



# WHERE PASSION MEETS PROFESSION

WOMEN IN THE FORCE

Republic of Singapore  
**THE AIR FORCE**  
ABOVE ALL

## PASSION WITH A HIGHER PURPOSE

Strength. Passion. Purpose. These are the traits that define every woman of the RSAF, and allow them to soar to ever greater heights. Transform your passion into a truly exceptional profession, as an airwoman of the RSAF.

In a rewarding career that takes you higher and further than any other, you will be provided with state-of-the-art training, locally and overseas — along with remuneration that matches your growth as a leader and individual. Be a part of the first-class team that watches over our skies, and together, we can rise to a future without limits — just like the women we have profiled here.

## FOREWORD



I am Brigadier-General Gan Siow Huang and I am an Air Warfare Officer specialising in Air Traffic Control. I have been with the Republic of Singapore Air Force (RSAF) for more than 20 years and it has been a fulfilling and exciting journey.

20 years may seem like a long time, but there was never a dull moment for me. What keeps me going is the strong sense of purpose and commitment shared by all in the RSAF family. I have had the opportunity to shape Singapore's defence policies and represent Singapore in multilateral exercises. As part of the RSAF team, I also contributed to sharpening our national air defence capability to keep Singapore's skies safe round-the-clock.

The RSAF has supported my growth as a commander, leader and team player. Most of all, the RSAF has been a very caring organisation. Today, not only am I a proud member of the RSAF, I am also a proud mother of three children!

I hope you can take the time to read through the stories of other women in the RSAF. They echo my sentiments on how the RSAF develops its people to be team players and to work as One Force. I hope you will be inspired to join Team RSAF in defending our skies.

A handwritten signature in black ink, appearing to read "Gan Siow Huang". The signature is fluid and cursive, with a prominent "G" at the beginning.

Brigadier-General Gan Siow Huang

# DRIVEN TO SOAR

**CPT MICHELLE TEO: PILOT**

**LTA EMMELINE TAN: WEAPON SYSTEMS OFFICER (FIGHTER)**



**R**elentless in the face of adversity, our aircrew rises to every challenge with speed and precision. With a passion for speed that's truly unsurpassed, CPT Michelle Teo flies sophisticated fighter aircraft, while LTA Emmeline Tan operates onboard weapon systems. Together, they deliver critical air support to help protect our peace.

**In what ways has the Air Force helped turn your passion into a profession?**

**LTA EMMELINE TAN (ET):** My passion for flying started when I first got a taste of flight as part of the Singapore Youth Flying Club. There is no better way to turn my passion into a profession than becoming an aviator in the Air Force. Nothing beats the immense satisfaction of knowing that you're a part of an organisation of a higher calling while fulfilling your dream.

**Which parts of your job do you enjoy the most?**

**CPT MICHELLE TEO (MT):** The flying of course! While it is challenging to become a competent fighter pilot, I am grateful for the trust that the Air Force has placed in me and I look forward to defending Singapore every day.

**How would you describe the culture within the Air Force?**

**(ET):** Our airmen and airwomen are constantly pushing themselves to be the best by setting high standards for themselves. Everyone is regarded as a professional, which collectively raises the standards of our organisation.

**What leadership opportunities have you taken on in the Air Force?**

**(MT):** I was the Trainee Wing Commander during my cadet days and Course-in-Charge for my Basic Wing Course (BWC). My stint as the Trainee Wing Commander was focused mainly on managing the morale and welfare of my peers. On the other hand, my time as Course-in-Charge for my BWC gave me the opportunity to manage and delegate our course workload, which ensured that everyone was performing to the best of their abilities.

I also had the opportunity to be part of overseas exercises such as Exercise Cope Tiger, which opened my eyes to the high-tempo operations that we conduct. This helped me in developing the initiative and self-motivation required to be successful as a leader in the organisation.

**How does team excellence come into play in the Air Force?**

**(MT):** Team excellence is essential to the Air Force. Within the Squadron, the aircrew need to work closely together to ensure the smooth and efficient running of flying operations daily. Within the Air Force, we need to work closely with the Engineers as they ensure that our aircraft are fully serviceable, and with the Command, Control and Communications (C3) community for coordination during flying operations. We also need to coordinate closely with the Ground-Based Air Defence (GBAD) and Unmanned Aerial Vehicle (UAV) community to ensure that we can support each other during the various missions.

