for success – hard work is key. I offer my reflection, underlined with an intent to encourage future squadron commanders to be resilient leaders. First of all, you must focus on the mission – be it in training or tasking. Before you delegate the respective responsibilities to your squadron executives, you must empower them to exercise their authority to do their jobs.



Why do flying squadrons require an effective and resilient leader? Their leadership presence is undeniably of paramount importance, a requirement to not only lead and command his squadron, but also an underlying responsibility of supervising, managing, caring, educating, evaluating, mentoring, coaching, and sometimes becoming an instant counsellor is demanded of him/her. Therefore, a squadron commander requires all these characteristics, all of which he must dwell in and deliver on a daily basis as a role model. Besides this, a squadron commander's ultimate skill that needs to be nurtured and harness is the ability to motivate, encourage, and inspire our airmen and airwomen. Solving problems are part of the package, and as such, they are responsible for creating an environment where our airmen and airwomen can succeed and do well. With high demand and never-ending air support demands from stakeholders as well as adhering to the many requirements at the tactical level, a squadron commander's role is never a simple task. It is a tough job indeed.

With sufficient guidance and clear intent or objectives on your part, your executives will be able to fulfil what is required of them. Therefore, your lead of cohesiveness amongst key officers and senior crewmen within the squadron is vital to maintain operational readiness and high standard. Give them proper training and work on it. The end-state is that our aircrew must be well-trained, and you have the power in making that happen.

Secondly, you must look after your people – take care of airmen and airwomen under your command. This is not an easy job too. You will never fulfil all desires, and you will never be able to make everyone happy all the time. But it is within your power to assure them that you will do your very best to fulfil what they need and concern on their welfare. You have to become a good listener in order to really understand and appreciate what is the real problem they are facing. It can be financial, family, medical, work ethics related, disciplinary problems, to name a few. The hard reality that many leaders face today are common; may be having problems dealing with low manning, resources shortages, and high operational tempo, and therefore, morale of our airmen and airwomen is a key. The task that it at hand is how you tackle and handle the demands whilst ensuring morale is still protected.



With No.1 Wing Officers attending the Intermediate Staff Course (ISC) 2020

Last but not least, the importance of Teamwork – the secret to what may ease various situations and alleviate, is complication. An underlying reason to why this is one of RBAirF's Core Values lies in the simple fact that no matter where you go, even more so in the air, you cannot work alone. They are so many things to do within a short period of time, and it is of paramount importance that you are able to select the appropriate and more able people to help you out within the squadron. Who am I talking about? Your *Flight Commanders, Crewman Leaders, Pilot Instructors, Crewman Instructors*. You identify their strengths and weakness, delegate the skills and task accordingly, and mould the team together. As you march with the many responsibilities that is put upon you, understanding the importance of supervision is also critical and should never be underestimated as we move towards ever-changing environment and unpredictable challenges. The ability to communicate effectively and supervise intelligently are part and parcel of your duty. Supervision is a matter of fact nothing new in flying nor leadership, and recently supervision has made centre stage in many occasions, prompting a need of its emphasis due to the part it plays in alleviating flight safety concerns. Once supervision is lacking, the shortcut attitude and taking things for granted mind-set will start to brew, thus causing complacency – one of the few human related causes of flight safety occurrences. These behaviours must be eradicated and terminated at the earliest possible phase.

In short, as a squadron commander in the flying squadron, you must always be prepared for everything. Squadron commanders are still able to seek advice, direction, and guidance from his Commanding Officer, pertaining all issues that may become a stumble block to the continuous operation and well-being of the squadrons. I believe that amalgamation of focusing on the mission, taking care of the people, having a good teamwork and performing supervisory role, will ensure a squadron commander is fully equipped in order to carry out his/her role appropriately and effectively. As a Commanding Officer, I offer my service and pledge to mentor, coach, develop, and guide squadron commanders in answering to the accountabilities in leading a flying squadron. At the end of the mission, what we strive to achieve is that our airmen and airwomen feel valued and cared for, and with God's will, our lead would hopefully drive them to perform better and continue to nurture the many more airmen and airwomen who are willing to remain and offer their service in years to come.

NO. 3 WING CHANGE OF COMMAND

By Lt (U) Dk Aqilah



Commander Operations Group with No. 3 Wing personnel



The leadership mantle for No. 3 Wing was officially handed over from Lt Col (U) Radhuan bin Hj Abdul Hamid to Maj (U) Hj Md Rahimin bin Hj Ismail on the 3rd of July, 2020.

