



ISSUE 21

KERIS TERBANG

JANUARY - MARCH 2025



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and Reflection

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CHIEF EDITOR'S REMARKS



Alhamdulillah, we are pleased to present Keris Terbang Issue 21.

Among the highlights in this edition is a thoughtful article that uses the metaphor of flight turbulence to explore the leadership challenges faced within the Royal Brunei Air Force. It reflects on how internal and external pressures can test our ability to remain steady and composed, and reminds us that professionalism, adaptability, and discipline are key to staying on course in uncertain times.

We also take this opportunity to express our heartfelt appreciation to the outgoing Commander of the Royal Brunei Air Force. His leadership, vision, and dedication have steered the RBAirF through times of change, development, and growth. His lasting contributions have elevated the force, and we wish him continued success in his next chapter.

This issue captures a wide range of stories from across the force. We highlight the launch of an innovative digital logistics platform aimed at enhancing operational efficiency. Our ongoing international engagements are featured through the Airman-to-Airman Talks with United States Pacific Air Forces and the Air Traffic Control Instructor Course in Australia under the Defence Cooperation Programme. Life at Medicina gives insight into the day-to-day work and spirit of our personnel at the RAF base in Seria, contributing steadily behind the scenes. We also showcase efforts to improve wellbeing through Tools Down Day, promote safety awareness with the 'Find the Safety Violation' challenge, and reflect on the blessings of Ramadhan through a special photo collage.

To all contributors — thank you. May this issue serve as a source of reflection, encouragement, and continued pride in our service.

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TURBULENCE AS OPPORTUNITY



By Major (U) Mohammad Sofy bin Md Eusoff

Preface

Throughout my career in the Royal Brunei Air Force (RBAirF), I have had the privilege of observing the dedication and professionalism of our pilots, aircrew and other supporting staff I have embarked my journey with. Their collaborative efforts have been instrumental in ensuring operational excellence. However, as I reflect on our journey, I realise that achieving flight is just the beginning. The real challenge lies in navigating the skies and dealing with turbulence—both in aviation and within our organisation.

This think piece draws on the analogy of flight turbulence to explore the complexities of leadership and the challenges we face in the RBAirF. Much like an aircraft encountering unexpected forces, we too face both internal and external pressures that can disrupt our course. But just as aviators rely on skill, experience, and adaptability to manage turbulence, leaders must adopt similar strategies to ensure stability and success.

I hope that this piece inspire a deeper understanding of how all RBAirF personnel navigate through the challenges ahead, with professionalism, resilience, and a commitment to continuous improvement. The journey may be turbulent at times, but with the right mindset and leadership, we can emerge robust and more capable.

*DEVELOPING RESILIENCE AND ADAPTABILITY IN
LEADERSHIP FOR ROYAL BRUNEI AIR FORCE*



Turbulence Affecting Flight -The Unknown-

In aviation, turbulence is often caused by the interaction of different air masses, resulting in unpredictable and disruptive movements. Similarly, in organisational contexts, turbulence can arise from external factors such as geopolitical changes, economic fluctuations, and internal challenges such as personnel turnover or strategic shifts. Understanding turbulence requires a combination of meteorological knowledge and leadership acumen.

As I reflected on the think piece by the Commander of the Royal Brunei Air Force (RBAirF), particularly his vision for the future of the organisation, one part stood out to me— the challenges we face in achieving success, beyond just the notion of moving "forwards and upwards." While achieving lift is crucial for pilots—requiring thorough preparation through training, radio telephony, and instrument handling—what happens once they are airborne? The take-off may signify progress, but sustaining that flight presents an entirely new set of challenges. It led me to think: once we are in flight, navigating the skies, what comes next? How do we prepare for the turbulence that inevitably follows success, and what strategies must we adopt to maintain balance and control in uncertain conditions?

In the vast expanse of the sky, navigating a course demands more than just directional knowledge; it's about adopting the right mindset and maintaining equilibrium. It's like a delicate dance, a constant "trimming" to ensure the flight remains smooth and controlled. As I delved into this thought process further, a sudden realisation struck - no matter how confident a pilot is in their journey, turbulence lurks, disrupting the otherwise clear skies.

This turbulence, both literal and metaphorical, became a fascinating puzzle. How does it impact the flight, and, by extension, how does it mirror the challenges faced by the airmen and airwomen of RBAirF in the broader organisational context? Much like the unexpected bumps in the sky, external and internal forces can create turbulence in the orderly operations of an organisation. The question then becomes: How can we navigate through these forces and ensure a smooth flight for the dedicated individuals soaring through the challenges of RBAirF?

Turbulence, in both aviation and organisational leadership, is an ever-present challenge that demands a strategic and adaptive approach. In the realm of aviation, turbulence is a complex phenomenon resulting from various atmospheric conditions, akin to the multifaceted challenges faced by leaders in the RBAirF. This think piece explores the theories of turbulence, its development, and how aviators manage it, drawing parallels to the leadership and management challenges within the organisation through using the analogy of flight turbulence.

Turbulence, both internal and external, poses challenges to flight. In the organisational context, turbulence can manifest as unforeseen circumstances or internal conflicts. Recognising and understanding these factors is essential for effective leadership. Therefore, the organisation must be prepared to adapt to these fluctuations, understanding that turbulence is an inevitable part of the journey. Internal and external forces affecting flight can be elaborated into these factors:

INTERNAL FACTORS

FINANCIAL CONSTRAINTS:

Limited financial resources can create turbulence within an organisation. A limited budget may restrict the ability to invest in necessary equipment upgrades, training programs, and maintenance, potentially compromising the safety and efficiency of their operations.

CHANGE OF LEADERSHIP:

Changes in leadership can introduce uncertainty and disrupt established strategies and workflows. A new leader may bring different priorities, management styles, and approaches, causing turbulence as the organisation adapts to the new direction. I am hopeful that the future RBAirF Commanders will continue on with the tasks at hand, with the right set of leaders below him already in place to take up challenges ahead.

BALANCING FAMILY AND DUTY: PRIORITISING PERSONAL WELL-BEING

While the responsibilities of a RBAirF officer are demanding, it is equally important to recognise that an officer is also a family person. The ongoing tasking at the office can be relentless, but prioritising family is crucial to maintaining mental well-being. Just as operational success depends on a clear, focused mind, an officer's effectiveness is directly tied to personal balance. Stress and burnout not only diminish performance at work but also affect family relationships and overall happiness. By making time for family amidst professional obligations, officers create a support system that fosters both personal fulfillment and resilience.

Moreover, mental well-being is key to operational readiness. Just as one must seek help when feeling overwhelmed, prioritising family can act as a preventive measure against stress. Family provides the emotional grounding needed to recharge and face challenges with renewed focus. Striking a balance between work and family ensures that officers can thrive both in their professional roles and as individuals, promoting long-term success and well-being.



TEAM COHESION AND FUNCTIONALITY

Effective teamwork is vital in aviation. Turbulence may arise if there are issues with communication, collaboration, or conflicts within teams. A lack of cohesion can impact decision-making and compromise the overall effectiveness of the RBAirF. I believe that this has always been our culture and will continue on, provided that support is given through all levels of command.

PROFESSIONALISM

Maintaining a high level of professionalism is essential. Any lapses in professionalism, whether in training, conduct, or adherence to set policies can lead to safety concerns, damage the organisation's reputation and create internal turbulence. Just as aircraft experience different intensities of turbulence, individuals in their early career and middle management stages face distinct challenges. Early career officers may encounter turbulence in the form of role ambiguity, adapting to the organisational culture, and building technical expertise. Middle managers, akin to navigating through moderate turbulence, grapple with increased responsibilities, managing teams, and contributing to strategic decision-making.

EXTERNAL FACTORS

ECONOMIC CONDITIONS

Economic downturns, geopolitical events, or unexpected global crises can impact defence budgets and influence the availability of resources. These external economic factors can introduce turbulence by affecting the organisation's funding and strategic planning. In this regard, what can the RBAirF do? As all organisations would, it is to ensure all resources at disposal are fully utilised to its optimum. This includes bringing the best of our abilities to ensure things get done, by whatever means, to ensure operations and management of personnel are continuously maintained.

REGULATORY CHANGES

Changes in aviation regulations or international agreements can introduce turbulence by requiring the RBAirF to adapt its procedures, training, and equipment to comply with new standards. Relatively, RBAirF is always tailored to manoeuvre in such a way that it blends with the changes of the environment.

Therefore, in navigating these turbulent conditions, it is crucial for to implement effective risk management strategies, invest in training and development, foster a culture of adaptability and resilience, and maintain open lines of communication within the organisation. By addressing both internal and external factors, the organisation can enhance its ability to weather turbulence and continue its mission successfully.

IT IS ONLY A PHASE – STAY CALM AND GO THROUGH

At times, pilots will have to face turbulence at some point during their flying operations. Hence, they will require enough preparation to ensure the aircraft remain stable. Stability during turbulence requires a combination of skill, experience, and adaptability. Similarly, where there are changes occurring, organisational stability is achieved through professionalism and competence. Emphasising core functions and accumulating experience over the years enables the RBAirF to maintain stability, even in the face of unforeseen challenges. Therefore, one must remain composed, and be confident and have the optimism that any adversity can be overcome and will pass eventually.

