

HOME TEAM CULTURE GUIDE



MINISTRY OF HOME AFFAIRS



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FOREWORD

The Ministry of Home Affairs and its Departments work as One Home Team to keep Singapore safe and secure. In order to successfully fulfil this mission amidst an increasingly challenging environment, we need to work closely together and leverage each other's strengths. This requires a strong Home Team culture - shared values, and desired behaviours and mental models.

The Home Team Culture Guide was developed to familiarise new officers with how the Home Team works as a united family, and to help you better appreciate the conduct and attitude expected of you as a member of this family. It explains how the Home Team culture and your Home Team Department's culture complement each other.

The Guide also provides information on how the Home Team concept came about and the milestones in our journey as One Home Team. It provides insights into the mission of each Home Team Department, and you will also read about the experiences of Home Team colleagues.

We hope this information enriches your understanding of the Home Team and helps you settle in better and faster. Welcome to the family!

MESSAGE FROM PS(HA)



Many things must come together for an organisation to be continuously and sustainably successful in its mission, year after year, one generation after the other. My long-held view is that among them, the most important element, and the hardest to get right, is its people, and by extension, the culture of the organisation as shaped by its people.

This Guide tries to lay out what the current generation of officers and leaders feels is the culture that we want and need in the Home Team. We hope to make it easier for new colleagues to understand what it means to be a member of the family. But more than that, spelling it out seeks to institutionalise this culture in the Home Team.

If I had to pick one aspect of our culture as described in this Guide which for me is important above the others, it would be that connoted by “Team”. (Being a Liverpool supporter would actually have been my pick, but I could not find it in the Guide.) United, working as one, cohesive, standing up for each other, helping each other succeed and rejoicing when they do - all encapsulated in “Team”. We are stronger as a team. There is immense satisfaction and pride to identify with and belong to a great team.

And it is my hope that with this Guide, and everything else that we have been doing on the people and mission fronts, officers will feel immense satisfaction and pride to say, I am a member of the Home Team.

Pang Kin Keong
Permanent Secretary

MESSAGE FROM PS(HAD)



Those of us who, like me, first joined the MHA family before the Home Team concept was born, have seen and experienced the impact of this powerful idea. We are lucky to have experienced the change first hand. As time passes, more and more of us will be ‘Home Team Natives’ – people who joined after 1997. It is therefore important to articulate the Home Team culture, and to make efforts to transmit it as a living and dynamic concept to succeeding generations of officers. I am glad that this Culture Guide was written to do this.

Years ago, when serving in Police HQ, I received an email inviting ideas on what to call the new MHA HQ and Police HQ. It was not mandatory to respond to it, but after giving it some thought, my suggestion was: “Why not call it Phoenix Tower and Pearl’s Hill Tower?” So I was glad to have made a very small contribution to the eventual name of New Phoenix Park! (By the way, the reception room at the Police HQ is also a nod to our proud history, being named “The Pearl’s Hill”.) Moral of the story: we may not realise it, but our daily acts are part of the tapestry that contributes to the Home Team culture and heritage.

Each of us plays a part in building a stronger culture, whatever our station. It is only with our collective commitment to abide by the values and principles of the Home Team that we can build a culture that that is worth sharing and passing on to the next generation.

Aubeck Kam
Permanent Secretary (Home Affairs Development)
and concurrent Chairman of HTX (Home Team Science and Technology Agency)



OUR VISION, MISSION AND VALUES

Vision

A Trusted Home Team, A Safe and Secure Singapore

Mission

We work together as One Home Team, and in partnership with the community, to keep Singapore safe and secure.

Values

In pursuing this mission, we will always remain true to our core values of Honour and Unity.

Honour

We will always carry out our mission and serve our country and our people with **honour**, guided by the values of **bravery, impartiality, integrity and moral courage** to do the right thing even in the face of personal danger and adversity. These are necessary for us to command the **trust, confidence and respect** of our community whom we are sworn to protect.