The outgoing Commanding Officer No. 3 Wing left the wing with a few words: reminding the men and women the importance of their duties and responsibilities in supporting the RBAirF and the RBAF as a whole. He believes that with trust, commitment and cooperation from each individual can go a long way, and is the ultimate sacrifice that needs to be contributed in order to progress as an organisation.



He also believes that No. 3 Wing has the opportunity to lead by good, as she paves way as a newly established Wing and accepts the challenges in adapting to the current progressive environment, whilst answering the expectations of the steep development required to be up to speed with all other wings within RBAirF.

BASIC LOGISTICS COURSE

By Lt (U) Aziz

Basic Logistics Course is a mandatory course for No. 4 Wing personnel, both officers and other ranks. The course is only offered twice or thrice annually. Such course is important for personnel to be logisticians because it gives them basic knowledge about the logistical system in RBAF. Personnel who completed the course will be capable and authorised to carry out logistical duties and responsibilities particularly but not limited to, managing and processing unit's supply demands as well as distributing systematically RBAirF's domestic and technical supplies to RBAirF end users.

The recent Basic Logistics Course was held from the 6th of July to 7th of August 2020 and was attended by eight RBAirF participants, all from No. 4 Wing. A total of thirty three RBAF personnel from all units and two civilians from Ministry of Defence attended the course. The mix of personnel from different services served the participants well because it allowed them to establish a social and working relationship between tri-services.

The 5-week long course was packed with classroom learning and field visits to main stores in all services, including the Logistics Depot at Bolkliah Garrison. Participants found the visits very useful because it gives them a deeper understanding on how all the main stores in RBAF operate. It also gives the participants an understanding on the current logistics system and also study which areas to improve on. During the course, participants also organised and participated in extra-curricular activities such as sports and religious events.

Upon completion of the course participants will return to their units usually in their logistics role be it within their squadrons or with No. 4 Wing. The next course they will eagerly look forward to will be the Advance Logistics course.



Course Participants from No. 4 Wing, RBAirF



Work visit during the 5-week course



Part of the curricular activity of the course



Outdoor sport activities conducted with the Training Officer

THROUGH THE LENS OF AN AIRCREW

By Lt (U) Nazmi & SSgt (U) Azmi



Formation flypast for RBAF Anniversary celebration in 2015

Pilot:

Flying a helicopter is a dream come true. I'll always remember being 2000 feet up in Shawbury during my basic helicopter course and I was in awe with the view. That's when my instructor looked at me and said, "Yeah it's amazing, and we're at work Naz, imagine that."

Having the sky as your office is a privilege. Flying a helicopter over the country is a lot of fun, but it also comes with the tremendous responsibility, and ensuring safety is always the highest priority. Our helicopter pilots are highly trained and they come to work committed and eager to carry out their daily tasks. On the other hand, an aircrew's focus doesn't start on the day of the mission/task. It starts at least a day before or even earlier where they go into what can be called as the term "aircrew bubble". This includes the ever popular term "mental" or "arm-chair" flying. When an aircrew goes into their "bubble" it is important for others to understand and respect the state they are in because it is when they put all their focus towards the mission and the thought process of how they are going to go about in achieving it. It is inevitable to control or even deter from external factors that can affect your mental flying, such as personal matters, meetings, outstanding assignments, on a daily basis. However, as much as possible, aircrew need to learn to avoid distraction at least until they land and shut down.

On the day of the mission, the assigned aircrew starts off with doing the pre-flight/ walkaround of the aircraft, which usually takes 15-20 minutes to complete. It then continues with checking the aircraft's tech log to see if there are any limitations and preparing the performance folder. Afterwards, aircrew are to attend a mandatory morning brief with the squadron before doing a separate sortie/flight brief with the specific crew involved, which is usually 45 minutes to 1 hour prior to the take-off time. Upon completion of the task, aircrew are to conduct a debrief on how the mission was achieved and to discuss on what can be done to improve it.

Being an aviator in the RBAirF is very challenging yet rewarding. Due to the unique nature of RBAirF being the sole provider of national Air Power, it is inherently versatile. It is one of the few Air Forces in the world that require her aircrew and aircraft to be multi-qualified and multi-roled, in order to accommodate all requirements in supporting not just the air support needs of the RBAF but the Nation as a whole as well.

Crewman:

The roles and importance of being rear crew has always gone unnoticed by the general public, usually being overlooked/ overshadowed by the glorified role of pilots as influenced by the mainstream media.