Aviators employ various strategies to navigate turbulence, including altitude changes, route adjustments, and reliance on advanced technologies. Leadership in the RBAirF can adopt similar strategies, leveraging organisational agility, strategic planning, and technological advancements to navigate uncertainties. Effective communication, situational awareness, and continuous learning are essential elements in managing both aviation and organisational turbulence.



General Stanley McChrystal

"There's likely a place in paradise for people who tried hard, but what really matters is succeeding. If that requires you to change, that's your mission."

Stay Stable – Maintain Standard of Professionalism and Competence–

Professionalism is the core function, reflecting its commitment to excellence. Competence, derived from accumulated experience, is the key to navigating through turbulence successfully. The RBAirF can reinforce stability by continually investing in the professionalism and competence of its personnel, ensuring they are well-equipped to handle any challenges that arise. As an officer, always remember the RBAirF core values – Service Above Self, Teamwork, Excellence in order to reflect better.

“MY HUMBLE PERSPECTIVES: REFLECTIONS ON LEADERSHIP, RESILIENCE, AND CONTINUOUS IMPROVEMENT “

Therefore, I offer these reflections as food for thoughts:

FOSTER A CULTURE OF SELF-LEARNING

Encourage all to develop a habit of daily self-improvement. This can be through reading, attending workshops, or pursuing higher education relevant to respective roles. Lead by example and share how continuous learning has shaped your career and understanding of military dynamics.

RESILIENCE THROUGH SELF-REFLECTION

Resilience often stems from focusing on one's own abilities and learning to manage personal responses to challenges. Officers should practice self-reflection to identify areas where they can improve and better manage turbulent situations. Teach officers how to draw lessons from difficult experiences, much like how turbulence in flight is a necessary part of growth.

BE STRATEGIC AND ‘SMART’ IN TASK MANAGEMENT

We are often taught or guided to be equipped with plans to think critically about their tasks. Always encourage our personnel to ask "why" certain tasks are performed in a specific way and how they can streamline their efforts. The ability to do things "smartly" often comes from understanding the larger picture, much like our own understanding developed through years of varied experiences and leadership under different Commanders.

BE ADAPTABLE

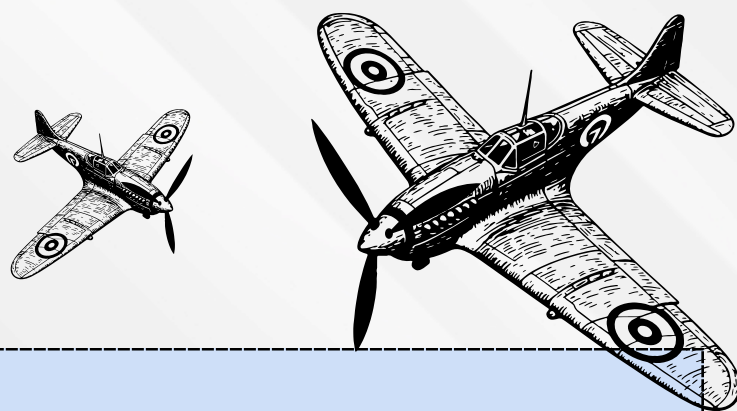
Emphasise the importance of adaptability in military leadership. Officers should remain flexible and open to change, especially in the evolving landscape of defense. Drawing parallels to our own career, show how adapting to different leaders and environments has been key to our success.

PROFESSIONALISM AND DISCIPLINE AS FOUNDATIONS

Reinforcing professionalism and discipline are the cornerstones of a potential successful career. By adhering to high standards and fostering trust within teams, officers can create a stable environment, even in turbulent times.

PRIORITISE STRATEGIC ALIGNMENT

Last but not least, officers should always align their personal growth with the overall strategic direction of the RBAirF. As the organisation navigates complex external factors, always remind yourselves that staying aligned with its broader objectives ensures cohesion and long-term success.



**AIRCRAFT REPRESENTS THE ORGANISATION,
PILOT REPRESENTS ALL INDIVIDUALS WITHIN THE RBAIRF.**

WHAT TO EXPECT DURING TURBULENCE – HOW LONG WILL IT LAST?
(SOME FACTORS VARY IN TIME/PERIOD LENGTH, UNKNOWN)

**TURBULENCE – A CONDITION WHERE AN AIRCRAFT FINDS
DIFFICULTY IN MAINTAINING ALTITUDE AND FLIGHT STABILITY.**
EXTERNAL AND INTERNAL FACTORS. NATURE OF TURBULENCE –
UNKNOWN, BUMPY.

HOW IT AFFECTS FLIGHT TO:

**AIRCRAFT – BECOMES UNSTABLE, CAUSING CHANGES IN ATTITUDE
AND INCONSISTENT ALTITUDE**

**OUTCOMES OF PILOT – DECREASED CONFIDENCE, APPLIES
PRESSURE TO CONTROLS TO ENSURE STABILITY IS MAINTAINED,
AFFECT MENTALLY DUE TO UNKNOWN LENGTH OF TURBULENCE
PHASE.**



RBAirF personnel stand united, reflecting the teamwork and camaraderie that carry us through every mission – in calm skies and in turbulence.

CONCLUSION

Drawing upon 15 years of experience administration particularly in areas of in finance, human resources, administration and personnel, I have witnessed firsthand the impact of turbulence on organisational dynamics. Years of experience in different vocations (and under guidances from different leaders) has enabled me to broaden my understanding on why certain tasks or responsibilities needed to be done in a specific way, in which a junior officer may not have the capacity to comprehend reasons for doing so. By understanding and managing turbulence at all levels, from early career to middle management, RBAirF can ensure sustained success and resilience in the face of challenges. As an officer, embracing adaptability, fostering a culture of continuous improvement amongst men and women under your leadership, and aligning with the strategic direction set are crucial in navigating the complex and dynamic airspace of modern military leadership.

In the realm of aviation, turbulence is not a hindrance but a part of the journey. Overcoming challenges by embracing the principles of flight i.e forwards and upwards. By prioritising professionalism, trust-building, discipline, and stability, RBAirF airmen and airwomen cannot only navigate through turbulence but emerge stronger and more resilient in the face of unknown external and internal factors. As the organisation soars through challenges, it must remember that true strength lies in the ability to adapt, learn and grow.

TOOLS DOWN DAY 2025

A DAY OF CAMADERIE AND REFLECTION



Commander of Royal Brunei Air Force Parade.

By Captain (U) Norizi Wafiahtul Afiqah binti Shah Amira

Tools Down Day 2025 was a day of purpose, a moment where the Royal Brunei Air Force (RBAirF) came together to celebrate teamwork, safety, and unity. Held on 14 January 2025, the event carried the theme “Our Base, Our Home, Our Responsibility”, reminding every airman and airwoman of their vital role in keeping the airbase secure, efficient, and mission-ready.

This event provided a rare opportunity to step back from daily routines and engage in meaningful activities that strengthened camaraderie, refined operational readiness, and reinforced the culture of safety and responsibility across the force.

The Parade: A Symbol of Strength and Discipline

The day kicked off with the Tools Down Day Parade at Hangar B, where personnel stood in immaculate formation, embodying the discipline and pride of the Air Force. Senior officers, including the Commander of RBAirF, were present, underlining the significance of the occasion.

As the parade commander stepped forward and reported to the Commander, a shared sense of pride rippled through the ranks. The recitation of Surah Al-Fatihah brought a moment of reflection, reinforcing the shared duty to safeguard the base and uphold its integrity.

In his speech, the Commander of RBAirF emphasised the importance of vigilance, accountability, and teamwork. He reminded everyone that security and operational efficiency are not just the responsibility of a select few, but of every individual serving on base. His words resonated, reinforcing the idea that no task is too small in the grander scheme of national defense.



Hands-on learning amongst aircraft engineers.



Team discussion with Inspectorate Unit on how to improve readiness.

Tools Down Activities: Strengthening Bonds and Readiness

Following the parade, personnel moved into their respective squadrons and wings to engage in the Tools Down Day activities—a mix of hands-on learning, strategy discussions, and team-building exercises. This segment of the day was designed to promote operational efficiency, encourage inter-unit collaboration, and reinforce mission readiness. Each group conducted activities tailored to their operational focus:

Operations Group: Preparing for Every Scenario

- Assessing and enhancing operational readiness for various scenarios, including security threats, disaster relief, and CSAR (Combat Search and Rescue) missions.
- Encouraging cross-unit cooperation to streamline response times and improve efficiency.
- Implementing best practices in mission planning to sustain and strengthen readiness levels.

Support Group: Enhancing Logistical Excellence

- Discussing the Advanced Domestic Logistics System (ADLS) to improve awareness of new logistics systems and ensure seamless integration.
- Reviewing new operational plans, reassessing protocols, and fine-tuning maintenance workflows to optimize efficiency.
- Strengthening base security measures through coordinated defense discussions and strategies.