Unity

While individually our Departments are strong, collectively and when **united** as One Home Team, we are **stronger**. Our diversity becomes a source of strength. We work in **harmony** with our Home Team colleagues and fulfill our duties as a **team**. We put the collective mission ahead of individual interests. We **draw on each other's resources, knowledge and capabilities** to keep Singapore safe and secure.

OUR VISION, MISSION AND VALUES

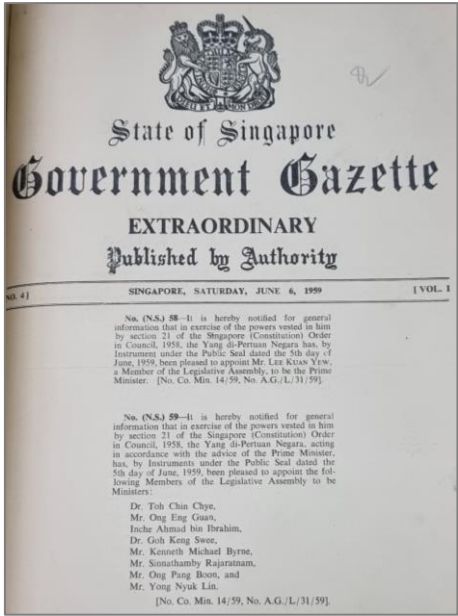
Reflections

1. How do I see the Home Team's Vision, Mission and Values impacting my work and role?
2. How can I contribute to the broader Home Team Mission?

MILESTONES IN OUR HOME TEAM JOURNEY

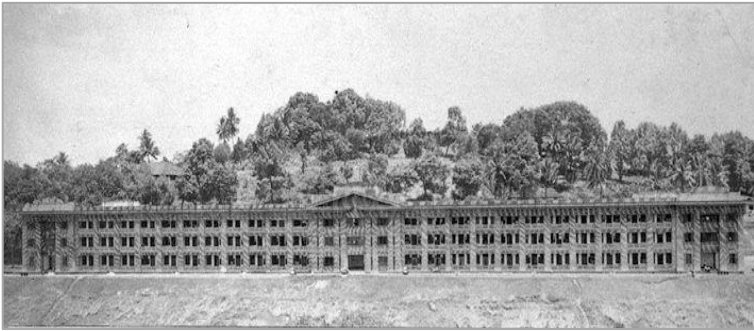
Establishment of MHA

The Ministry of Home Affairs (MHA) was established in 1959 when Singapore attained self-government. MHA's Headquarters was at Empress Place Building, the current Asian Civilisations Museum.



Ministry of Interior & Defence

Singapore's Independence on 9 Aug 1965 saw the formation of the Ministry of Interior and Defence (MID). A key priority for Singapore was to build up its defence capabilities. Led by the late Dr Goh Keng Swee, MID took charge of both internal and external security. In November 1965, MID re-located to Pearl's Hill.



Pearl's Hill Upper Barracks
Source: National Archives Singapore

1959

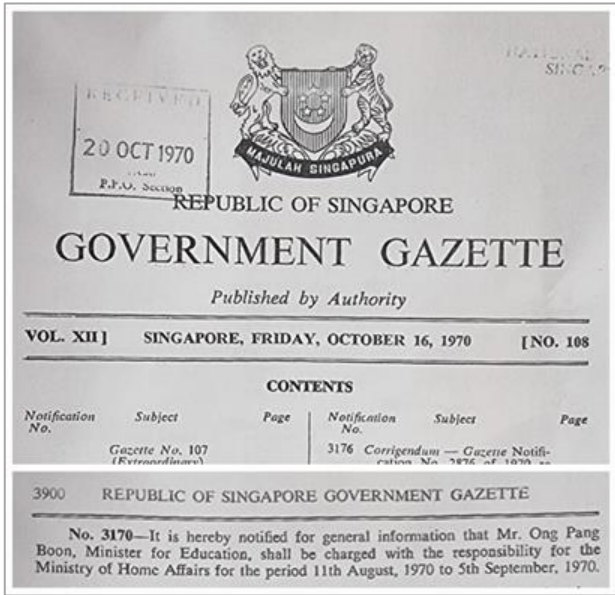
1963

1965

1970

Internal Security

Internal security became the Malaysian Government's responsibility when Singapore joined the Federation of Malaysia.



