PEOPLE EXCELLENCE AWARD 2016

EXECUTIVE SUMMARY REPORT

PEOPLE
EXCELLENCE
AWARD

2016 WINNER

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ORGANISATION PROFILE

DSTA was formed as a statutory board under the Ministry of Defence (MINDEF) in 2000. It provides leading-edge technological solutions to the Singapore Armed Forces (SAF) for the defence and security of Singapore.

Roles and Functions

As the executive agent of MINDEF, DSTA has roles and functions which include:

- Acquiring platform and weapon systems for the SAF
- Advising MINDEF on all defence science and technology matters
- Designing, developing and maintaining defence systems and infrastructure
- Providing engineering and related services in defence areas
- Promoting and facilitating the development of defence science and technology in Singapore

MISSION

DSTA shall harness and exploit science and technology, and provide technological and engineering support, to meet the defence and national security needs of Singapore.

VISION

Inspired people, bringing innovation to all we connect.

VALUES

Integrity, Professionalism, Excellence, Respect and Teamwork

Employee Profile

DSTA has some 3,000 staff comprising mainly engineers, IT professionals and procurement specialists.

Challenges

- Keen competition for declining engineering resources
- Increasing complexity of systems
- Fast-paced, disruptive technologies
- Increasing demand from public sector

LEADERSHIP

Senior Leadership

The DSTA Management Committee is the senior management of the organisation, comprising Chief Executive, Deputy Chief Executives and Directors of the Programme Centres (PC) and corporate entities.

To stay ahead of the curve, DSTA's senior management constantly assesses the organisation's operating environment and technological landscape. The DSTA 5.0 strategic thrusts formulated in 2015 (to leverage commercial technology, build smart defence and create a dynamic workforce) and an update of the Staff Development Framework (SDF) that is in progress are examples of how our visionary leadership sharpens the focus of the organisation. They engage key stakeholders actively to drive organisational performance and to achieve the DSTA Mission.
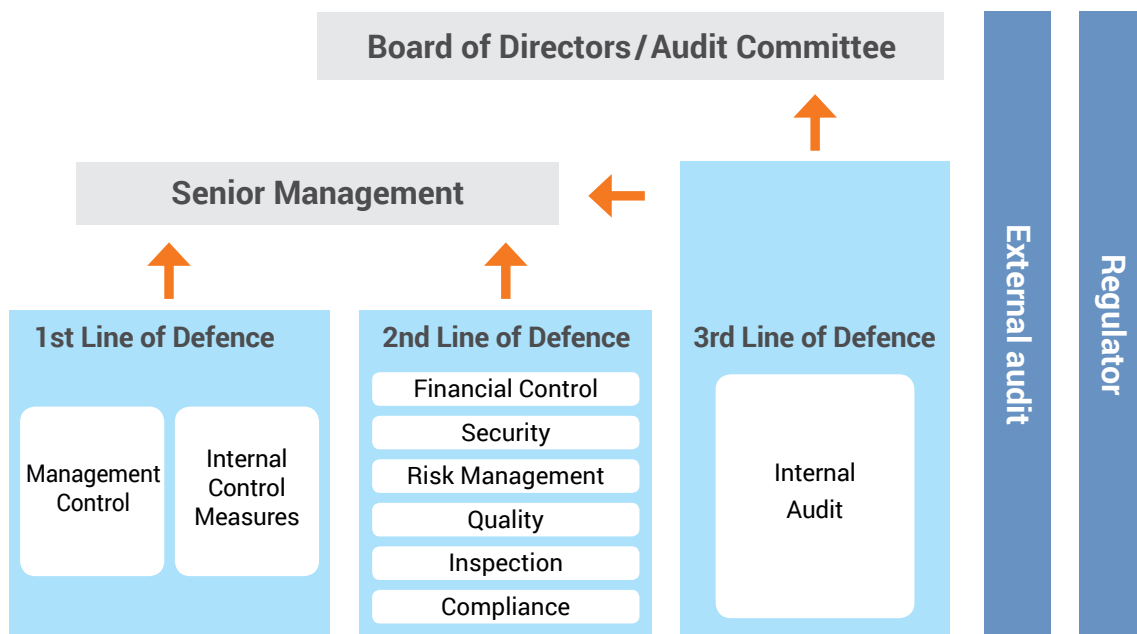
Organisational Culture

Anchored on DSTA Values, we have built a **culture of learning and innovation** that supports our Mission and Vision to achieve strategic success. We realised this through two important frameworks:

• **Staff Development Framework**. The SDF provides staff with a compelling career value proposition, leadership and competency development, and a personalised career development to maximise their potential. With an objective to create meaningful and rewarding career for every staff, the SDF encourages individuals towards life-long learning and skills upgrading, knowledge sharing, and excellence. Coupled with investments in training budget, the SDF helps to promote a continuous learning culture in DSTA.