Training Group: Building the Future of RBAirF

- Hosting a collaborative forum on course design and advanced training methodologies, with a focus on the System Approach to Training (SAT).
- Discussing the execution of RBAirF Study Day, ensuring it remains relevant, engaging, and beneficial for all personnel.

These activities not only honed technical and operational skills but also fostered collaboration, knowledge-sharing, and problem-solving—essential traits for a force that must always be prepared for the unexpected.



Team-building exercise in No 4 Wing.

More Than Just a Day, A Commitment

As the sun set on Tools Down Day 2025, one thing was clear—this was not just another scheduled event; it was a commitment to continuous improvement, teamwork, and mission excellence. The day reinforced the idea that every individual, regardless of their role, contributes to the bigger picture of airbase security and operational success.

Beyond the structured activities and briefings, the true takeaway from the day was the renewed sense of team spirit, professionalism, and dedication. Personnel walked away with not just enhanced skills but a stronger bond with their fellow airmen and airwomen.

By fostering camaraderie, enhancing preparedness, and strengthening base pride, Tools Down Day 2025 successfully reinforced the core values of Service Above Self, Teamwork, Excellence—the pillars of the RBAirF.

INNOVATION DIGITAL PLATFORM FOR ENHANCED LOGISTICS

By Cpt (U) Fathin 'Athifah binti Haji Abidin



Launching Ceremony of ADLS

THE NEED FOR A DIGITAL LOGISTICS SYSTEM

Before the implementation of the ADLS, inventory management within the RBAirF was a labor-intensive process. Logistics personnel relied on manual stock verification, requiring physical checks each time inventory data was needed.

This approach often resulted in delays, miscalculations, and inefficiencies, impacting overall supply chain operations. The need to maintain meticulous records to ensure compliance with the Royal Brunei Armed Forces (RBAF) Materiel Regulation remains an essential part of the process, requiring additional time for documentation.

To enhance operational efficiency, the RBAirF introduced ADLS, a digital logistics platform designed to streamline inventory management. With real-time stock tracking, automated updates, and improved supply planning, ADLS has significantly optimised logistics processes.

However, to ensure continued compliance with RBAF Materiel Regulations, certain physical documentation procedures remain in place. Despite this, the transition to a digital system has markedly improved accuracy, responsiveness, and overall efficiency in supply chain management.

Efficient logistics are essential for every operation, and military organisations are no exception. No. 4 Wing is enhancing its logistics inventory and acquisition system by transitioning from manual processes to a digital system. This transformation introduces the Air Force Logistics System (ALS), which comprises three key components: the Air Force Domestic Logistics System (ADLS), the Air Force Technical Logistics System (ATLS) and the Supply Control Acquisition System (SCAS).

ADLS serves as the first phase, focusing on streamlining inventory tracking and accountability. It was developed in-house by the Information Technology Development (ITD) and the Air Engineering Unit (AEU) of No. 5 Wing. Meanwhile, ATLS and SCAS are currently in development, aimed at optimising technical logistics, maintenance processes, and procurement operations. Once fully implemented, these systems will create a fully integrated and efficient logistics management framework within the Royal Brunei Air Force (RBAirF).

This digital transformation reflects the RBAirF's adaptability in embracing technology to improve efficiency while maintaining compliance with regulatory requirements. The transition is not just about modernising processes but also about ensuring that logistics personnel can respond effectively to evolving operational needs.



Video Demonstration.



Parchment Signing



Group photo during ADLS Ceremony



Remarks by Lt Col (U) Pg Farisan

The introduction of an innovative digital platform in RBAirF logistics brings multiple benefits, including:

1. Real-Time Inventory Tracking

The system enables logistics personnel to instantly check stock availability, eliminating the need for manual stock-taking. This ensures that domestic supplies from clothing, miscellaneous, and accommodation stores are always available when needed.

2. Improved Data Accuracy

By automating inventory tracking, the system minimises human error, providing precise data on stock levels. This empowers logistics officers to make informed decisions on restocking and distribution.

3. Enhanced Efficiency and Productivity

Digitising the logistics process speeds up inventory management, reducing time spent on manual tasks. With real-time visibility and automated tracking, personnel can quickly assess stock levels, process requests, and ensure timely replenishments. This allows them to focus on higher-priority tasks like strategic planning, operational readiness, and urgent supply needs, ultimately boosting service delivery and optimising resource management within the RBAirF.

4. Regulatory Compliance

Although the digital system streamlines inventory tracking, compliance with RBAF Materiel Regulations still requires some paper-based processes. The platform integrates features to align with these regulations, ensuring smooth audits and maintaining accountability.

CASE STUDY: IMPLEMENTING THE AIR FORCE DOMESTIC LOGISTICS SYSTEM (ADLS)

Consider the example of uniform distribution within the RBAirF. Previously, when a squadron needed new uniforms, logistics personnel had to manually check stock and record inventory. If stock was insufficient, a demand request had to be raised, often causing delays due to paperwork.

With the ADLS system, logistics personnel can now instantly check stock levels. If supplies are low, they can immediately raise a demand request, significantly reducing turnaround time. The system also tracks stock movement, helping to forecast future needs more accurately. However, in line with RBAF Materiel and Financial Regulations, officers still need to submit physical letters and forms for approval.

This hybrid approach—blending digital innovation with regulatory compliance—shows how technology can streamline operations while maintaining adherence to established protocols.

CONCLUSION

The integration of a digital logistics platform within the RBAirF represents a major step forward in modernising military supply chain management. While there are still challenges in balancing digital processes with regulatory requirements, the benefits—such as enhanced efficiency, accuracy, and productivity—are clear.

As digital transformation progresses, further improvements will continue to streamline logistics operations, ensuring the RBAirF is well-equipped to meet operational demands.

This initiative highlights the RBAirF's commitment to adaptability and innovation, ensuring that logistics operations evolve to meet modern challenges. By expanding the Air Force Logistics System (ALS), including ADLS, ATLS, and SCAS, the RBAirF strives to implement cutting-edge solutions that optimise logistics efficiency. These advancements align with the nation's vision of becoming a Smart Nation, reinforcing its focus on technological progress and operational excellence.

FLYING WITH THE RAF FROM THE FIELDS OF OXFORDSHIRE TO THE JUNGLE OF BRUNEI

By Maj (U) Mohd Nazmi Bin Nasrudin



Spending time on an exchange tour with the Royal Air Force (RAF) has been an incredible experience— one filled with learning, challenges, and unforgettable moments in the skies. As I wrap up my time with 230 Squadron at Medicina Lines in Seria, I find myself reflecting on the journey, from the first day stepping into the squadron to the final flight over Brunei's jungles.

First Impressions and Settling In

Joining a new unit always comes with a mix of excitement and uncertainty. While I was already familiar with the Brunei environment, being embedded with a British squadron brought a fresh dynamic to my flying career. The RAF operates with a unique culture, one that blends professionalism with a strong sense of camaraderie. It didn't take long for me to realize that despite the different backgrounds, aviation remains a universal language.

230 Squadron, operating the Puma HC2, has a long history in Brunei, supporting operations in the region. From day one, I was made to feel welcome by the team, who were more than happy to share their knowledge, experiences, and—of course—their endless cups of tea. The British certainly know how to keep the kettle running!



Top Pic: Multi-ship operation in the thick of early morning blanket of fog.

Bottom Pic: No pressure: Maj (U) Nazmi's acceptance sortie with 230 Sqn's boss (furthest left). Flying the new British High Commissioner, CO of British Forces Brunei and the UK Defence Adviser on time on target mission.

Training, Challenges, and Lessons Learned

Flying with the RAF brought a new set of challenges. While I was already experienced with operating in Brunei's humid and unpredictable weather, adapting to the RAF's way of doing things required flexibility. Their procedures, training philosophy, and operational mindset provided a fresh perspective, one that I will carry forward in my career. One of the most rewarding aspects of this exchange was the opportunity to fly with different crews and experience various mission profiles, from troop insertions in the jungle to casualty evacuations and essential logistics support. The importance of teamwork was reinforced time and time again—whether in the cockpit, on the ground, or during post-flight debriefs.



Looking Ahead

As I return to my squadron, I do so with a wealth of experience, newfound friendships, and a deeper understanding of interoperability between our forces. The lessons learned during this exchange will undoubtedly benefit future collaborations between the RBAirF and the RAF. To the men and women of 230 Squadron—thank you for an incredible journey. It has been an honor to fly alongside you. And to my fellow RBAirF personnel considering an exchange opportunity, my advice is simple: embrace it fully. You'll come back not just as a better pilot, but with a broader perspective on military aviation. Until next time—blue skies and safe flying!



More Than Just Flying

Beyond the flying, the experience of working closely with RAF personnel was just as valuable. The squadron's sense of humor and banter were second to none, and their ability to maintain high standards while keeping things lighthearted was something I truly appreciated. I also gained a new appreciation for British traditions, from squadron barbecues to their unwavering commitment to discussing the weather at any given moment. Most importantly, this exchange tour highlighted the strong relationship between the RBAirF and the RAF. It was a reminder that our partnership extends beyond aircraft and missions—it is built on mutual respect, cooperation, and a shared passion for aviation.