The responsibilities that the rear crew bear is as important as the pilots, keeping the aircraft and passengers safe from possible harm. Rear crew are ultimately responsible for keeping the aircraft clear from any obstacles while the aircraft manoeuvres through the dense jungle and confined areas. Aircrew are the last pair of eyes to do the final checks, and we are the ones who ultimately get to say “All good, clear to start”. Cabin management is another area that comes under the jurisdiction of rear crew, in which little credit are given. Different mission requires different aircraft set ups. Hence the rear crew must ensure the right equipment, settings and safety aspects have been carried out for the task. Seat configuration, dangerous air cargo considerations, aircraft weaponry and rescue kits are some examples of aircraft equipment and requirements that must be prepared prior before a mission. Due to the variety of roles, specific mission will dictate which rear crew are selected and delegated, depending on their category and qualification, to ensure mission success. In addition to that, passenger management; the safe enplaning and deplaning of passengers and to ensure it conforms with manifest depends on a rear crew’s command and efficiency. All of this requires a polished set of proficiency, multi-tasking ability, heightened situational awareness and vast amounts of experience.

The rear crew are the pilots’ eyes where they can and cannot see, and they have the power to advise against any landing or mission to proceed if they assess/ detect any situation as unsafe. A pilot’s vision is trained to maintain the aircraft’s position and in order to manoeuvre, but the rear crew embodies extra supervision that keeps the whole crew in the aircraft safe when operating in a very confined landing point, by always looking out for any abnormalities or possible danger that they might encounter.



Map planning process



Crewman giving a map brief prior to an NVG sortie



Aircrew General Purpose Machine Gun(GPMG) Firing at Penanjong Garrison

THROUGH THE LENS OF AN ENGINEER

By WO1 (U) Maryadi

No. 51 Squadron (used to be known as Engineering No. 1 Squadron) previously had 10 Bell 212 aircraft which were decommissioned in 2014 and since then have been replaced by the new Blackhawk S-70i (initially introduced to the RBAirF in 2013). There are currently a total of 12 Blackhawk S-70i helicopters. Throughout my service in No. 51 Squadron since 2000, there has definitely been a lot that I have experienced as an aircraft technician.

The retired Bell 212 aircraft although only having simple analogue systems which were built in the 1970s was a challenge to maintain and requires very skilful technicians due to the limited and confined working area on the aircraft. During my younger years as a technician on the Bell 212, I was given the responsibility as an Aircraft & Engine Supervisor. The responsibility as a supervisor is to ensure that any maintenance tasks are carried out safely in accordance with the approved procedures, while ensuring that the task at hand is planned and coordinated to be carried out on time to guarantee the availability of aircraft for the next day or whenever required. As a supervisor one must have a strong sense of responsibility and teamwork to ensure whatever maintenance that has been planned can be carried out smoothly. After a few years of being a supervisor, I was further given the responsibility as Crew Chief. As crew chief, one must be able to allocate aircraft available to operational tasks and requirements while ensuring that the maintenance of aircraft do not overlap and any aircraft on maintenance meets its target. The welfare of technicians under my command was also another responsibility. I had to ensure that they were working safely with enough rest. My daily routine as a crew chief usually started with a brief to the technicians on the daily activities, whether it be maintenance or operations, to ensure that the daily works are run smoothly. Any unscheduled faults also had to be managed to minimize downtime of aircraft and if possible to be used for the next day.

In 2013, I was promoted as the Airframe & Engine Trade Manager. My job scope greatly increased, where I now had to manage technicians under the whole squadron and not just within my own crew: this includes managing their work locations, leave forecast and military tests. Allocating manpower had to be in line with the squadron management's maintenance activity plan. This becomes challenging when there is a shortage of manpower due to secondary commitments such as parades and courses. The lack of manpower can directly affect maintenance activity and this has to be relayed directly to the maintenance planners in the squadron to re-strategise and re-plan maintenance activities.

From 2014 to 2015, during the transition of Bell 212 and Blackhawk S-70i I was given the opportunity and honour to be part of the Resident Project Office (RPO) in Florida, USA for the purchase of the Blackhawk S-70i. The RPO was responsible to inspect aircraft that were to be delivered were up to the specifications as per contractual agreements. This period taught me various elements of management, communication skills and interaction with vendors.