Return to MHA

After a review of the tasks undertaken by MID between 1965 and 1969, the administration of SAF, and that of the Police Force and Immigration Department, were placed under separate ministries so that both might achieve their different objectives more efficiently. On 11 Aug 1970, Home Affairs and Defence officially became separate Ministries. MID relinquished some of its portfolio and was renamed the Ministry of Defence (MINDEF), while MHA was tasked to deal with matters such as Policing, Immigration, and the Registration of Societies.

MILESTONES IN OUR HOME TEAM JOURNEY

Phoenix Park

In August 1977, the MHA Headquarters moved to Phoenix Park at Tanglin Road, which was previously the seat of power for Britain's South East Asia Command.

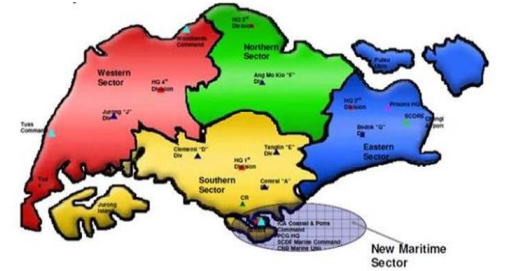


Phoenix Park at Tanglin Road.

1977

Home Team Sectors

Home Team Sectors were established to deepen collaboration between Home Team Departments operating in the same region. Since 2000, all Home Team ground units have operated together in each of the four geographical sectors – North, South, East and West. A fifth, Maritime Sector, was added in 2010.



1997

2000



Home Team Concept

The Home Team concept was officially launched on 24 Feb 1997 by then-Minister for Home Affairs, Mr Wong Kan Seng. The Home Team included the Ministry of Home Affairs Headquarters, and seven of our Home Team Departments – Singapore Police Force, Internal Security Department, Singapore Civil Defence Force, Singapore Prison Service, Central Narcotics Bureau, Singapore Corporation of Rehabilitative Enterprises (rebranded as Yellow Ribbon Singapore in 2020), Singapore Immigration and the National Registration Department (these two Departments would merge to form Singapore Immigration and Registration (SIR) in 1998, and SIR would merge with the checkpoint functions of the Customs and Excise Department to form the Immigration and Checkpoints Authority in 2003). The original Home Team vision was “To Make Singapore Our Safe and Secure Best Home.”

MILESTONES IN OUR HOME TEAM JOURNEY



New Phoenix Park at Irrawaddy Road.

Introduction of Home Team Mission and Values

Home Team Mission

We work as a team, in partnership with the community, to make Singapore our safe and secure Best Home.

Home Team Values

Honour and Unity

2001

New Phoenix Park

On 18 Aug 2001, MHA Headquarters moved from Tanglin Road to a new and better-equipped complex, with more modern facilities, at 28 Irrawaddy Road. The new complex was named “New Phoenix Park” to pay homage to MHA’s heritage. The Police Headquarters and Internal Security Department also moved to New Phoenix Park.

2002

Introduction of Home Team Mission and Values

Home Team Mission

We work as a team, in partnership with the community, to make Singapore our safe and secure Best Home.

Home Team Values

Honour and Unity

2006

Home Team Academy

Officially opened in September 2006, the Home Team Academy (HTA) provides centralised training and facilities to develop Home Team leaders, officers, and trainers. HTA is the Corporate University of the Home Team and is the eighth Home Team Department.

Casino Regulatory Authority (CRA)

CRA was established as a statutory board under MHA in April 2008 and was the ninth Home Team Department formed. In August 2022, CRA’s mandate was expanded when it was reconstituted as the **Gambling Regulatory Authority (GRA)** to regulate the entire gambling landscape in Singapore.