• **iLEAP Innovation Framework**. iLEAP stands for **i**magination, **L**eadership, **E**nvironment, **A**ppreciation and **P**rocess. Instead of leaving innovation to chance, the framework weaves innovation considerations into our work processes (e.g. Master Planning and Systems Architecting process, Quality Management System process). This necessitates staff to challenge established norms and explore a wide range of technological options and acquisition strategies – helping staff to embrace change and permeating a culture of innovation across DSTA.

Corporate Governance and Social Responsibility

The DSTA Code of Corporate Governance, which has reference to the Singapore Code of Corporate Governance, formalises the principles and practices of governance within DSTA to ensure accountability, responsibility and transparency. We adopt the Three Lines of Defence Governance Model in deploying our governance system.

Board of Directors / Audit Committee

Senior Management

1st Line of Defence	2nd Line of Defence	3rd Line of Defence	External audit	Regulator
Management Control — Internal Control Measures	Financial Control / Security / Risk Management / Quality / Inspection / Compliance	Internal Audit		

The 3LoD Model

DSTA is committed to encourage and support staff participation in community services. This is part of our initiative to promote staff engagement while caring for the less fortunate groups in our society. Since our formation in year 2000, DSTA has demonstrated significant contributions towards charitable and community causes through: *Caring for the Community, Protecting the Environment,* and *Cultivating Interest in Science and Engineering* in our youth.

CUSTOMERS

Customer Requirements

The military landscape is ever-changing. Instead of simply reacting to market and customer requirements, DSTA takes a proactive approach by envisioning the future military landscape, together with MINDEF and the SAF.

We are plugged in tightly to MINDEF and the SAF's capability development planning process. A dedicated entity was set up to elicit inputs from across DSTA to formulate a whole-of-DSTA approach. In doing so, we conceptualise cross-domain breakthrough ideas and initiatives of high impact and direct relevance to the desired strategic outcomes of MINDEF and the SAF.

To reinforce integration between MINDEF and the SAF's operational requirements and technology, we deployed Deputy Directors (Technology) and Capability Development Consultants to the SAF Services Plans Departments. This tight Ops-Tech integration enables DSTA to be a Proactive Partner in the long-term planning process for MINDEF and the SAF.

Customer Experience

Our customers are part of our project teams as Operations Managers. They are jointly responsible for the project with our Programme Managers. They not only provide the operational requirements upfront but also actively contribute ideas throughout the entire system life cycle. This close working relationship has helped us to deliver systems that better meet their needs and processes, reduce turnaround time, and optimise manpower resource.

Given the manpower and budget constraint, we have introduced Design for Support to address the challenge. We adopt a user-centred approach, looking into the gaps and cognitive challenges faced by the user, and applying design thinking in end-to-end capability development. Thus, we design our systems to be simple to manage, operate, maintain and train. To further enhance customer experience, we are investing in the necessary technologies to push for greater use of automation, robotics and manned-unmanned operations.

To strengthen customer relationship management (CRM), Service Account Managers (SAMs) are created. Each SAM is a Director assigned to a relevant customer segment. He works closely with the Department Heads and Branch Heads of the SAF, as well as with the senior management of national agencies. He will manage customer's perceptions of DSTA from a strategic perspective and supervise CRM improvement initiatives.

Customer Satisfaction

DSTA determines customer satisfaction via various mechanisms. The Organisation Survey gathers feedback on our overall service level from Service Chiefs, Department Heads and Branch Heads, while the Programme Survey gathers feedback on specific programmes from Operations Managers and users. Both surveys are conducted annually, in addition to conducting the Programme Survey at the end of each project milestone for timely reviews.

STRATEGY

DSTA's strategy development and implementation process is well integrated with the planning cycle of MINDEF and the SAF to ensure that we are aligned to fulfil the defence and security needs of Singapore, both now and in the future. Besides planning for DSTA, we extend our planning capability to MINDEF and the SAF to help them in their long-term planning.