In 2016, I was again given an upgrade in responsibility as the Warrant Officer in Charge of Helicopter Maintenance. I was given the responsibility of forecasting and planning helicopter maintenance and the required spare parts. At the same time, I was also responsible to ensure that the aircraft operating hours were according to what was planned to prevent any overlapping of maintenance activities which can lead to low aircraft availability for operations. In addition to that, I was also involved in the Retrofit Project for the installation of various avionics and airframe parts on the S-70i such as the Rotor Brakes and Loudhailer.

Currently as the WOEng for No. 51 Squadron, there have been a few challenges that I have faced so far throughout my tenure, such as corrosion on aircraft structure which has greatly impacted aircraft availability. In battling the corrosion issue, there have been multiple efforts that have been done collaboratively which I have been privileged to be part of.

Throughout my career in No. 51 Squadron, I have been lucky and blessed to have worked with a line of technicians who work tirelessly while maintaining their spirit of teamwork and professionalism. All of this I do in the line of duty and delivering the supporting the squadron and air force mission.

AVIATION MAINTENANCE COURSE

By Lt (U) Rahiim



Top-table squadron development exercise

The Aviation Maintenance Management (AMM) course provides participants (aircraft technicians of rank Sgt and above) with key tools and techniques to become effective maintenance managers. The course runs for four weeks, consisting mostly of classroom-based lectures, talks and exercises. AMM is conducted by No. 75 Sqn, No. 7 wing and this year's course was conducted from 10th of August until 04th of September. The course takes a systematic approach to maintenance managerial work and its objective is to teach managers how to artfully shape decision making, implementation, and alter processes within their department or squadron for the better.



Course participants visit to CAE at the Multi-purpose Training Centre, Rimba

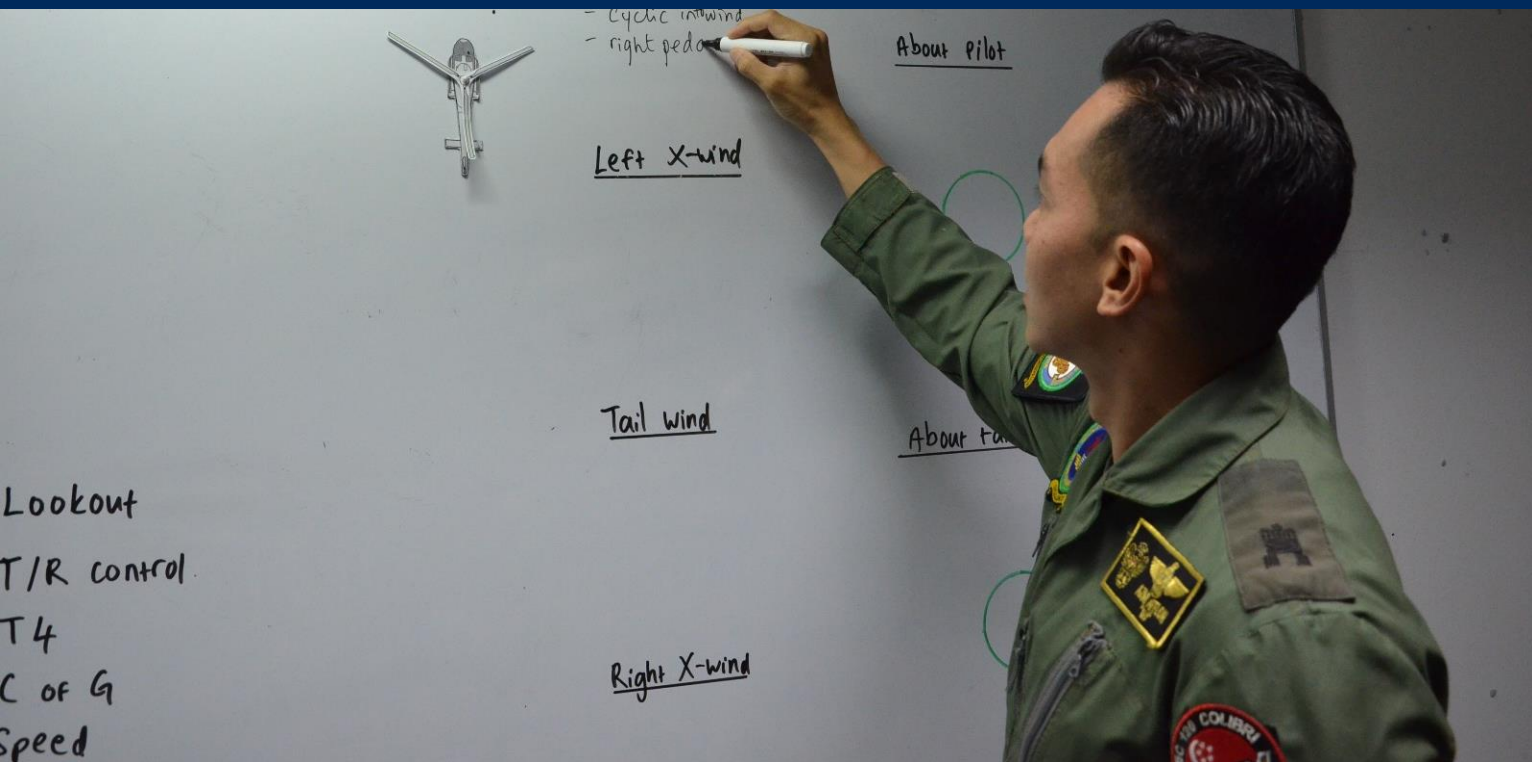
Over the duration of the course, personnel are tested through exercises and one of it is Top-Table Exercises (TTE). TTE is crucial in this course as it promotes critical thinking and problem-solving skills particularly with scenarios of unexpected incidents.