2008



MILESTONES IN OUR HOME TEAM JOURNEY

Launch of Home Team Volunteer Network

Formed on 15 Jul 2011, the Home Team Volunteer Network (HTVN) unifies and brings together volunteers from all Home Team Departments (HTDs). All volunteers working with the various HTDs are considered part of the HTVN.

2011



HTVN launch at the Home Team Convention 2011.

Formation of Integrated Checkpoints Command

The Integrated Checkpoints Command (ICC) was launched on 2 Jan 2015 at the Land Domain, followed by the Sea Domain on 1 Apr 2015 and at the Air Domain on 1 Oct 2015. The ICC significantly strengthened the coordination and synergies among the different HTDs operating at Singapore's checkpoints.

2015



Start of the Home Team Transformation 2025 Journey

Recognising the importance of planning long term and investing in the future, in 2015, all HTDs came together to develop a long term plan for the entire Home Team – Home Team Transformation 2025.



2019



HTX (Home Team Science and Technology Agency)

On 2 Dec 2019, the HTX (Home Team Science and Technology Agency) was established to centralise science and technological capabilities across the Home Team. HTX is the 10th Home Team Department.

MILESTONES IN OUR HOME TEAM JOURNEY

Review of Home Team Vision and Mission

The Home Team's Vision and Mission were reviewed and revised in 2020 to re-align them with Home Team Transformation 2025, and to keep them relevant to our operating environment.



Home Team Day and Home Team Culture Guide

The inaugural Home Team Day took place on 24 Feb 2024 to commemorate the day that the Home Team concept was launched in 1997. It reaffirms the commitment of all Home Team officers to our mission. At the event, the Home Team Culture Guide was officially launched. Both were initiatives to strengthen the Home Team Culture, and arose from Home Team Transformation 2030 plans.

2020

2021

2023

2024

Updated Home Team Vision

A Trusted Home Team, A Safe and Secure Singapore

Updated Home Team Mission

We work together as One Home Team, and in partnership with the community, to keep Singapore safe and secure.

Home Team Guiding Principles

In 2021, HTA developed a set of Home Team Guiding Principles to help officers in the performance of their duties. These principles are shared with officers at HTA's milestone programmes and the "Operating as One Home Team" module taught by the Home Team Departments.

Home Team Transformation 2030

Building on the initiatives and progress made under Home Team Transformation 2025, plans for Home Team Transformation 2030 were drawn up in 2023. This was to ensure that even after 2025, the Home Team continued to be well prepared for future challenges. Building a strong Home Team culture was a major focus under the Home Team Transformation 2030 plans.



EVOLUTION OF THE HOME TEAM

As we reflect on how the Home Team has evolved over the last 65 years since MHA's formation in 1959, there are three key turning points of note. These turning points fundamentally changed how we organised ourselves as a Ministry and how we approached our work to keep Singapore safe and secure.

EVOLUTION OF THE HOME TEAM

Return to a dedicated Ministry for internal security

In 1969, plans were drawn up to establish MHA as a separate entity. When MID split into MHA and MINDEF on 11 Aug 1970, Mr Ong Pang Boon, the first Minister for Home Affairs from 1959 to 1963, resumed the helm of MHA. MHA retained administration of Policing, Immigration, Vigilante Corps, Protected Areas and Places, Registration of Societies, Special Constabulary and Criminal Law functions, and the Internal Security Department. In the subsequent year, Civil Defence functions were also consolidated under MHA. The Registry of Citizenship, Registry of Birth and Deaths, and the National Registration Office were transferred from the then-Ministry of Labour to MHA in 1971. The new MHA was expected to work closely with the new MINDEF, as both organisations were seen as complementary to one another during times of crises and war.

EVOLUTION OF THE HOME TEAM

Home Team Concept

While the Home Team Departments came under the umbrella of the Ministry, they each had their own history and deep-rooted identity, and focused very much on just their respective missions. However, by the 1990s, it became increasingly evident that future challenges in our operating landscape would require integrated responses, and Departments operating in silos would not be able to achieve the best outcome for Singapore. This was because each Department dealt with only one part of what was needed overall to keep Singapore safe and secure. While their missions overlapped, there were also gaps. For example, we could fight the drug scourge more effectively if Police and CNB coordinated their approaches in operations, intelligence and outreach. In major traffic accidents, both Police and SCDF needed to coordinate their ground plans and operations.