Strategy Development

To ensure comprehensive coverage, we leverage diverse information sources to identify the current and future operating environment, track our challenges, determine and anticipate external changes and risks to the organisation.

DSTA organises annual Strategic Review Workshops (SRW) to review our strategies as well as organisational initiatives, and to develop new ones that will bring us forward. Adopting an inclusive approach in the SRW, we involve leaders at different levels and from various domains to tap diverse views and engender wider participation and buy-in to the initiatives. They deliberate on the implications of challenges and external changes, and formulate plans not only for the current year but also the years ahead.

We have a strategy map that outlines our strategic goals for fulfilling DSTA's mission and vision, which also helps to ensure alignment with the outcomes of MINDEF and the Whole of Government. It also depicts our key HR strategies to support human capital development and address strategic challenges.

Strategy Implementation

Taking reference from DSTA's strategies and initiatives as well as MINDEF and the SAF's annual work plans, the entities will develop Annual Business Plans (ABP). The entity head works with the entity's staff, as well as dedicated business planning and Human Resource teams, to develop action items, identify lead action parties, and determine the resources required. These are included in the entity's ABP which are deliberated and approved by the DSTA Management Committee. The approved ABPs are then communicated by the entity heads to their respective staff for implementation. At the half-year mark, the ABPs are reviewed by the DSTA Management Committee to monitor progress and performance.

PEOPLE

Human Resource Planning

The DSTA Human Resource (HR) department is actively involved in the process to develop strategies to address organisational challenges and meet organisational goals. In formulating the strategic thrusts for DSTA over the next five years, for example, HR outlined the considerations and proposed initiatives to create a dynamic workforce. It also provided planning norms (on bonus, salary adjustment and headcount) to Finance to work out the DSTA five-year budget plan for approval by DSTA Board.

To enable DSTA to anticipate and respond pro-actively to HR needs, HR not only conducts external environment scanning, but also developed a simulation model to predict trends. The model simulates manpower flow over time, giving insights for HR to devise strategies for recruitment, retention and competency development which would be incorporated into the HR Annual Business Plan (ABP).
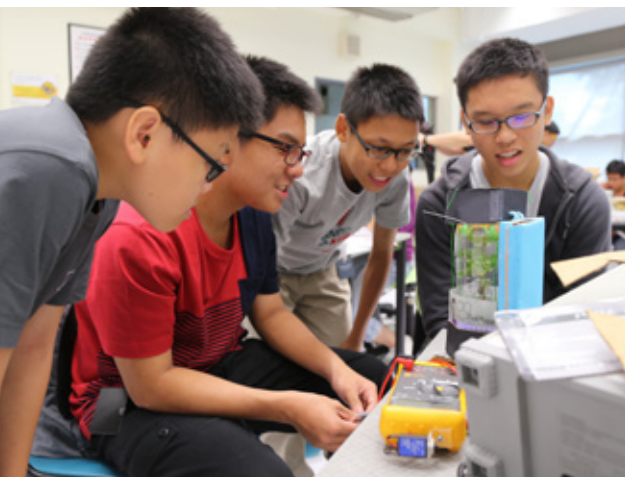
Specifically, to address the challenge of "keen competition for declining engineering resource", we actively reach out to the schools to influence and inspire the young. To ignite passion in science and technology, we conduct educational programmes for students such as the annual Young Defence Scientist Programme and Cyber Defenders Discovery Camp. We also host teachers and principals on visits to DSTA and give them a glimpse of what we do, so that they are equipped to advise their students on a career in defence engineering.
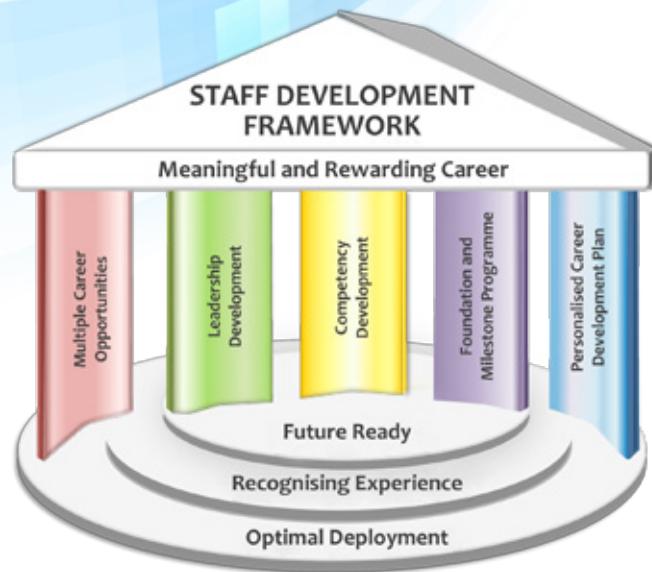
Employee Learning and Development

The Staff Development Framework is our holistic approach to address staff learning and development.