The lectures include syllabus that emphasise on the Squadron Manpower Management, Aircraft Maintenance Management, General Administration & Management and Basic Management Theory. Lessons also include topics like Human Factors in Aviation.

As part of their managerial role assessment, participants are tested to organize events such as mini sport event for No. 75 Squadron and a site visit to CAE to understand and gain insights of other organisation and its management style. The course concluded with a closing ceremony, marking the beginning of journey for the maintenance managers within their respective units.

COMPETENCE TO INSTRUCT: A QHI'S REFLECTION

By Maj (U) Azmi



Maj (U) Mohamad Azmi bin Hj Afflon completed his Competence to Instruct (C to I) Course on 17th July 2020, and is now the Squadron Commander of No. 14 Sqn, and an instructor on the Blackhawk S70i.

Competence to Instruct or as it is commonly known amongst aviators, C to I, is the next step for a pilot who has undergone his/ her Qualified Helicopter Instructor (QHI) or Qualified Fixed-Wing Instructor (QFI) course, to embark on to train and to teach on a specific aircraft type. He/ she would have already completed the aircraft conversion on-type, then after undergo the C to I to qualify him/her to instruct students on that particular aircraft/ platform.

For the Blackhawk S70i, the C to I training will include few simulator training sessions and flying sorties to be conducted, in order to qualify an instructor to teach as a QHI on type. The simulator sorties are done at the CAE Brunei Multi-Purpose Training Centre (MPTC) in Rimba, Brunei. Several simulator sorties conducted there covers flying manoeuvres and profiles such as general handling, circuits, aircraft emergencies and instrument flying, all of which will be conducted across 4 to 5 separate sorties. What makes the training even more significant is that these profiles will be taught not only by the RBAirF's experienced and most senior QHIs but also retired RBAirF pilots that most definitely add a bit more breadth and depth into the training, as they pass on their prior experiences.

The training involves techniques on instructing a student pilot, by the means of role playing. What makes it semi-difficult is the fact that the 'student' in the role play is actually the checker or QHI that is going to determine your fate! As the QHI roleplays as a student, he would simultaneously assess the effectiveness and overall performance of your execution and techniques of instruction, both on ground and in the air (the simulator). Comments and constructive feedback will be given straight after every session, which aims to debrief and deliberate on what and how to improve in specific areas of the sortie, and which mode of instructing skills are best suited in different situations.

“The Secret To a Good Demo is a Good Setup” – R.Rankine



Maj (U) Azmi with the course participants of the 93rd Helicopter Instructor Course (HIC) in Singapore back in early 2019

As you enter the flying phase, all the techniques and lessons taught in the simulator will now be replicated in real time, in the real aircraft, and the role playing continues. One of the challenges of role playing is knowing that the 'student' is still an experienced and knowledgeable instructor, hence the subtle resistance to applying the techniques and delivery to a completely new student is still there.

The situation can get overwhelming at times, as you need to overcome the contradicting nature of teaching your own teacher! As I reflect further into my C to I journey, I realise that different instructors have different techniques, and knowing this provides me with a sense of assurance and confidence in why I choose to be a QHI. The fact that I can leverage on and accumulate the best practices I have learnt from various instructors and make it into my own, and that one day someone else might benefit on how I deliver my lessons. Upon completion of both simulator and flying phase of the C to I, one will then be qualified and categorised as a CAT 3 Instructor on that particular aircraft type/ platform. The learning doesn't end here. As the saying goes, with more practice you will eventually master the trait. The more you instruct the more experience and confident you become.