Left Pic: Yes, we fly with the cabin door open all the time. Beautiful Mulu ridge as the backdrop.

Right Pic: New Hover Jump - an external landing point in Labi with the best picturesque background.





Commander of Royal Brunei Air Force

(20th Aug 2020 - 2nd January 2025)

*Thank you
Brigadier General (U)
Dato Seri Pahlawan Mohd Sharif bin
Dato Paduka Haji Ibrahim, for your
visionary leadership, unwavering
dedication, and lasting
contributions to the
Royal Brunei Air Force.*





DEFENCE COOPERATION PROGRAM

AIR TRAFFIC INSTRUCTOR COURSE

By Cpt (U) Muhd Radzi bin Haji Amin



Looking back at my time at Royal Australian Air Force (RAAF) Base East Sale, Victoria, I recall entering the base with a mix of excitement and determination. As an Air Traffic Controller (ATC) officer from 37 Squadron, No. 3 Wing, Royal Brunei Air Force (RBAirF), I had the privilege of attending the prestigious Defence Cooperation Program (DCP) Air Traffic Control Instructor Course (ATCIC). Over four intensive weeks, from 6 to 31 January 2025, I trained alongside peers from the RAAF, Republic of Singapore Air Force (RSAF), Royal Malaysian Air Force (RMAF), Philippine Air Force (PAF), and Sri Lanka Air Force (SLAF)—an experience that not only refined my instructional skills but also strengthened international bonds.

What is the DCP ATCIC All About?

The Defence Cooperation Program (DCP) Air Traffic Control Instructor Course (ATCIC) at RAAF Base East Sale is one of the most esteemed ATC instructor programs in the world. Designed to transform experienced controllers into expert trainers, the course integrates technical expertise, advanced instructional methods, and psychological resilience training.

The curriculum is structured into three core modules:

- Fundamentals of Instruction – Applying the SMART Goals framework and the GROW Coaching Model to develop structured, effective lessons.
- Instructional Techniques – Mastering the Brief-Monitor-Debrief (BMD) cycle in high-fidelity simulator environments.
- Extension Training – Incorporating the Nine Mental Skills framework to enhance trainee performance under stress.

Beyond theory, the course fosters international collaboration, bringing together officers from multiple nations to exchange best practices and build lasting professional networks.

Top Pic: Visit to RAAF Base East Sale Control Tower.

Middle Pic: Certificate presentation by Commanding Officer of RAAF School of Air Traffic Control.

Bottom Pic: An opportunity to exchange views and best practices with international officers.





Mastering the Art of Instruction

The course proved to be a masterclass in modern training methodologies. Each day began with intensive classroom sessions focused on the psychology of effective learning, where we explored frameworks like SMART Goals and the GROW Coaching Model. However, the true transformation happened in the simulator. The cutting-edge simulator replicated everything from routine operations to complex air traffic scenarios, allowing us to practice the Brief-Monitor-Debrief cycle in highly realistic conditions. These hands-on sessions reinforced the importance of structured feedback and adaptive instruction, which are critical elements in shaping the next generation of controllers.

The Power of Shared Knowledge

What made this experience truly transformative was the international perspective it offered. Sharing the classroom with officers from five different nations turned every discussion into a fascinating exchange of regional best practices. Among my fellow coursemates were experienced professionals ranging from the Officer Commanding of an ATC training school to seasoned instructors and even the Officer Commanding of an ATC squadron. Their diverse backgrounds and leadership experiences added immense value to our learning,

providing insights into different training philosophies and operational approaches.

During breaks, conversations naturally flowed from technical procedures to cultural approaches in airspace management. The Australian instructors expertly facilitated this exchange, fostering an environment where diverse viewpoints were not just welcomed but actively encouraged. Their teaching philosophy emphasized that in ATC, there is rarely a single "right" way—only different solutions to the same challenges.



Key Takeaways

Returning from this course, I bring back more than just knowledge—I carry a renewed vision for excellence in our training programs. The intensive month at RAAF Base East Sale equipped me with world-class methodologies, and I am now eager to implement these innovations within 37 Squadron. While adapting these techniques to our operational context will require thoughtful execution, I am confident that by working collaboratively with my peers, we can integrate them seamlessly.

One of the most unexpected yet valuable lessons was the profound role psychology plays in ATC performance. Stress-testing exercises taught me how to maintain focus under pressure. The Nine Mental Skills framework, which includes techniques like positive self-talk and emotional control, has since become a daily tool in my work. The mental resilience strategies—especially the Nine Mental Skills framework—are already proving invaluable in preparing our controllers for high-pressure scenarios. The journey has just begun, and I am excited to see how these innovations will shape the next generation of controllers in the RBAirF.



Top Pic: Simulator Training.

Middle Pic: Group photo with the CO and SATC Executives.

Bottom Pic: Group Photo with the CO and an old Radar.

AIRMAN TO AIRMAN TALKS (A2T)

NON-COMMISSIONED OFFICER DEVELOPMENT WITH UNITED STATES PACIFIC

By WO2 (U) Mohammad Alme bin Haji Md Daud



“
**Strengthening Enlisted
Leadership: RBAirF at the 3rd
Airman-to-Airman Talks with
PACAF**
”

“IPAFA serves as a comprehensive way to standardise the role of non-commissioned officers and senior enlisted in the region, supporting integrated deterrence and a free and open Indo-Pacific” - extract from **IPAFA graduates first class, strengthens international security cooperation through education. Published 20.11.23**

The 3rd RBAirF - United States Pacific Air Forces Airman-to-Airman Talks was held at Hickam Air Force Base in Hawaii from 29th January 2025 to 31st January 2025 hosted by Pacific Air Forces or PACAF. One of the topics discussed during the talk was regarding Inter-Pacific Air Force Academy or IPAFA for the future development of enlisted leadership programs.

The IPAFA is a US Air Force-led international Institution that delivers professional military education to all allies and partners throughout the Indo-Pacific led by their commandant, Warrant Officer Anita Godfrey from The Royal Australian Air Force.

“

I hope that sharing my experience of what IPSELS has to offer will inspire future enlisted leaders of RBAirF to participate in the program or anything similar to it. This will be beneficial for us as we will be further developed and in hopes that more exposure on the global scale will broaden the knowledge of leadership styles. Lastly, I would like to express my thanks and gratitude to RBAirF for entrusting me to attend the talk.

- WO2 (U) Alme



Group photo with all participants.

During the talk, WO Anita Godfrey presented a brief overview of IPAFA and the programs offered for Calendar Year 2025. The programs offered are Inter-Pacific Junior Enlisted Leadership Forum (IPJELF) and Inter-Pacific Senior Enlisted Leadership Seminar (IPSELS) programs. These programs are designed to develop and enhance leadership skills with an exposure to a multi-national joint force setting. She also mentioned that this will be the first time IPSELS will be conducted.

It was also highlighted that for IPSELS the preferable ranks would be from Sargeant to Staff Sargeant whereas IPJELF would be Corporal. The reason being is that these are the ranks that are in the developmental stage for further career progression. Since IPJELF starts in May 2025 there is a time constraint so RBAirF is more keen to participate in IPSELS which commences in August 2025 tentatively. IPSELS will be a 5 days seminar with in house accommodation at Hickam AFB.



Col (U) Haji Albadii Shahnoel toured around the facilities for IPJELF & IPSELS.

The case studies in turn promoted group discussions on military subculture considerations and awareness, national ethnic identities considerations; and social system circumstances. This group discussion aimed to share insights and perspectives, demonstrating diversity of thought among the multinational enlisted cadre.

Despite differences of culture, ethnicity and beliefs among the participants the seminar will also show the commonalities of being an Airman and Airwoman on a global scale. Going into the seminar with an open mind, eligible participants were able to gain knowledge and hone their skills of leadership. Eligible participants should not feel intimidated as this seminar helps to promote different ways of communication and ways of thinking for the decision making process.



Group photo with the United Pacific Air Forces.

IPSELS participants will be Air Force enlisted personnel from the Indo-Pacific nations including the United Kingdom. As the seminar will be in a multinational joint force setting and is designed with an understanding of language barrier, proficiency in English is not required; as long as they have a working understanding in English. By participating in the seminar, participants are expected to be able to have further understanding and respect of the multinational Joint Force's ways of leadership, strategies and decision-making process.

Continuing the discussion on the second day of the visit, we had a walk and talk session at Binnicker Professional Military Education Center Hickam AFB. WO Anita Godfrey gave a tour of the PME Center while simultaneously giving an in-depth understanding of the program. She showed us the lecture rooms where the seminar would be held. She mentioned that as part of the seminar, a brief overview that is open sourced of the participants' Air Force is required and case studies will be provided for group discussions where the participants will be split in groups of different nationalities.



WO Anita Godfrey presented a brief overview of IPAFA.