• **Multiple Career Opportunities**. Depending on their career aspirations and abilities, staff can shoose to progress vertically and deepen their knowledge and skills in a certain discipline or opt for a career path that allows them to gain a broader experience and diverse skill sets.

• **Leadership Development**. A customised three to four days Leadership Development Programme (LDP) is in place to groom various levels of leaders, training them in the leadership and management skills necessary for various appointments.

• **Competency Development**. A competency structure has been formulated to develop our people and sustain DSTA's core capabilities. Each staff is tagged to a Proficiency Level (from PL1 to PL5) for his or her technical competencies. Upon acquiring the next level of training and work experience, staff can apply for PL upgrades from the appropriate Approving Authority.

• **Foundation and Milestone Programme**. In conjunction with participating in the LDP, staff are scheduled to attend Milestone Courses to prepare them for their appointed job level. The Milestone Courses share knowledge from DSTA's project management and systems engineering experience built over the years.

• **Personalised Career Development Plan (PCDP)**. Each staff draws up a PCDP to chart career development goals for the next five years. The plan is discussed with supervisors to align personal career aspirations with DSTA's business goals.

Employee Engagement and Well-Being

Conducive Work Environment

DSTA constantly looks into ways to provide staff with a conducive work environment that will promote collaboration and innovation. These include an open-office work environment, common areas, as well as reconfigurable spaces and mobile workspaces.

Balanced Work-life and Family-Friendly Culture

DSTA's welfare benefits and wellness programmes promote a healthy, balanced work-life and a family-friendly culture. For these efforts, DSTA has been recognised with the pinnacle Singapore Health Sciences Authority's National HEALTH Platinum Award consecutively in 2008 and 2012.

Meaningful and Impactful Work

Our unified approach (as outlined in the Staff Development Framework) to groom staff and offer multiple advancement opportunities within and outside of DSTA is instrumental in building up and retaining an innovative talent pool. By creating a meaningful and rewarding career for staff, this would help them to feel engaged with the organisation and motivate them to contribute to DSTA's business success.

Employee Performance and Recognition

By integrating innovation and productivity as part of staff and entity performance, and linking staff annual performance bonus to the entity Balanced Scorecard (BSC), we cultivate behaviours that would help to achieve our strategic goals.

Integrating innovation and productivity as part of staff and entity performance

To embed innovation and productivity in DSTA, we have translated these aspects into performance at the individual level. The Staff Appraisal Form was revamped to include a segment on "Contribution to Innovation and Productivity", which staff fill in as part of his or her work achievements. Innovation is also incorporated as an integral part of performance assessment at the entity level. Every entity has to identify in its ABP new initiatives related to innovation and productivity, which would be tracked as part of the entity BSC.

Linking entity BSC to staff annual performance bonus

The DSTA BSC is translated into the various Entity BSCs to ensure alignment. To foster a shared responsibility of the entity's goals among its staff, the BSC is translated into operational terms that staff can identify with. We link the BSC to staff's annual performance bonus, giving additional rewards and recognitions when stretch targets are met.

PROCESSES

Innovation Capabilities

With the fast changing technological landscape, DSTA's management recognised that innovative ideas and solutions had to be systematically harvested, evaluated and implemented. As such, various innovation related initiatives were reviewed and the iLEAP Innovation Framework was introduced in 2012.

Imagination

This signifies the power of imagination and the ability to bring innovation to work. It also represents every staff as the foundation of innovation in DSTA.

Leadership

Leaders in the organisation must create and sustain a nurturing climate and culture for innovation. They do so by allowing time and space for innovation, acknowledging and recognising ideas, supporting experimentation and prototyping, as well as facilitating the innovation process.