The experiences of teaching different kinds of students and characters will build the teaching personality you will apply in years to come, and this will determine the continuity of upgrades and instructorship that you will face. A newly qualified CAT 3 Instructor will initially be exposed to teach new trainees or student pilots from Basic Flying Training School, those who possess no flying experience, as compared to experienced operational pilots. This in itself will allow you to harness the confidence and sharpen your teaching skill ability, and thus prepare you to prepare for the more advanced lessons and students in the future.

FIRE WARDEN COURSE

By Lt (U) Pg Afiq

The moment when the fire alarm is triggered, it is critical that occupants inside the affected building evacuate out to safety immediately. Contrarily, due to frequent experiences limited to only false alarms and fire drills, people tend to not take fire alarm seriously. The sense of urgency and the requirement for successful evacuation is now missing because with such norm, people instead evacuate their workplace slowly and grudgingly. Therefore, to increase the fire awareness and safety in the Royal Brunei Air Force, the Fire Service Squadron (FSS) of No. 3 Wing delivers a course for RBAirF personnel including civilian staff called the Fire Warden Course.

Every building in the Royal Brunei Air Force base should have at least one trained Fire Warden because he or she plays an important role in ensuring the state of readiness for evacuation during fire emergencies is at the required level. It is also the duty of the Fire Warden to raise awareness about fire hazards that exist in workplaces and to lead the evacuation procedure during fire drills or during real emergency situations, in order to ensure all personnel are accounted for and safe.

The Fire Warden Course also provides knowledge on fire safety matters and security plans. The objective of the course is to enable participants to identify fire hazards and be aware of fire prevention techniques. The course also covers techniques to manage risks, fire warden's duties and responsibilities, using fire extinguishing equipment, evacuation drill, basic first aid, hose delivery, understand safety signs and human resource management during the emergency situation.

By the end of the course, the qualified Fire Wardens will be capable to react and deal quickly at time of emergencies, understand the use the extinguishing equipment and to provide guidance and awareness on the fire safety in their workplace. The fire warden will also be able to assist the FSS to forecast and conduct evacuation drills, in order to ensure the readiness state and safety of every personnel in the building is at the required standard. They will also be the focal point of contact for the FSS when fire accidents occur. It is hope that more blue personnel will join the Fire Warden course and make Royal Brunei Air Force a safer place to work in.



FIREFIGHTING GEAR



FIRE JACKET & TROUSER / FIRE BUNKER GEAR

It is the main personal protective equipment (PPE) for firefighter. The suit is made of several protective layers which provides protection from flames and high level of performance against heat stress. On the outer side of the cloth, it is attached with reflector stripe for visibility during night time or in dark area.



SELF-CONTAINED BREATHING APPARATUS (SCBA)

It is an essential tool for firemen that provides them greatest amount of airway protection against toxic gas and harmful particulates resulting from the fire. A full tank weighs 5.50Kg and can supply air at maximum of 45 minutes depending on the user.



FIRE HOSE AND NOZZLE

They are a firefighter's greatest allies when it comes to fighting fire. They are connected and linked from fire vehicle or fire hydrant to produce and distribute pressurised water or other fire retardant (such as foam) for extinguishing large fire.



FIREFIGHTER GLOVE

Specialised gloves that offer firefighters flexibility, dexterity and overall comfort while providing a high level of heat resistance and good levels of burn protection when fighting fire.



FIRE HELMET

It is made from tough fiberglass compression molded shells, is heatproof and worn when firefighting. It also protects the firefighter's head from falling object or hitting their heads on low beams.



FIREFIGHTER BOOTS

Firefighter boots are designed to meet the tough demands of a fire fighter while providing comfort and high levels of protection in the harshest of environments. It's material has flame-resistant properties and is equipped with steel mid soles for footstep protection against penetration.