**How have you grown as a professional and as an individual since entering the Air Force?**

**(ET):** The RSAF has provided countless platforms and opportunities to better myself as an Officer, an aviator, a team player and an individual. I am now more confident than I was before. It taught me the importance of self-discipline and professionalism.

# GUIDING A FORCE TO A HIGHER PURPOSE

**MAJ NICHOLA GOH: AIR WARFARE OFFICER  
(AIR TRAFFIC CONTROL)**

**ME2 JOANN TAN: AIR OPERATIONS AND SYSTEMS EXPERT**



The mightiest force is effective only when it has the sharpest, most decisive minds to guide it in the right direction. With MAJ Nichola Goh directing RSAF aircraft on missions and ME2 Joann Tan at the helm of our most advanced sensors and communication systems, our forces are well placed to achieve mission success at all times.

**When did you decide to embark on an Air Force career, and what attracted you to do so?**

**MAJ NICHOLA GOH (NG):** I first developed an interest in a military career after attending a career talk in my Junior College (JC). I was attracted to a military career because I wanted a job that was dynamic and challenging. I also knew that I wanted a career in the public service, as I wanted to contribute in a meaningful way to Singapore.

**How have you grown as a professional and as an individual since entering the Air Force?**

**(NG):** I have been given many opportunities to hone my leadership skills through various command and staff appointments. My most memorable appointment in the Air Force thus far was my stint as Officer Commanding (OC) in 203 Squadron. The OC appointment was challenging, but taught me a lot about leadership, patience and humility. The things that I have learnt and practised about leadership in the Air Force are very relevant and applicable in all aspects of life.

My experience in the Air Force has taught me other valuable life skills such as making sound decisions under time-compressed and stressful situations, and balancing the demands of work and my personal life.

**How would you describe the culture within the Air Force?**

**ME2 JOANN TAN (JT):** The RSAF culture is one that is mission-focused and driven by a strong sense of team excellence and safety. It doesn't matter what your gender is, or which squadron you are from. Together, we watch the skies, keep it safe and respond swiftly when the need arises.

**How does team excellence come into play in the Air Force?**

**(JT):** When we were in school, we were taught to study hard, do well and aim to be number one. We chased after all these as individuals. After joining the force, I realised that striving for excellence is a collective effort. Because on my own, I wouldn't be able to defend Singapore's skies.

**What traits and qualities should an Airwoman possess?**

**(NG):** This dynamic career can be challenging both mentally and physically. You must have resilience and the mettle to overcome these challenges.

As an Officer in the RSAF, you will be put in leadership roles where you are entrusted with the training, morale, discipline, and the lives of the men and women under you. This is a great responsibility and should you decide to pursue this career, you will find a sense of fulfilment unlike any other job.

# ENGAGING WITH UNPARALLELED PRECISION

**CPT CRISTAL-ANNE LOW: AIR WARFARE OFFICER  
(AIR DEFENCE WEAPONS)**

**2SG ANNABEL OH: AIR DEFENCE SYSTEMS SPECIALIST**



**M**eet the women who aim higher and reach further with their passion, even with their feet firmly planted on the ground. As members of our GBAD Community, CPT Cristal-Anne Low and 2SG Annabel Oh lead teams to deploy and control advanced surface-to-air weapon systems; ever ready to respond to any challenge that appears over our horizons.

**When did you decide to embark on an Air Force career, and what attracted you to do so?**

**CPT CRISTAL-ANNE LOW (CL):** I was keen to join the public service and the RSAF provides a career that is both challenging and fulfilling. I've grown to realise that there are many facets to this job, infinitely more than what I initially thought it was, and I'm learning and growing each day.

**In what ways has the Air Force helped turn your passion into a profession?**

**(CL):** I've always had a passion in leading others and in seeking personal growth and development. My experiences in the Air Force have provided me with a multitude of opportunities to learn various skill sets from the best Officers. I've grown to become a better commander and leader, picked up people management, coordination and planning skills, and learnt to think critically when confronted with any issue. I enjoy being able to lead and groom the airmen and airwomen under my charge.

**Which parts of your job do you enjoy the most?**

**2SG ANNABEL OH (AO):** I enjoy being able to do my part to protect Singapore and Singaporeans from security threats, and in doing so, preserve our way of life. I like that my job exposes me to different working conditions. In the office, I get to develop stronger analytical, staff-writing and presentation skills. Out in the field, my team and I train hard and forge strong camaraderie to achieve our assigned mission effectively and safely.