Environment

For a culture of innovation to flourish, it is important to create the right environment for staff to think up creative ideas in response to the challenges they experience. Some measures implemented by DSTA include:

• **DSTA Innovation Fund** – a fund has been created for staff to explore and carry out innovative ideas, out of their own initiative, that can potentially yield significant benefits

• **Integrated Project Management Team** – project teams are formed out of staff from different disciplines to cross-pollinate ideas and deliver whole-of-DSTA solutions

Appreciation

A conscious effort is made to nominate outstanding staff and project teams for various national, public service and MINDEF level awards. Staff are also given recognition internally through the DSTA Excellence Award, DSTA Innovation Award and DSTA Service Excellence Award.

Process

In creating capacity, time and space for staff to innovate, DSTA constantly explores ways to improve work processes and eliminate obstacles that hinder innovation and productivity. This includes setting up the Reducing Red Tape Task Force. Innovation is always addressed upfront in projects as it is embedded in the organisation's systems and processes, such as the Quality Management System (QMS) which guides project management and implementation.

Process Management

DSTA key business processes are documented in the QMS, which captures our wealth of project management and implementation experiences over the past few decades. Our QMS is certified based on ISO 9001:2015 standards.

To ensure effective, consistent, and smooth delivery of our projects to meet customer and operational requirements, we have aligned our QMS with MINDEF's Defence Capability Management methodology. The need for innovation has been designed into our QMS, pushing staff to challenge established norms as well as to explore a wide range of technological/design options and acquisition strategies. Each option is evaluated for its advantages and disadvantages, and the most optimal and cost-effective solution would be selected to meet MINDEF and the SAF's needs.

Systematic review to drive process improvement

Inputs from various sources (e.g. management meetings, project teams, staff, internal/external audits) are collated and mechanisms are in place to drive improvement to our key and supporting business processes. In particular, efforts to streamline work processes to improve productivity are appreciated by staff. This is evident from the 2016 Staff Engagement Survey, where 82% of our staff indicated that DSTA continually works to ensure that our processes are efficient.

- **Quality Management Reviews (QMR)**. Owners have been assigned to oversee key and supporting processes in the QMS, conducting reviews at least once every three years to ensure that the procedures remain relevant and effective. Twice a year, QMR chaired by Deputy Chief Executive (Operations) will review the changes and performance of the QMS. Internal and external audit findings are also reviewed for systemic problems.

- **Reducing Red Tape Task Force**. Set up in 2011, the task force is led by Deputy Chief Executive (Strategic Development). Its members include representatives from all Programme Centres and corporate entities who are familiar with the work processes in their own domains. It aims to eradicate red tape and streamline our work and innovation processes, without compromising governance. It has since implemented 22 initiatives to streamline some 350 internal work process and external ones involving MINDEF and the SAF.

- **DSTA Management Committee (MC)**. Changes proposed to the QMS that have far-reaching impact and implication are tabled at the DSTA MC level for further discussion and guidance, before being approved by the respective Process Owners.

KNOWLEDGE
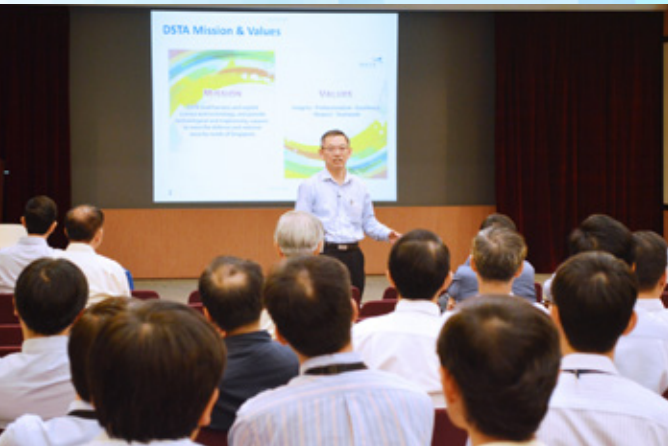
Knowledge Management

To effectively drive Knowledge Management (KM) in DSTA to support organisational learning and growth, the CIO (Chief Information Officer) Office is supported by:

• **DSTA Academy**. A Programme Centre (PC) that trains our engineers to be competent Systems Engineering practitioners and effective Programme Managers. It systematically captures our technical knowledge and project lessons learnt, and translates them into case studies for discussion during internal milestone courses. It also captures lecture videos for learning and sharing.