FLYING HIGH AT AVALON: CAF JOINS INTERNATIONAL AVIATION LEADERS

By Maj (U) Md Adi Faiz bin Hj Abu Bakar

The Commander of the Royal Brunei Air Force (RBAirF), Colonel (U) Haji Haszahaidi bin Haji Ahmad Daud, was officially invited to attend the prestigious Australian Avalon International Airshow and Defence and Aerospace Exposition (AIA 2025), held from 23 to 27 March 2025 at Avalon Airport, Melbourne, Australia. This significant event, marking its 16th edition since its inception in 1992, brought together over 902 exhibitors from 28 nations and featured more than 370 aircraft, showcasing advanced developments in defence and aerospace technology.

During his visit, Colonel (U) Haszahaidi actively participated in key forums including the Chief of Air Force Symposium, hosted by Air Marshal Stephen Chappell, Chief of the Royal Australian Air Force (RAAF). The symposium, themed "Generating and Exploiting Depth through Air Power," emphasised strategic discussions on force generation, sustainable military capabilities, and proactive deterrence to counter emerging global threats.



Second Top Right Pic: Commander RBAirF with spouse Hajah Rosnah photo taking at Avalon Airshow.

Bottom Left Pic: Commander RBAirF in a Conclave hosted by Chief of RAAF.

Bottom Right Pic: Chief of Air Force Symposium hosted by Chief of RAAF.

Colonel (U) Haszahaidi engaged in bilateral discussions with senior air force leaders from Australia, Malaysia, Indonesia, New Zealand, the United Kingdom, Thailand, Singapore, the United States (Pacific Air Forces - PACAF), and the British Army. These meetings provided important opportunities to discuss ongoing and future cooperation, such as joint training initiatives, operational capacity enhancements and requesting aircraft support for future events. Notably, conversations with the Australian delegation highlighted Brunei's increasing involvement in Exercise Pitch Black and explored collaborative support for RBAirF's future operational initiatives.

Colonel Haszahaidi also engaged with several key defence and aerospace companies, focusing on capabilities relevant to RBAirF's operational requirements and future force development. These companies included Lockheed Martin, Jet Aviation, Bell Textron, Canadian Aviation Electronics (CAE), and Airbus. Discussions with these industry leaders provided valuable insights into advanced technologies and potential collaboration areas, significantly contributing to RBAirF's long-term strategic preparedness.

Additionally, RBAirF's Sergeant Major, Warrant Officer 1 (U) Pg Haji Redzaini bin Pg Haji Ahmad, was officially invited to the Command Senior Enlisted Leader (CSEL) program. The program included discussions with international non-commissioned officers, social activities and visits aimed at improving leadership, discipline, conflict management and essential skills for enlisted personnel. These interactions provided valuable insights and practical ideas to further enhance the effectiveness and readiness of enlisted leaders.

The invitations extended to the Commander and the CSEL of RBAirF to attend AIA 2025 underscore the importance of international collaboration, professional exchange, and strategic partnership-building necessary to advance RBAirF's operational and strategic readiness.



Top Pic: Commander RBAirF received a gift from Chief of RAAF.

Second Pic: RBAirF delegation with Airbus Representative and H145 Helicopter.

Third & Bottom Pic: WO 1 (U) Pg Haji Redzaini with other SEL from various countries.

Ramadhan Kareem 1446



Solat Tarawih



Tadarus Event with
YB MP II



BAKTI Sungkai Event



Mos
Cleaning



Khatam Al-Quran



RBAirF Female Personnel
Kuliah Zuhur



Jangkauan Ramadhan



Cemet
Cleaning C



No 2 Wing Sungkai with Ex
Air & Base Defence Officers



Tahlil Kubah Makam Diraja



Kuliah Zuhur



Cemet
Cleaning C



Sungkai with Ex CO 4 Wing



Iftar with RBAirF
Ex-Commanders



Jangkauan Ramadhan



Qiyyam

رمضان كريم ١٤٤٦



Iftar Event with RBAirF Ex-Commanders



Training Group Sahur Event



RBAirF Officers Sahur Event



Khatam Al-Quran



Qiyamulail

MAQASID *syariah*

TIMELESS FRAMEWORK FOR SERVICE

By Ustaz Pengiran Fakhrul Syakirin bin Pengiran Haji Zainuddin



Maqasid al-Shariah, or the higher objectives of Islamic law, refer to the core principles that underpin the purpose of Shariah. These objectives aim to secure benefit and prevent harm for individuals and society, focusing on five essential protections: religion, life, intellect, lineage, and property. While often discussed in legal and academic circles, their wisdom carries great relevance for national institutions, including the Royal Brunei Air Force (RBAirF), and society as a whole.

After listening to the Commander of the Royal Brunei Air Force (CAF) during the recent Handover-Takeover Ceremony, I was personally moved by how his speech highlighted the moral and spiritual dimensions of military service. CAF spoke not only of strength and professionalism but also of integrity, purpose, and alignment with Islamic values. His message offered a timely reminder: that our efforts—whether in uniform or in daily life—should reflect the enduring values enshrined in Maqasid al-Shariah.

“It is in that spirit that I felt compelled to reflect and share this perspective here in Keris Terbang as a reminder of what Maqasid means for all of us.”

~ Ustaz Pengiran Fakhrul Syakirin bin Pengiran Haji Zainuddin

The Five Objectives and Their Relevance in Brunei

1. Preservation of Religion (Hifz ad-Din)

Brunei places Islam at the heart of national life, supported by religious education, laws, and traditions. Maqasid reminds us that religious practice should go beyond rituals and help shape our ethics, choices, and how we treat others.



2. Preservation of Life (Hifz ad-Nafs)

Protecting life is a sacred duty. In Brunei, this is reflected in accessible healthcare, safety regulations, and national emergency responses. It also applies to how we care for our communities, especially the vulnerable.



3. Preservation of Intellect (Hifz ad-'Aql)

Brunei invests significantly in education, from early childhood to tertiary level, with an emphasis on both religious and secular knowledge. Mental health services, and the promotion of critical thinking in schools for example reflect a national priority to protect and nurture intellectual capacity.



4. Preservation of Property (Hifz ad-Mal)

Economic fairness and trust are central to this objective. In Brunei, initiatives like Islamic banking, zakat, and anti-corruption efforts help preserve wealth lawfully and ensure responsible management of resources.



5. Preservation of Lineage (Hifz ad-Nasl)

Strong family values are a cornerstone of Bruneian society. Maqasid encourages the safeguarding of family ties, responsible parenting, and social structures that promote respect, dignity, and continuity across generations.

Why It Matters and A Reminder Worth Keeping?

Maqasid al-Shariah aligns naturally with Brunei's national philosophy of *Melayu Islam Beraja* (MIB) and its vision for a just and prosperous future. It offers a moral compass in a time of rapid change, reminding us that development must be balanced with compassion, accountability, and faith.

As Brunei continues to grow and adapt, Maqasid al-Shariah offers a stable, timeless framework for action and reflection. Whether in leadership, service, education, or daily living, these principles guide us towards a society that is not only efficient—but also ethical, resilient, and spiritually grounded. And in that sense, Maqasid is not just a legal philosophy—it is a national compass, and a personal one too.

OHS - 'Find the Safety Violation' challenge



By Lt (U) Tengku Putra Muhammad Alif Izzat bin Tengku Putra
Muhamad Harris Fadzillah

Welcome to the busy Headquarters. Your mission is to identify as many safety violations as you can in this office environment. Look closely at the scene below and list all the hazards you can find. Remember, even offices have risks. Stay sharp!



1. Cable running across the floor 2. Overloaded plug socket 3. Lifting boxes with bad posture 4. Bad posture in computer chair 5. Only one foot on ladder 6. Slip hazards from spillage 7. Blocking fire exit 8. Falling objects

How many hazards can you find?



1. Rubbish on ground 2. Unsecured chemicals 3. Machine guarding lifted 4. Water on floor 5. Boxes stacked dangerously 6. Worker walking in front of forklift 7. Pallets blocking a fire exit 8. Forklift being stacked too high

Solutions

1. Rubbish on the Ground

Implement a clean-as-you-go policy to ensure rubbish is disposed of immediately.

2. Unsecured Chemicals

Store chemicals in properly labeled containers and secure them in a dedicated storage area.

3. Machine Guarding Lifted

Ensure all machinery is equipped with proper guards to prevent contact with moving parts.

4. Water on the Floor

Clean up spills immediately and place warning signs until the area is dry.

5. Boxes Stacked Dangerously

Train workers on proper stacking techniques (e.g., heavier items at the bottom, stable bases).

6. Worker Walking in Front of a Forklift

Establish clearly marked pedestrian walkways separate from forklift traffic.

7. Pallets Blocking a Fire Exit

Enforce a strict policy to keep fire exits and pathways clear at all times.

8. Forklift Being Stacked Too High

Follow the manufacturer's guidelines for safe stacking heights to prevent tipping or falling loads.