**How does team excellence come into play in the Air Force?**

**(AO):** In the RSAF, we acknowledge the importance of each and every individual. We recognise that like puzzle pieces, every individual's contribution is integral to safeguarding our skies, and as a whole, we are a cohesive team capable of achieving great things. This is regardless of the vocation, rank, or gender of the individual.

**What traits and qualities should an Airwoman possess?**

**(AO):** An airwoman needs to be psychologically resilient and physically fit. She should be someone who values teamwork, leads by example, relishes overcoming challenges, and has the right heart to serve and wants to do more for Singapore.

**What leadership opportunities have you taken on in the Air Force?**

**(CL):** I regularly lead a crew for local and overseas exercises, take charge of the planning, coordination and execution of the mission. Being a ground commander also means that I am entrusted with the grooming, well-being and performance of the men and women under my charge.

# SEEKING TO COVER EVERY ANGLE

**CPT OOI LI WEN: UNMANNED AERIAL VEHICLE PILOT -  
INTELLIGENCE OFFICER (AIR INTELLIGENCE)**

**ME1 SHEILA LIU: AIR IMAGERY INTELLIGENCE EXPERT**



As our silent eyes in the sky, the UAV community maintains a vigilant watch over our nation's peace. From CPT Ooi Li Wen who pilots cutting-edge UAVs to acquire intelligence, to ME1 Sheila Liu who analyses and interprets data vital to mission success, these are the airwomen who see what no one else can. By bringing every detail to light, they cover every angle integral to our nation's protection.

**When did you decide to embark on an Air Force career, and what attracted you to do so?**

**CPT OOI LI WEN (LW):** I first took interest in the RSAF during a JC career fair. I didn't know much about the Air Force then, but three things stood out. First, I was intrigued by RSAF operations and was inspired to be a part of it. Second, I was certain that contributing to the defence of Singapore would be meaningful. Beyond that, I was very much drawn to the sense of camaraderie and cohesiveness in the force. Growing up, I was active in team sports and these were values that I treasured. This has proven true from my experience so far!

**Which parts of your job do you enjoy the most?**

**(LW):** Developing competency in UAV flying, and being able to accurately diagnose the problems and overcome them is deeply rewarding. I also enjoy going for overseas detachments as it is a nice change of environment and challenges us to explore new horizons – literally! It is also a great time to bond with my fellow squadron mates. We also take part in security operations. I take heart in knowing that our involvement helps keep Singapore safe.

**What opportunities have you been given in the Air Force?**

**ME1 SHEILA LIU (SL):** I have had the opportunity to grow and learn as a junior commander through participating in various exercises, where I learnt the importance of asking questions and making timely decisions. I value these experiences as they allowed me to interact with personnel from other vocations, share our expertise, sharpen our skills, and learn to be better team players in the Air Force.

**How have you grown as a professional and an individual since entering the Air Force?**

**(SL):** I've learnt to look at things from different perspectives and be objective. What we see may only be the tip of the iceberg. By remaining calm and neutral, and analysing issues from different angles, we will be able to view things from different standpoints and make sound decisions.

**In what ways has the Air Force helped turn your passion into a profession?**

**(LW):** The Air Force has provided me with opportunities to attend courses, dialogues, development programmes, overseas detachments and the like. Collectively, these experiences have enhanced my understanding of military affairs, honed my flying competency and deepened my appreciation of my role in the Air Force.

# BUILDING UPON OUR MIGHT

**ME5 KRISTY ROSE RYAN: AIR FORCE ENGINEER  
ME1 TOH YI JUN: AIR FORCE ENGINEER (MAINTENANCE)**



**C**reating a first-class Air Force takes more than brute strength – it requires unparalleled ingenuity too. With their flair for problem-solving and expertise in state-of-the-art aviation and weapon systems, ME5 Kristy Rose Ryan and ME1 Toh Yi Jun provide the innovative solutions that enhance and sustain our Air Power.

**When did you decide to embark on an Air Force career, and what attracted you to do so?**

**ME5 KRISTY ROSE RYAN (KR):** Growing up, my parents frequently brought me to the Singapore Airshow. The fascinating aerobatic displays and thunderous roar of the jet engines left a big impression on me. I decided to embark on a career in the RSAF after graduating, allowing me to combine my interests in engineering and airplanes.