• **Centre for Information Management (CIM)**. A corporate department that oversees information assets (stored in an in-house Content Management System) that are important to DSTA and relevant to staff for their day-to-day work. Throughout the information life-cycle, CIM ensures that the assets are in compliance with the QMS processes and the Evidence Act. This includes the retention, classification, sharing and archiving of corporate records, publications, as well as project and business information.

• **Information Resource Centre (IRC)**. A corporate department which harnesses information from external databases and service providers (e.g. Jane's and Gartner) for staff, to support studies of market and technology trends. Apart from putting up hardcopy resources for loan, it also has an eLibrary@IRC set-up that consolidates articles in a Technology Watch section on the intranet to deliver just-in-time knowledge to staff. Additionally, it provides research assistance for both internet-based and in-house databases and resources.

• **Knowledge Managers**. Individuals are identified to serve as knowledge change agents to proliferate KM practices in their own PCs. They determine the PC specific KM requirements (e.g. PC Portal, PC Wiki) as well as facilitate the capturing and sharing of good practices and lessons learnt.

Analytics for Performance Management

To enhance organisational performance, DSTA has in place a Comparative and Benchmarking (C&B) Methodology to analyse the Strategic, Performance and Process aspects of our business.

	Framework			**Outcome**
	Strategic	**Performance**	**Process**	
Formal Benchmarking	• Learn from leading defence acquisition agencies, academia, and industries through study visits by DSTA management	• Conduct benchmark studies in key projects undertaken by Intergrated Project Management Team • Engage professional bodies to conduct benchmark studies for human resource/corporate practices		→ **Benchmark Setter**
Informal Benchmarking	• The visits could highlight potential areas for benchmarking studies	• Perform environment scanning and trend-watching for public domain benchmarks		→ **Target Setter**

Strategic C&B. Our senior management looks out for C&B opportunities and partners by conducting regular bilateral visits and meetings with leading defence acquisition agencies from other advanced countries. The successful strategies adopted by these agencies are evaluated in areas including complex large-scale systems engineering, project management, obsolescence management, procurement, and staff competency development. The findings are then used to set new targets to stretch our organisational performance.

Performance and Process C&B. Our IPMTs conduct formal benchmarking studies in key projects to ensure that the systems and facilities we deliver are best-in-class or set the next benchmark. A case in point is the Multi-Mission Range Complex (MMRC). Before we embarked on this project, our IPMT visited the live firing ranges in Germany, Switzerland, and the United

States to learn from their experience and the shortfalls of these ranges. Eventually, seven live-firing ranges were put together innovatively into a three-storey building on the footprint of just one outdoor 100m range. Cutting-edge simulation technology and state-of-the-art video targetry system were also leveraged. As a result, we set a new benchmark for indoor live firing ranges that can conduct 100m, 1000m, and scenario-based live firing, as well as urban ops training all under one roof. No other country has constructed a multi-purpose and multi-mission live-firing facility of this scale before.

In addition, we benchmark ourselves against government (e.g. Government Instruction Manuals, Building and Construction Authority's codes and regulations) and national/international standards (e.g. SPRING Singapore Business Excellence Framework, ISO Standards). Our QMS is also benchmarked against the latest ISO 9001:2015 and is being recertified every year. Our attainment of the Innovation Excellence Award in 2014 and the People Excellence Award in 2016 testify to our efforts to benchmark the organisation and enhance our performance.

RESULTS

Customer Results

Delivering Best-In-Class Defence Systems and Capabilities

DSTA delivers and maintains many critical capabilities that make a difference to Singapore's defence and security. One such capability is the Comprehensive Maritime Awareness System, South-east Asia's first integrated information-sharing and sense-making system. It allows the Republic of Singapore Navy to fuse and share information from our regional and global maritime partners from over twenty countries to produce a coherent picture. The system incorporates a home-grown Sense-Making, Analysis and Research Tool (SMART) to piece together vague or partial information (that spans organisational, national and time boundaries) like a jigsaw, identifying anomalous behaviour for early detection of maritime threats. SMART also connects the dots between real-time and archived data, thereby facilitating the investigation of vessels across time periods and analysis of emerging trends.

The project won both the Institution of Engineers Prestigious Engineering Achievement Award and the PS21 ExCEL Award – Most Innovative Project in 2015.