INSPECTORATE UNIT RBAIRF

No Tel: 2311171/172

<https://ohs.mindef.gov.bn>



OPERATION TOMODACHI

A TESTAMENT TO AIR POWER IN HUMANITARIAN ASSISTANCE & DISASTER RELIEF

By Maj (U) Mohd Qamarul Arifin bin Hj Ramli

THE DISASTER AND IMMEDIATE RESPONSE

Operation Tomodachi was launched in response to the 2011 Great East Japan Earthquake and Tsunami, one of the most devastating natural disasters in recent history. The operation saw extensive involvement from the United States Air Force alongside the Japan Air Self-Defense Force (JASDF), showcasing how air power plays a crucial role in humanitarian crisis response. The mission not only provided urgent relief but also demonstrated the importance of interoperability and air mobility in disaster relief.

On 11 March 2011, a 9.0 magnitude earthquake struck off Japan's northeastern coast, triggering a tsunami that devastated coastal regions and led to the Fukushima Daiichi Nuclear Power Plant crisis. With infrastructure damaged and communities isolated, Japan requested international assistance. The United States responded swiftly, leveraging its nearby military presence to launch humanitarian operations, with air assets at the forefront.

ROLE OF AIR POWER IN RELIEF EFFORT

Key to Operation Tomodachi was the rapid deployment of air assets. Within hours, reconnaissance missions provided damage assessments and identified areas of need. C-17 Globemasters and C-130 Hercules aircraft delivered food, water, blankets

and medical supplies. Rotary-wing aircraft such as HH-60 Pave Hawks and CH-53 Sea Stallions accessed remote areas cut off by the tsunami.

To sustain prolonged air operations, tanker aircraft like the KC-135 Stratotanker provided aerial refueling, and platforms such as the E-3 Sentry AWACS enabled command-and-control coordination. This high level of integration illustrated the necessity of interoperability between partner air forces, especially under pressure.

CHALLENGES FACED DURING OPERATION

Despite its success, Operation Tomodachi faced several significant challenges. Logistical issues were foremost: destroyed runways and roads meant pilots had to execute precision airdrops or land on improvised zones, often under uncertain conditions. This demanded skill, adaptability, and close coordination between air and ground crews.

Another challenge was the radiological threat posed by the Fukushima incident. Aircrews followed strict exposure protocols, and aircraft had to undergo decontamination. The dynamic nature of this environment required highly flexible operational planning.

Cultural and linguistic barriers also added complexity. Despite a strong alliance between the U.S. and Japan, differing procedures and communication styles required careful

liaison. Embedded interpreters and bilateral coordination structures helped align efforts with local needs, underscoring the value of prior engagement and joint training.



Japan Coast Guard Helicopter lands on destroyer USS Fitzgerald in support of Op Tomodachi. Source: US Navy Photo.

STRATEGIC AND LONG TERM IMPACT

The legacy of Operation Tomodachi extends beyond humanitarian relief. The operation reinforced diplomatic and military ties between Japan and the United States and served as a blueprint for future humanitarian operations. Lessons from the mission have since shaped strategies for airlift logistics, air traffic coordination, and integration of unmanned aerial systems in disaster zones.

More importantly, the operation emphasised that air power is not limited to combat roles. The ability to conduct aerial resupply, medevac, and surveillance proved essential in supporting communities during a major crisis. This highlights a core principle of modern air power: its utility in saving lives and stabilising emergencies.

LESSONS FOR REGIONAL AIR FORCES

For air forces across the region, including the Royal Brunei Air Force (RBAirF), Operation Tomodachi offers practical lessons. The operation illustrates how vital it is to be prepared for various humanitarian scenarios, including floods, typhoons, and other regional emergencies. A ready and capable air force is critical to delivering effective and timely relief.

Equally important is the emphasis on regional partnerships, especially among ASEAN air forces. Enhancing coordination, developing interoperable systems, and conducting joint exercises will ensure better outcomes in future disaster responses. Focused collaboration on airlift, search-and-rescue, and command-and-control will improve operational synergy.

Another takeaway is the need to maintain logistics readiness and air mobility. Regular scenario-based training and operational readiness checks prepare aircrews for real-world missions. Air forces must also be ready to operate in hazardous environments of any nature, whether caused by natural or man-made events.

CONCLUSION

Operation Tomodachi stands as a powerful example of how air forces can play a central role in humanitarian missions. The coordination, agility, and capability demonstrated during the operation highlight the strength of multinational cooperation and the versatility of air power.

For ASEAN air forces and the Royal Brunei Air Force, the mission is a reminder that air power is more than a tool of defense—it is a means of relief, unity, and hope. Strengthening regional cooperation and ensuring rapid-response readiness will be key to meeting future challenges, both in the air and on the ground.



Sailors scrub the flight deck aboard the aircraft carrier, a counter measure wash down to decontaminate the flight deck while the ship is operating off the coast of Japan to remove potential radiation contamination. – Source: Defense Visual Info Distribution Service.



Pallets of SAR gear load into C-17 Globemaster III for Op Tomodachi – Source: Defense Visual Info Distribution Service.



US Airmen acting as a Japanese translator coordinating cargo movement with ground crew from Japan Ground Self-Defense Force. – Source: Yokota.af.mil



US Marines and Japanese soldiers working together to clear debris at an elementary school in Ishinomaki. – Source: National Bureau of Asian Research.

Aviation Safety:

Pilot vs Autopilot - Who's Really Flying the Plane?

By Cpt (U) Norasiah binti Hussin



In an era of increasing automation, the myth that modern aircraft fly themselves has gained traction among the public—and even in some professional circles outside aviation. The image of a pilot simply overseeing an autopilot system that handles takeoff, navigation, and landing while sipping coffee, is both misleading and potentially dangerous. While autopilot systems are undeniably sophisticated and essential to modern aviation, the idea that they have replaced pilots is far from accurate.

Autopilot is a flight control system that automatically controls the trajectory of an aircraft. It can manage tasks such as maintaining altitude, heading, and speed, and it plays a vital role during cruise phases of flight. Modern systems, especially those integrated into fly-by-wire aircraft, are highly advanced, capable of following programmed routes, executing precision approaches, and managing complex flight envelopes.

However, autopilot systems are not autonomous. They follow commands input by human pilots and cannot make independent decisions in dynamic or unforeseen circumstances.

The Critical Role of Pilots in Every Phase of Flight

Blackhawk S70i is one of the aircraft that has sophisticated autopilot systems. These autopilots help to increase capacity and efficiency while operating in a high load or high stress environment or tasking. These autopilot systems are very reliable when conducting mission or training over water such as Sea Search and Locate (SAL), Sea Search and Rescue (SAR), Long Range Navigation (LORAN), maritime patrol and wet winching.

For instance, when doing Sea SAL and SAR, this task is very time-consuming and a high-demand task. It requires the crew to operate longer over water searching over a wide range of areas, which may cause stress and fatigue if prolonged. The autopilot system of the aircraft allows the pilot to key in the relevant information into the system and the system will fly the aircraft accurately following the route derived from the information.

This system allows the pilots and crew to have more time to focus on looking out for the survivor and lessen the fatigue of the pilots to be in control and subsequently increasing the mental capacity of the aircraft captain in making critical decisions.



Autopilot systems on the Blackhawk S70i is also very reliable when flying in weather provided the perimeters are set correctly especially when conducting instrument approaches in bad weather conditions.

Collaboration, Not Competition

Rather than being in competition, pilots and autopilot systems work in tandem. Autopilot reduces workload, especially during long-haul flights, and allow pilots to focus on high-level management and situational awareness. It also enhances safety by minimising the impact of fatigue, and reducing human error in routine tasks. However, ultimate authority and responsibility remain with the pilots.



Conclusion

The idea that aircraft fly themselves is not just a misconception—it undermines the professionalism and critical role of the human pilot. Autopilot is a powerful tool, but not a substitute for human judgment, experience, and adaptability.

In the aviation safety equation, automation enhances capabilities, but it is the human pilot who ensures that technology is applied effectively and safely. As aircraft systems continue to evolve, the emphasis must remain on training, proficiency, and a balanced human-machine partnership.

Military Technology Space - The Final Battlefield

HOW MILITARIES ARE PREPARING FOR WAR BEYOND EARTH

By Lt (U) Awangku Muhammad Habibullah bin Pengiran Haji Jufri

For centuries, wars have been fought on land, sea, and air. Now, militaries around the world are turning their eyes skyward – to space, the next potential battlefield. What once seemed like science fiction is now a growing reality as nations develop capabilities to fight, defend and dominate in outer space.