**Which parts of your job do you enjoy the most?**

**ME1 TOH YI JUN (YJ):** No other feeling can compare to the sense of achievement I feel whenever I see the mighty F-15SG fighter aircraft take-off and land safely. Knowing that I did my part to enable them to fly and protect our loved ones, is what motivates me to go to work every single day.

**How have you grown as a professional and as an individual since entering the Air Force?**

**(KR):** As an Air Force Engineer, we are held to very high standards to ensure the airworthiness of the aircraft and systems. As such, it is imperative that we continuously develop our technical competency and knowledge to do our job well. I am thankful to have been given the opportunity to attend numerous professional training courses, both overseas and local, which has helped deepen my engineering expertise.

**In what ways has the Air Force helped turn your passion into a profession?**

**(YJ):** I have always been intrigued by the engineering and science behind how an aircraft functions. As I hone my knowledge and skills in the RSAF, I learn more about the many aircraft systems and components, and through this I am driven to learn even more.

**What leadership opportunities have you taken on in the Air Force?**

**(KR):** I was the OC of Communication, Navigation and Electronic Warfare Flight in 808 Squadron, where I led a team of Air Force Engineers to manage and maintain the systems on board the F-16D+. I lead the team to rectify aircraft and provide engineering solutions to ensure that the aircraft systems are fit for flight.

**What traits and qualities should an Airwoman possess?**

**(YJ):** An airwoman should be positive, confident and never belittle herself or her efforts. In the RSAF, men and women are given the same training and opportunities. So whatever airmen can do, airwomen can do it too. As long as one is willing to learn and work hard, your efforts will definitely be recognised.

# EXCEPTIONAL BY PROFESSION

## ENHANCED OFFICERS SCHEME (EOS)

As part of the officer cadre, you will experience a fast-paced career while enjoying a wide range of career opportunities. With organisational leadership, you help strategise operational plans, while building up your capabilities in the 3rd Generation Air Force.

### PILOT

When every second matters, you become the deciding factor. As a Pilot, you are the nation's first and fastest line of defence, one that rises up to unparalleled heights while executing missions with absolute precision. As the driving force behind the most advanced fighter jets, helicopters and transport aircraft, you will think, move and act faster than others. Harness your drive for speed, and conquer new heights with us.

### WEAPON SYSTEMS OFFICER (FIGHTER) | WSO (FTR)

Our fighter jets are armed with an array of weapons, but the greatest one is found inside the cockpit. As the Weapon Systems Officer (Fighter), you will form part of the formidable team that flies the F-15SG and F-16D+. In addition to planning missions, you will need to make split-second decisions, navigate, monitor surface and air threats, and manage the onboard weapon systems — often all at once. Join us and turn your passion for precision into our mission success.

## ENHANCED WARRANT OFFICERS SCHEME (EWOS)

The Warrant Officer is the subject matter expert in tactical warfighting competencies. You are part of the leadership echelon, responsible for maintaining our optimum warfighting capability through ensuring the highest training, morale and discipline standards.

### AIRCREW SPECIALIST | ACS

An advanced aircraft can only be effective when it is coupled with skilled human expertise. As an Aircrew Specialist, you will work on board our most advanced helicopters and transport aircraft. No matter how pressing the scenario, your training will arm you with the skills to take on search-and-rescue missions, deploy troops to the frontline, provide humanitarian assistance and deliver crucial supplies to fighting forces.

### AIR WARFARE OFFICER | AWO

As an Air Warfare Officer, you will direct RSAF air operations, and control RSAF aircraft and Ground-Based Air Defence weapon systems. Your mission is to protect Singapore from air threats and safeguard the sovereignty of our national airspace.

### UNMANNED AERIAL VEHICLE PILOT – INTELLIGENCE OFFICER (AIR INTELLIGENCE) | UAV PILOT – IO (AIR INT)

Perception is everything — especially when it comes to intelligence. As an Unmanned Aerial Vehicle Pilot – Intelligence Officer (Air Intelligence), you will be trained to operate UAVs for the SAF's missions, and lead a team of UAV professionals to acquire and analyse vital intelligence. As our eyes in the skies, you enable us to see further while perceiving more, making your intuition to cover every angle integral to our nation's protection.