Customer Satisfaction

Our customer surveys reflect that we have consistently achieved a high level of customer satisfaction. The various awards that staff have received from customer segments in MINDEF and the SAF also reflect a high level of customer satisfaction towards DSTA's projects. Such awards include the MINDEF Innovation Award, MINDEF SAVE Award, MINDEF CIT Team Excellence Award, and MINDEF Star Service Award.

Financial and Market Results

Maximising Resources to Increase Capacity

Over the years, the demand for DSTA's expertise from agencies across the government, and the proportion of complex integration projects that DSTA manages have increased. Despite these challenges, DSTA has managed to deliver without scaling up its engineering headcount, through better cost management.

DSTA is also able to do more with the same engineering resources due to our continual efforts in building up the competencies of young staff quickly, equipping them to take on more impactful work.

Stretching the Defence Dollar

DSTA has made increasing contributions to MINDEF's Economy Drive movement through savings from the approved project budgets.The Economy Drive is a government-wide initiative that sets out to promote innovation, cost consciousness and financial prudence within the public service.

Point of Reference in Global Defence Arena

Over the years, the stringent and transparent defence procurement process that DSTA undertakes has cemented Singapore's status as a reference customer in the global defence arena. In particular, Singapore was cited in an issue of Jane's Defence Weekly (22 Jan 2014): "Singapore's careful planning of military expenditure is replicated in its approach to defence procurement. The country operates a procurement procedure that is a model of probity in Asia, encompassing a selection process that is widely regarded as one of the most demanding in the world. The procurement system is geared towards acquiring highly capable military systems at cost-effective prices and is managed by the Defence Science and Technology Agency (DSTA)."

Breaking New Ground in Defence Construction

DSTA is a pioneer in underground rock cavern space usage. In collaboration with Nanyang Technological University, we published "Geology of Singapore", which is now the key reference for the geo-community and construction industry in Singapore. We also designed and built Singapore's first large-scale Underground Ammunition Facility (UAF), which resulted in a 90% reduction in the land needed as safety buffers. The success of the UAF has led to the Jurong Rock Caverns project (South-East Asia's first underground oil storage facility) and motivated our national planners to consider other larger-scale underground projects.

Centre of Excellence

Having pioneered effective procurement practices in the public sector such as the Analytic Hierarchy Process, Demand Aggregation and the Public-Private Partnership approach, DSTA was recognised by the Ministry of Finance as the Centre of Excellence for public sector procurement in 2012. In the same year, DSTA was designated the Centre of Excellence for command, control and communications (C3), centrally managing key C3 initiatives in the Public Service and providing technical support to other agencies.

People Results

Staff Engagement

Since 2014, our Staff Engagement Scores have been consistently above the Public Service Norm and the Singapore National Norm. In 2016, our score of 86% even exceeded the Public Service High Engagement Group Norm of 85%.

Staff Attrition

Compared to Singapore's Statutory Board Average, DSTA has a much lower staff attrition rate. In particular, our talent attrition rate has been on a downward trend since the Staff Development Framework was implemented in 2011.

Staff Competency

Our structured approach to levelling up staff competency through the various in-house milestone courses and learning opportunities has allowed staff to attain the required competencies quickly, so that they may contribute effectively to their respective areas of work. There is a rising trend of staff attaining Proficiency Level (PL) 3 and above. In Financial Year 2016, a record 69% of our staff attained at least a PL3.
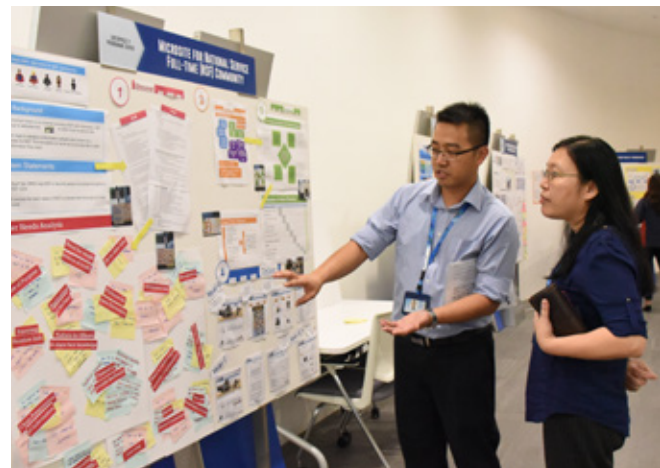
Staff Learning and Development

Our staff appreciate the strong support and opportunities given for learning and development in DSTA – 95% of them agreed that DSTA strongly supports staff learning and development, while 93% opined that learning and development opportunities are available to help staff build valuable skills.