SUSTAINABLE AND RENEWABLE ENERGY – OUR CONTRIBUTION TO THE EFFORT

By Lt (U) Hazwan

What does it mean to have a green, sustainable and renewable energy? Sustainable and renewable energy is a form of energy that is reusable and comes from source(s) that are replenishable. Examples of replenishable sources are the sun (solar power), water (hydro and tidal power), wind (wind power) and hot springs (geothermal).¹ To reduce carbon footprint and greenhouse effect on the environment, several countries are already stepping forward in replacing and implementing sustainable and renewable energy. As of December 2019, Germany is the leader of the world when it comes to renewable energy consumption where 12.74% of its total energy is generated from renewable resources, mainly wind and solar energies.² Furthermore, one outcome of World Energy Outlook 2013 from International Energy Agency states that although Coal will remain as the leading fuel for power generation, its share of total power output will decline from 41% in 2011 to 33% in 2035. This means that sustainable and renewable energy demand and industry will increase as time progresses.³ Although implementing sustainable and renewable energy can be expensive, several benefits can be obtained once it is implemented, namely, less global warming by reducing carbon emission to the environment, improving public health i.e. less pollution, “infinite” energy sources which means unlimited power generation, creating jobs other economic benefits, stable and low operation cost, and last but not least, reliable and resilient.⁴

In Brunei Darussalam’s context, being a producer in the oil and gas sector, Brunei Darussalam recognises the importance of reducing carbon emission.

The Ministry of Energy’s Energy White Paper states that “efforts will place increased emphasis on the utilisation of cleaner fuels such as natural gas and renewable forms of energy” and several projects have been done and implemented. By 2035, it is targeted that Brunei will increase the production by 10% of the 2014’s production benchmark (1,700 MWh).⁵ To achieve this, contributions and supports from everyone, including the military, is important.

As a defence organisation, the military uses lots of energy generation to power the machinery, vehicles and buildings to do their job. For the Air Force, this includes aircraft and its ground equipment. To support Brunei’s renewable target by 2035, several efforts can be taken.

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With no priority order, the following list, although not exhaustive, are few efforts that can be done to contribute to the sustainable and renewable energy effort.

1. Noelle Eckley Selin, 'Renewable Energy | Types, Advantages, & Facts' (Encyclopedia Britannica, 2020), <https://www.britannica.com/science/renewable-energy/>, accessed 21 September 2020.

2. Philip Gordon, 'Revealed: The Countries Leading The Way In Renewable Energy' (Smart Energy International, 2019) <https://www.smart-energy.com/renewable-energy/revealed-the-countries-leading-the-way-in-renewable-energy/>, accessed 21 September 2020.

3. Energy Department, Prime Minister’s Office Brunei Darussalam, 'Energy White Paper' (2013).

4. 'Benefits Of Renewable Energy Use' (Union of Concerned Scientists, 2008) <https://www.ucsusa.org/resources/benefits-renewable-energy-use/>, accessed 21 September 2020.

5. op. cit.

● FEATURE ●

1. The establishment of an 'energy team' can be responsible for monitoring in-house energy usage, creating a framework, looking into possible improvements and projects that can contribute to the effort as mentioned before. The department or team will only be focusing on energy matters and policy implementation in the organisation in-line with the Ministry of Energy Brunei Darussalam. For example, doing feasibility study regarding the usage of solar panel on the rooftop of buildings in base, finding and suggesting improvements on sustainable system and alternative sources of energy that can be utilised to generate power in base. The ministry's website provides the roles and responsibilities as per the poster on the right for the 'Energy Managers' and 'Focal Points' which can be the members of the established energy department or team.

2. Increase awareness of energy-saving/sustainable energy, not only for the organisation but also for the benefit of the nation. When people are aware of the importance and benefits of the sustainable and renewable energy, it is easier for them to get involved and possible invest, not only in the workplace but also at home, thus creating a concerted effort to the cause. We can start with the basics, by first focusing on energy-saving awareness and then working our way to sustainable and renewable energy awareness. The following posters are also provided from the Ministry of Energy's website for awareness and office (and applicable to homes) guidelines for energy consumption saving.

3. Upgrading or replacing old systems to a newer, better and efficient system. For example, upgrading fluorescent lights to LED lightings, solar-powered streetlights, timer-enabled air-conditioning and motion sensor office lighting. Old systems tend to be less efficient as it was designed during the *old-time* thus generating more heat and energy loss.

Newer systems are designed to reduce loss and increase efficiency, especially when coupled with advance technology of automation. Motion sensor lightings typically can save 35-45% energy consumption, depending on area size and volume of activity of the area.⁶ Solar-powered streetlights are independent of the electricity grid and offer lesser maintenance than conventional streetlights.⁷ Although lots of studies and considerations need to be done, these new and efficient systems generally reduce energy consumption, environmentally friendly and act as a stepping-stone to a sustainable energy future.