### AIR DEFENCE SYSTEMS SPECIALIST | ADSS

Aim higher and reach further than you can imagine, even with your feet planted firmly on the ground. As an Air Defence Systems Specialist, you will be trained to be an expert, anchored in both technical skills and combat expertise. You will lead teams on crucial missions that protect the nation's skies and operate the most sophisticated Ground-Based Air Defence weapon systems.

## MILITARY DOMAIN EXPERTS SCHEME (MDES)

Military Experts (MEs) are uniformed personnel with deep expertise in key military domains. They serve to retain deep knowledge within the SAF and are important complements to the Officer and Warrant Officer Corps. A full CPF scheme, the MDES offers career opportunities up to age 60.

### AIR FORCE ENGINEER | AFE

Armed with a degree in Electrical and Electronics, Mechanical or Aerospace Engineering, your deep specialisation will be instrumental in ensuring the readiness of our advanced aircraft and weapon systems. As an AFE, you will lead a team of engineers to resolve complex engineering issues and spearhead engineering studies to enhance maintenance solutions. Mobilise your passion for problem-solving, and ensure our capabilities and technologies are optimised for the defence of the nation.

### AIR FORCE ENGINEER (MAINTENANCE) | AFE (M) AIR FORCE TECHNICIAN | AFT

Achieving mission success depends on the big picture and the smallest details. As an AFE (M) or AFT, you will have access to the latest aviation and weapons technology, and be responsible for maintaining our aircraft and weapon systems. Your specialisation in fields such as Aerospace, Electrical and Electronics, Computer or Mechanical Engineering will allow you to contribute effectively to any maintenance operation. Hone your drive for meticulousness, and help safeguard our nation's peace.

### AIR FORCE ENGINEER (FLIGHT ENGINEER) | AFE (FE)

The most advanced technology is only as effective as the ability to keep it operating at optimal levels. As an AFE (FE), you are an integral part of the aircrew that performs flight inspections, maintenance servicing and rectification of the aircraft systems on board the CH-47 and C-130. When your inclination for quick thinking is honed to a fine edge, you ensure the safe and swift execution of any mission that your team undertakes.

### AIR FORCE ENGINEER (SUPPLY CHAIN) | AFE (SC)

A strong supply chain is integral to supporting and sustaining the RSAF's Air Power. As an AFE (SC), you are responsible for the operational supply of our advanced equipment — ensuring material availability, planning material requirements, as well as applying data analytics. Nothing moves without your logistical expertise, and your keenness for efficiency is poised to take us ever higher.

### SENIOR AIR OPERATIONS AND SYSTEMS EXPERT | SNR AOSX

As a Snr AOSX, you are the maestro of the RSAF's networked capabilities. With your operational and technical mastery of the RSAF's sophisticated command and control systems, advanced sensors, state-of-the-art networks and cyber defences, you will lead a team of experts to optimise these networked capabilities — so that the RSAF can generate, control, and deliver decisive Air Power for mission success.

### AIR OPERATIONS & SYSTEMS EXPERT | AOSX

For a mission to be seamlessly executed, many moving parts need to be integrated with pinpoint precision. As an AOSX, you make all this possible. With your knowledge of air operations and technical expertise, you operate and sustain the RSAF's sophisticated command and control systems, advanced sensors, state-of-the-art networks, and cyber defences that are critical to the RSAF's mission success.

### SENIOR AIR IMAGERY INTELLIGENCE EXPERT | SNR AIRIX

As a Snr AIRIX, you will oversee the operations of advanced imagery systems to generate intelligence and timely mission information to support Intelligence, Surveillance and Reconnaissance missions for the SAF. With your mastery in air intelligence, you will lead a team of experts in transforming information into actionable intelligence. With your eye for detail and acute situational awareness, you will be vital in helping us sense-make a complex operating environment.

### AIR IMAGERY INTELLIGENCE EXPERT | AIRIX

Seeing the enemy is one thing. Turning what you perceive into actionable intelligence is another. As an AIRIX, you will operate advanced imagery systems to provide accurate and timely mission information for air operations. You will also analyse crucial real-time air imagery data and support integrated operations in an exciting tri-service operational environment. Your passion for the details will serve to ensure the safety of our nation.



For more information, please visit [careers.rsaferg.gov.sg](http://careers.rsaferg.gov.sg)  
or call our hotline at 1800 270 1010.