Staff Performance and Recognition
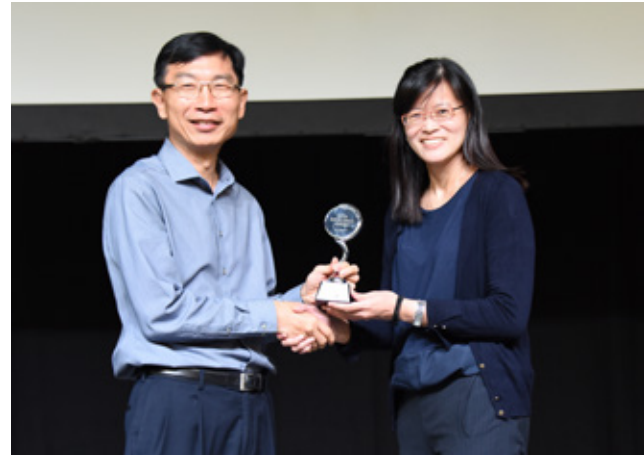
Our communication on performance targets proved to be clear among staff, and our regular salary benchmarking effort has paid off to ensure that our remuneration package remains competitive vis-à-vis market practice – 84% of staff indicated that they understand how their performance on the job is being evaluated, and 83% agreed that they are fairly paid. In addition, 78% of staff felt that DSTA has used recognition and rewards effectively to encourage good performance.

Employer of Choice

According to the Brightsparks Scholarship and Education Survey 2014 conducted with some 3000 potential scholarship recipients in Singapore, DSTA achieved one of the highest rankings among engineering organisations.

In the annual JobCentral Employer of Choice Survey that provides insight into how organisations are perceived by undergraduates and fresh graduates in Singapore, engineering students and graduates from the local universities ranked DSTA among the Top three preferred government or government-linked organisations.

Operational Results

DSTA has been recognised over the years through a myriad of awards and accolades in many areas, not only from MINDEF and the SAF, but also from external agencies in the national, regional and international scenes. Among the awards is the **Defence Technology Prize**, one of the most prestigious local science and technology awards given to engineers who have delivered innovative and significant breakthroughs in national defence.

Every year, DSTA nominates outstanding projects for the **Institution of Engineers, Singapore (IES) Prestigious Engineering Achievement Award (PEAA)**. In 2016, DSTA clinched awards in both the PEAA (Engineering Project) and PEAA (Technology Innovation) categories.

Year	Project	Award
2014	SAF Live-Firing Ranges – Land Savings and Advanced Capabilities through Technology (Multi-Mission Range Complex)	IES PEAA (Engineering Project)
2015	National Maritime Security System – National Security and Advanced Capabilities through Technology	IES PEAA (Technology Innovation)
2016	Next Generation Data Centre	IES PEAA (Engineering Project)
	Large-scale Command Post Systems Integration for Overseas Military Exercise – Forging Sabre	IES PEAA (Technology Innovation)

DSTA also won multiple awards in the Engineering Feats @ IES_SG 50 Competition, which was organised to recognise the top 50 engineering achievements that have made the greatest economic, infrastructural or societal impact to Singaporeans during the period from 1965 to 2015. Out of the more than 100 projects nominated from across Singapore, 6 out of the 50 Top Engineering Achievement Awards were conferred to DSTA.

In the IT arena, DSTA has also gained numerous national and international accolades. These include the multi-award winning web portal – NS Portal, which clinched international awards namely the International Service Excellence Award – Highly Commended Award for Contact Centre from the Customer Service Institute of America in 2013, and the Best IT Governance Award from the Management Information System Asian IT Excellence Awards in 2009. The NS Portal also won the National eGov Excellence Award for Website – Merit in 2013.

The "Decisive Combat" co-developed by DSTA also clinched the Best Game in the Government Category at the eighth annual Serious Games Global Showcase & Challenge held in the United States. The game was also one of three finalists in the Best Mobile Game category out of 16 submissions.

In the aspect of social contributions, DSTA was conferred the pinnacle President's Social Service Award 2011 which acknowledged our outstanding voluntary contributions to the community. We also received the Ministry of Defence Awards 2013 for our support towards Total Defence, and the SHARE Award (Silver) 2014 for our high level of participation in the Community Chest's SHARE programme.