In conclusion, several efforts can be done to support the national goal of sustainable and renewable energy. With no specific order, firstly, a team can be dedicated to looking into the energy consumption monitoring, creating frameworks and projects for the effort. Secondly, education and awareness can be delivered to the people for the benefit of the organisation and the public in general. Last but not least, changing old and inefficient system to a new and efficient system. Although a considerable amount of feasibility studies needs to be done, these efforts eventually can help to contribute to the nation's 2035 sustainable energy goal, creating a better and sustainable future for Brunei.

ENERGY MANAGERS (EMS) & FOCAL POINTS (FPS)

ROLES & RESPONSIBILITIES

EMs

1. Keeping accurate records and regularly collecting and monitoring energy data.
2. Reporting to their permanent secretary and to the secretariat.
3. Provide Energy data to EIDPMO & carrying out site inspections and energy audit.
4. Liaise with all the focal points of respective department.
5. To appoint focal points for each department.
6. To provide energy conservation program for their focal points.

FPs

1. Carrying out inspections and energy audit to all building under their supervision to determine the energy consumption.
2. Reporting to Energy Manager and facilitate in collecting electricity data.
3. To implement energy conservation program provided by Energy Manager and EIDPMO.
4. To monitor the implementation and the effectiveness of the program.

6. Ellen Sarkisian, 'Benefits Of Using Motion-Sensor Light Switches' (*The Eco Guide*, 2016), https://theecoguide.org/benefits-using-motion-sensor-light-switches#:~:text=Motion%2Dsensor%20switches%2C%20by%20reducing,of%20electricity%20to%20a%20home.&text=Motion%2D sensing%20technology%20is%20also,the%20benefit%20of%20installing%20them., accessed 21 September 2020.

7. 'The Advantages And Disadvantages Of Solar Street Lights' (*Sunmaster Solar Lights Manufacturer*) <https://www.solarlightsmanufacturer.com/the-advantages-and-disadvantages-of-solar-street-lights/>, accessed 21 September 2020.

RBAF FLIGHT SAFETY

MOST WANTED

HAVE YOU SEEN THIS HAZARDS?

FOREIGN OBJECT DAMAGE,
FATIGUE, LIGHTNING, OIL
SPILL, LOOSE ARTICLES,
STATIC DISCHARGE, BIRD
STRIKE, ENGINE FAILURE,
FLIGHT CONTROL DAMAGE,
OXYGEN, HEAT AND FUEL,
FIRE, ICE AND SNOW,
WINDSHIELD CRACK, HUMAN
FACTOR, ELECTRIC SHOCK,
BAD HOUSEKEEPING, WRONG
PPE, BAD WEATHER, OBJECT
FALLING FROM ABOVE,
HEIGHT, BROKEN FUEL LINE,
RUNAWAY OBSTRUCTION, LOW
VISIBILITY, UNDER-TRAINED
PERSONNEL, ETC

ACTION REQUIRED:

DO APPROPRIATE SAFETY MEASURE OR REPORT IT!

REWARDS

**ACCIDENT PREVENTION & MINIMUM
INJURIES**

The Flight Safety Poster Competition was well received this year with 25 submissions. The competition aims to promote awareness amongst the flying and engineering squadrons, as well as elevate the importance of Flight Safety to everyone else outside the flying spectrum.

PHOTO OF THE QUARTER

Have you ever taken photos that you have always wanted to share with everyone? Send us your best photographs and we will showcase the best one every quarter!

What to enter:

Picture submissions must be RBAirF-related.

Any photograph taken with a mobile device (phone or tablet) is accepted. The contestant certifies that he/she is the sole creator and copyright owner of the submitted photograph.

Cropped photos are eligible. Minor adjustments of pictures, including sharpening, contrast, toning, slight color adjustment and conversion to grayscale are acceptable.

For a photo in which a person is recognisable, you must be prepared to provide a model release from the subject in the form of permission, whether written or verbal. Photos that violate or infringe upon another person's rights, including but not limited to copyright, are not eligible.

Term:
Submissions accepted
from now till Monday 11
December 2020.

Who may enter:
All RBAirF personnel,
TEMD and Civilian staff
may enter.

How to Enter:

Please submit photographs via email to hassanal.ali@mindef.gov.bn along with a simple declaration in the email that you are the sole creator and copyright owner of the submitted photograph/s.

You may submit up to 3 photographs. In order to be judged by the editorial committee without being stretched or distorted, each photograph must be submitted in .jpeg, or .jpg format and no larger than 10 MB.



BRIG GEN (U) DATO SERI PAHLAWAN HAJI HAMZAH WITH THE PILOTS AND REAR CREW DURING OPS GROUP FAREWELL EVENT