China adds hundreds of satellites for use in war; Russia building nuke to destroy enemies' assets

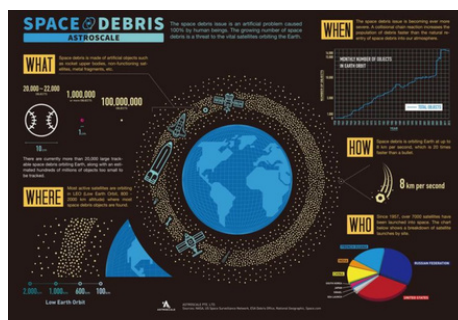
Russian space nuke could damage all nations' satellites, Space Force warns



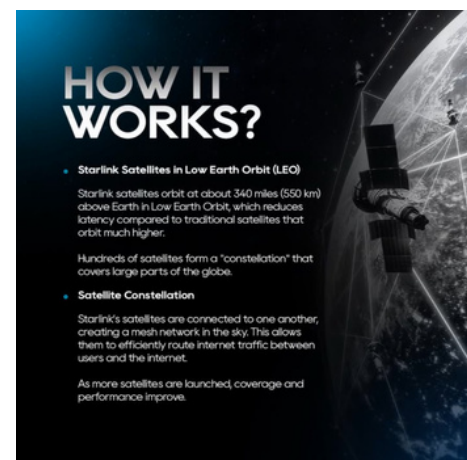
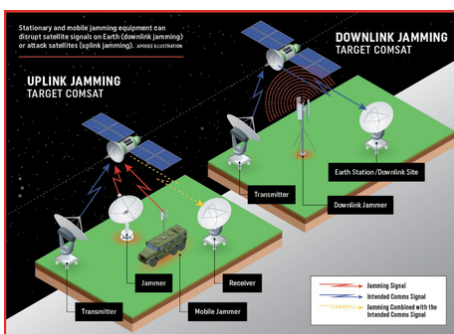
In this photo released by Xinhua News Agency, a modified Long March-6 carrier rocket carrying a new satellite group blasts off from the Taiyuan Satellite Launch Center in north China's Shanxi Province on Tuesday, Aug. 6, 2024. China says it... more >



The creation of the United States Space Force (USSF) in 2019 was a turning point. With a mission to protect American and allied interests in space, it signalled that space is no longer just an arena for exploration but a domain requiring active defence and warfare capabilities. Other nations quickly followed suit. China's People's Liberation Army Strategic Support Force (PLASSF) and Russia's Aerospace Forces have since accelerated their space programs, developing technologies to compete – or potentially confront – rivals in orbit.



One of the most alarming demonstrations of this shift came in 2021, when Russia conducted an anti-satellite (ASAT) missile test, destroying one of its own satellites. The impact created over 1,500 pieces of debris, threatening not just military but commercial and scientific satellites orbiting Earth. The event drew global criticism and underscored the growing risks of militarization in space. It also highlighted how space debris itself could become a weapon – setting off a chain reaction known as the Kessler Syndrome, where fragments of destroyed satellites trigger collisions that make space unusable for generations.

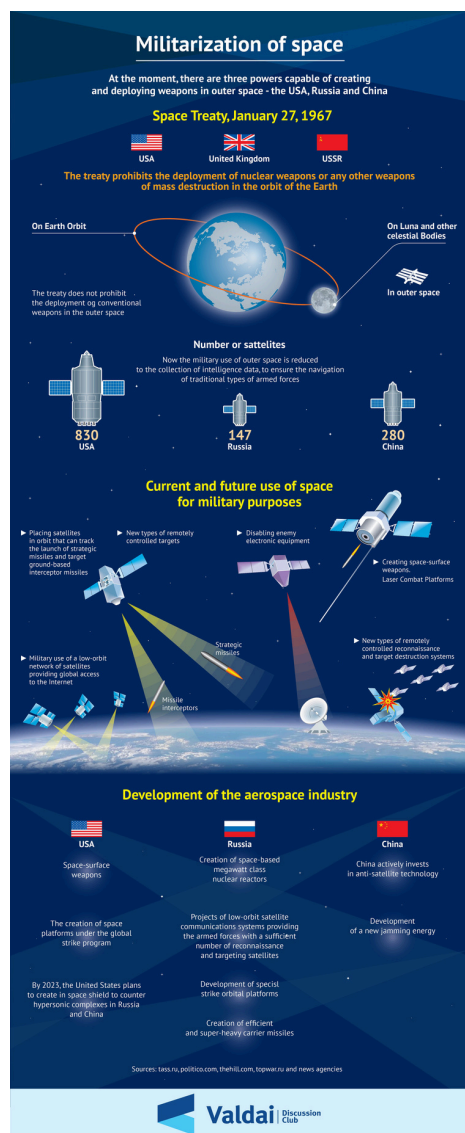
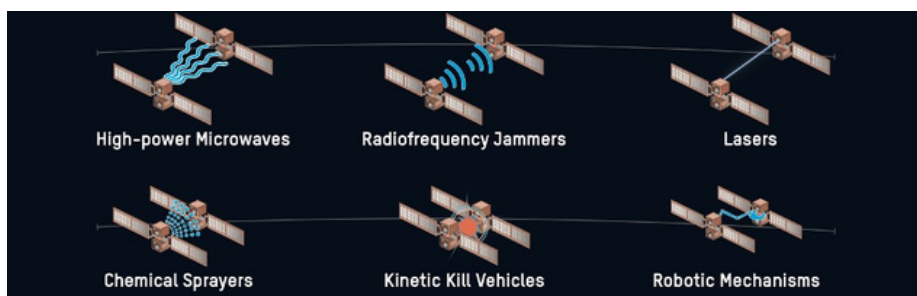


Nations are also exploring less visible but equally dangerous forms of space warfare. Electronic warfare systems capable of jamming satellite signals, cyber-attacks targeting space infrastructure and even directed-energy weapons like lasers are being tested and refined. These technologies are designed to blind, disable or destroy satellites without creating debris, making them harder to detect and attribute.



Another rising strategy is the development of satellite constellations – large networks of

smaller, low-cost satellites. Systems like SpaceX's Starlink demonstrate how hundreds or thousands of satellites could provide redundancy and resilience, making it harder for any single attack to cripple military or civilian space capabilities.



Military strategists warn that future conflicts could begin – or end – in space. Satellites control global communications, navigation systems like GPS, early warning systems for missile attacks and surveillance critical to modern warfare. Losing access to these systems could paralyze militaries on the ground, sea and air.

Despite these growing risks, international agreements remain outdated. The Outer Space Treaty of 1967 prohibits weapons of mass destruction in orbit but says little about conventional weapons, lasers or cyber warfare. As space technology advances, the lack of updated rules leaves a dangerous gap that nations could exploit.

Several think tanks and military analysts now argue that the world is entering a “space arms race”, where the first mover could gain a decisive advantage. The balance of power may not be decided on Earth anymore but thousands of kilometers above it.

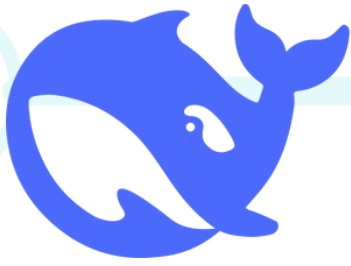


In this new era, dominance in space could translate into superiority in communication, surveillance, navigation and even offensive capabilities. Countries are increasingly investing in space-based technologies that not only enhance their military strength but also ensure strategic deterrence. The development of satellite-jamming systems, directed-energy

weapons and anti-satellite missiles signals a shift in defense priorities – where securing assets in orbit is becoming as crucial as defending borders on land. As nations accelerate their space programs, the line between civil exploration and military ambition grows increasingly blurred, raising concerns about the potential for misunderstandings, miscalculations and conflict in this fragile new frontier.



As the space race continues to evolve, one thing is increasingly clear – space is no longer the peaceful, empty void it was once imagined to be. Once seen as a realm reserved for scientific exploration and international cooperation, it is now becoming congested, contested, and fiercely competitive. With more nations and private entities launching satellites, testing anti-satellite weapons, and staking territorial claims, the pressure is mounting. The way countries choose to navigate this growing tension – whether through diplomacy, regulation, or military posturing – will ultimately determine whether the final frontier remains a domain of innovation and discovery, or transforms into humanity's next great battlefield.



deepseek

By W01 (U) Mohamad Roslan bin Haji Sidek

What is DeepSeek?

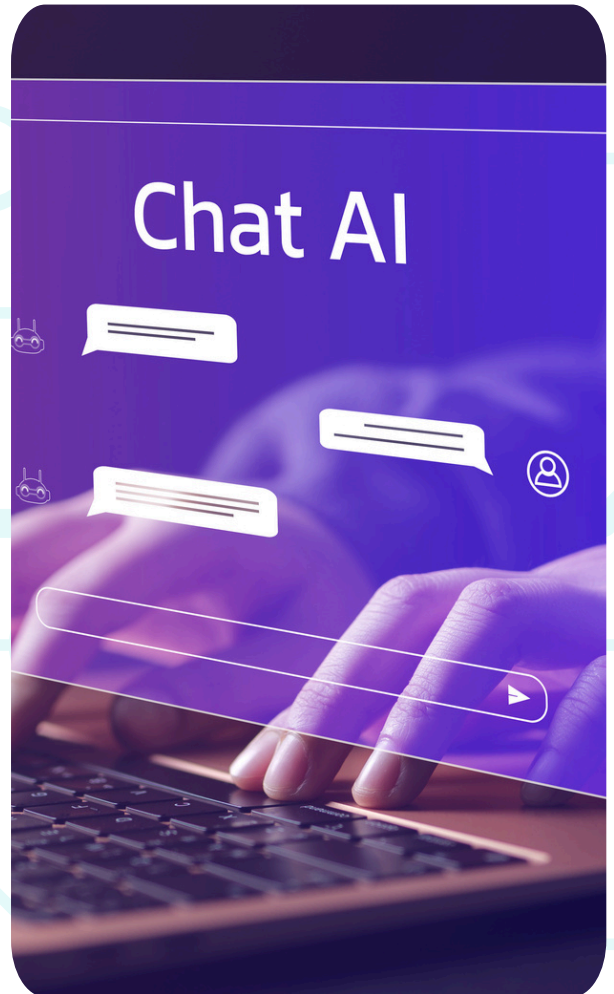
DeepSeek is a new artificial intelligence (AI) company focused on developing advanced AI models, similar to OpenAI's ChatGPT and Google's Gemini. DeepSeek creates AI systems that can understand and generate human-like text, solve complex problems, and assist with various tasks, such as answering questions, writing essays, summarising information, and even coding.