The Home Team concept was therefore developed in 1995, to bring our Departments together to tackle homeland safety and security challenges in an integrated manner. The concept was officially launched at the Home Team Launch Workshop on 24 Feb 1997, and centred around the idea that while each of the Departments in MHA performed a specific role, all of us shared the common mission of keeping Singapore safe and secure.

The word “Home” is derived from the Ministry of Home Affairs and it also denotes Singapore, our home. The word “Team” signifies our commitment to work together as one, because a team can achieve much more than its parts.

EVOLUTION OF THE HOME TEAM

Home Team Concept

The Home Team concept underpins the way Home Team Departments train, plan and operate, to ensure a coordinated approach to the delivery of our mission. The concept also underpins our approach to non-frontline functions like procurement, corporate services and technological development.

The Home Team concept is for more than strategic planning. It is an operating mindset and approach that is necessary for our continued success and effectiveness. The increasingly challenging and complex operating environment requires us to work with and learn from each other if we are to remain effective.



EVOLUTION OF THE HOME TEAM

Home Team Concept

Since the mid-1990s, MHA has progressively reorganised and restructured the way we operate, and implemented initiatives guided by the Home Team concept. These include the aforementioned Home Team Sectors in 2000, and the introduction of the Home Team badge in 2008. We also built infrastructure using a Home Team perspective, for example by co-locating Fire Stations with Neighbourhood Police Centres. The first such instance was the co-location of Alexandra Fire Station with Queensway Neighbourhood Police Centre, which was operationalised in 2005. This promoted greater collaboration as well as sharing of resources. In 2006, the Home Team Academy was established to centrally provide joint training that involves participants from all Home Team Departments, and at various levels of seniority. For example, participants in the Home Team Foundation Course and various Leadership Milestone Programmes come from across the Home Team, and in going through the programmes, are able to develop useful networks. Together, we are better able to take on the security challenges of today and tomorrow.

EVOLUTION OF THE HOME TEAM

Home Team Transformation

Recognising that the demands on the Home Team will continue to rise, while resources will become tighter, in 2015, we brought all the Home Team Departments together to develop a plan for our future – Home Team Transformation (HTT) 2025. HTT 2025 is our collective response to the challenges we face and the rising demands on the Home Team, and in particular our acknowledgment that we must be able to better harness technology if we are to continue being successful in our mission. There are five key directions under HTT 2025 - Joint Home Team Approach, Optimising Resources for Maximum Impact, Technology as Force Multiplier, Empowering the Community & Strengthening Partnerships, and Developing Next-Gen Officers. Specific transformation initiatives were introduced under these directions. One key initiative is the development of the Home Team Operations Centre (HTOC), which is planned for completion in New Phoenix Park by 2032. HTOC will enable even more integrated Home Team operations, and facilitate quicker information-sharing, more efficient operational coordination, more holistic sense-making, and more effective decision-making and deployment of resources.

HOME TEAM DEPARTMENTS

The Home Team today comprises the Ministry of Home Affairs Headquarters and 10 Home Team Departments, each highly specialised and professional in its functional domain. Every Home Team Department cooperates with and complements one another to ensure a safe and secure Singapore.



HOME TEAM DEPARTMENTS



The **Ministry of Home Affairs Headquarters (MHQ)** sets policies and develops legislation to enable the mission of the Home Team, and leads in critical operations. It provides strategic directions to the Home Team Departments on dealing with threats and opportunities, goals, resourcing and priorities, among others. MHQ also provides several centralised corporate services to the Departments.



The **Singapore Police Force (SPF)** prevents, detects and solves crime to ensure the safety and security of Singapore. This is achieved through five broad areas of work, namely Frontline Policing, Counter and Electronic Services, Investigation, Community Engagement, and Public Security and Order.