What Does DeepSeek Do?

DeepSeek develops AI models trained on large amounts of data, including books, websites, and scientific papers. These models learn patterns in language, allowing them to generate responses that are relevant, clear, and often creative. The company aims to create AI tools that can be useful for individuals, businesses, and researchers.

Why Is DeepSeek Important?

AI models like DeepSeek help people save time and effort in many tasks. They make learning easier, improve productivity, and assist in creative work. As AI continues to grow, companies like DeepSeek push the boundaries of what machines can do, making AI more accessible and powerful.



VS

Gemini

VS



ChatGPT

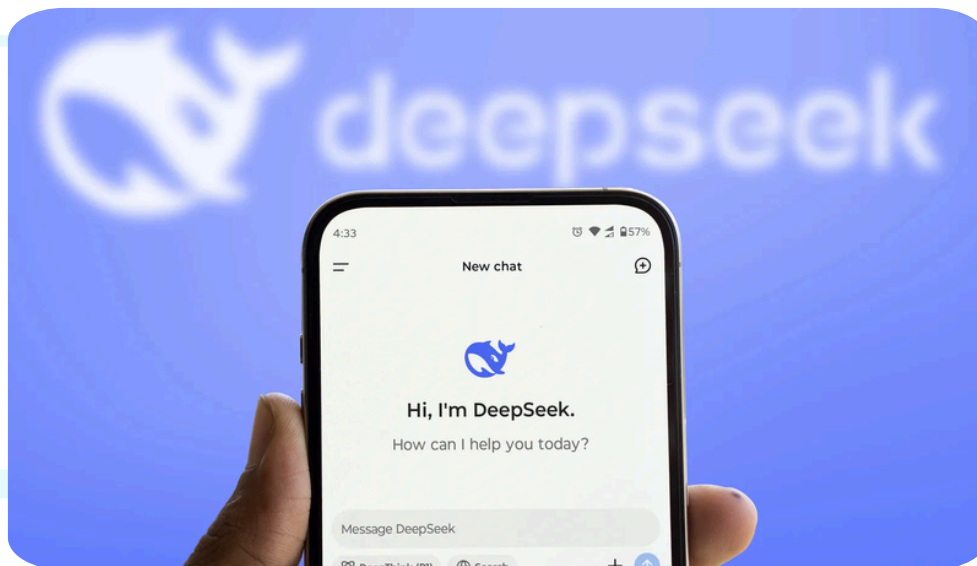
How Is DeepSeek Different?

DeepSeek competes with other AI models like OpenAI's GPT-4 and Google's Gemini. It claims to have strong performance, fast response times, and accurate information retrieval. Some versions of DeepSeek AI are open-source, meaning developers can modify and use them freely. This makes it appealing to researchers and businesses who want more control over AI technology.



Key Features of DeepSeek AI

- **Natural Language Processing (NLP):** DeepSeek AI understands and processes human language, making it easy to have conversations with it, just like talking to a person.
- **Text Generation:** It can write stories, articles, summaries, and even poetry based on a given topic.
- **Problem-Solving Ability:** DeepSeek AI can help answer complex questions, provide explanations, and even assist in subjects like mathematics and science.
- **Coding Assistance:** It can generate and explain code in multiple programming languages, helping developers and learners.
- **Customisation:** Businesses can adapt DeepSeek AI for their needs, such as chatbots, content creation, and customer support.



Challenges and Concerns

- **Accuracy Issues:** AI sometimes generates incorrect or misleading information.
- **Bias in Data:** Since AI learns from human-created data, it can sometimes reflect biases in language and opinions.
- **Ethical Concerns:** The use of AI in writing, coding, and problem-solving raises concerns about job displacement and misinformation.

STAY IN CONTROL: MANAGING YOUR BLOOD PRESSURE FOR A HEALTHIER LIFE

By Maj (Dr) Ranald bin Mohd Faizal @ Ranald Chiew

ABSTRACT

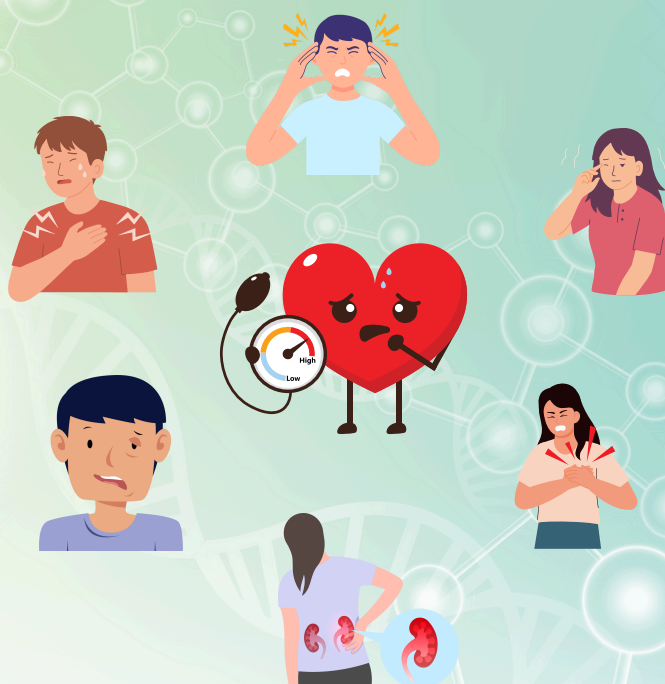
“High blood pressure (hypertension) locally known as ‘darah tinggi’ is very common. However, it doesn’t often come with symptoms, giving it the nickname ‘the silent killer’. By knowing you have high blood pressure, it could prevent life-threatening complications like heart attack and stroke.”

AN ANALOGY

The heart and blood system are akin to the coolant system in our cars. Over time build-up of deposits will clog up the coolant pipes and result in the water pump having to work harder. If the coolant system is left unchecked, eventually the system will fail due to hardened pipes or hoses bursting.



SYMPTOMS OF HIGH BLOOD PRESSURE: “BUT, I FEEL OKAY”



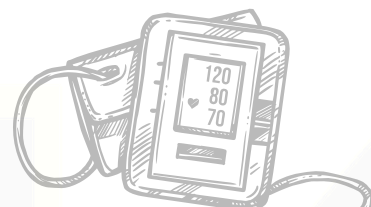
Rarely, high blood pressure can cause symptoms such as headaches, blurred vision and chest pain. Unfortunately, the first sign of high blood pressure is often cardiovascular events such as heart attacks, strokes and kidney failure. High blood pressure usually does not produce any symptoms, because the organs of the body can resist high blood pressure for a long time.

SO, GET YOUR BLOOD PRESSURE REGULARLY CHECKED: “DO I HAVE HIGH BLOOD PRESSURE?”

The best way to determine whether or not a person has hypertension is to monitor or screen blood pressure regularly. A confirmed diagnosis of high blood pressure is not made on a single measurement of blood pressure, but a series of reading which is consistently high at different times. Hence, a record of readings kept at the Medical Reception Station (MRS) is more useful than a single reading.



WHAT YOUR BLOOD PRESSURE READING MEANS



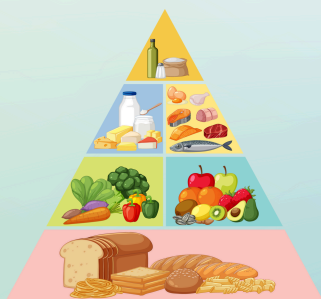
Blood pressure is represented by two numbers, such as 120/80. When the heart contracts or 'beats,' the pressure inside an artery increases and this is represented by the systolic blood pressure or the top number. When the heart relaxes, the pressure is lower. The lower pressure represents the diastolic blood pressure or the bottom number. A blood pressure of 140/90 or above is hypertension.

HOW YOU CAN HELP LOWER YOUR BLOOD PRESSURE

Simple healthy lifestyle choices can help lower your blood pressure.



Stop cigarette smoking.



Have a healthy, balanced diet.



Reduce salt (Sodium) intake in the diet.



Limit caffeine intake.



Exercise regularly –
Aim to do at least 150 minutes of exercise a week.



Maintain body mass index (BMI) of less than 25.

MEDICINES FOR HIGH BLOOD PRESSURE

There are several types of medicines used to treat high blood pressure, common examples are Perindopril and Amlodipine. However, the key with these medications is to take them daily as prescribed and to attend regular clinic checkups.





KERIS TERBANG