The **Internal Security Department (ISD)** keeps Singapore safe and sovereign for all Singaporeans. Its responsibilities include collecting accurate intelligence, making impartial assessments and taking timely action to counter threats to Singapore's internal security, stability and sovereignty.

HOME TEAM DEPARTMENTS



The **Singapore Civil Defence Force (SCDF)** protects and saves lives and properties. Its main roles are to provide fire-fighting, and rescue and emergency medical services. SCDF also formulates, implements and enforces regulations on fire safety and civil defence shelter matters.



The **Immigration & Checkpoints Authority (ICA)** secures Singapore's borders against the entry of undesirable persons and cargo through our land, air and sea checkpoints. ICA also administers immigration and registration services, and enforces laws and regulations relating to immigration and registration.



As a correctional agency, the **Singapore Prison Service (SPS)** enforces safe custody of offenders and helps rehabilitate them to become better individuals. With support from our community partners and volunteers, SPS also provides support to inmates' families and facilitates inmates' reintegration into society after release.

HOME TEAM DEPARTMENTS



The **Central Narcotics Bureau (CNB)**'s mandate is to keep Singapore safe from the harms of drugs. CNB adopts a multi-pronged approach that includes vigorous enforcement against drug activities, preventive drug education, tough legislation, and partnerships with local and international partners.



The **Home Team Academy (HTA)** is the Corporate University of the Home Team, providing high quality homefront safety and security training to produce future-ready leaders, officers and trainers. HTA's programmes provide officers with a holistic perspective and appreciation of Home Team policies and operations, while also inculcating and reinforcing the Home Team's ethos, values and ethics.



The **HTX (Home Team Science and Technology Agency)**, the science and technology (S&T) arm of MHA, is the Home Team's force multiplier. It harnesses S&T to empower the HTDs to more effectively and efficiently solve crimes, save lives, secure the borders, and generally ensure public safety and security.

HOME TEAM DEPARTMENTS



The **Gambling Regulatory Authority (GRA)** is responsible for regulating the gambling industry in Singapore. Its mission is to keep gambling honest and free of criminal influence, and minimising the harm from gambling.




Yellow Ribbon Singapore (YRSG) plays an important role in Singapore's correctional system through the provision of rehabilitation and aftercare services to inmates and ex-offenders. YRSG seeks to reduce recidivism through skills and long-term career development, and in building an effective aftercare support network. As the lead agency championing hope, forgiveness, acceptance and second chances for ex-offenders, YRSG strives towards building a safer and more inclusive Singapore.

This section describes the Home Team culture and how you can understand it in relation to your own Department, division and team's culture.



HOME TEAM CULTURE



HOME TEAM CULTURE

The Three Dimensions of the Home Team Culture

**We keep Singapore
safe and secure**

**Singapore's national interests
must always come first.**

**We prepare ourselves early to
deal with contingencies.**

**We embrace learning, new
tools and technology.**

**We value the public's support
and partnership.**

**We are stronger as
One Home Team**

**We achieve more when we
collaborate with each other.**

**We show appreciation for
each other.**

**We take pride in each other's
achievements and the Home
Team's achievements.**

**We discharge our duties
with honour**

**We act with integrity and
professionalism, and have the
courage to do what is right.**

**We believe that the public's
trust and confidence in us is
the foundation of our ability to
deliver on our mission.**

HOME TEAM CULTURE

We keep Singapore safe and secure

Safety and security are fundamental to Singapore's success. We do our utmost to ensure it, every day. In going about our work, we always put Singapore's national interests first. We are open to the world and to differing views, but are mindful of Singapore's unique context and realities.

We deal emphatically with the threats and challenges before us, but we also invest time and effort to prepare for contingencies, and the challenges of tomorrow.

We embrace learning, new tools and technology, as this is the only way that we will always have the ability to deal successfully with threats to Singapore's safety and security, which are constantly changing.

We recognise that the support and partnership of the public are essential to our ability to achieve our mission.



HOME TEAM CULTURE

We are stronger as One Home Team

We each have our own strengths and we recognise that by collaborating with each other across the Home Team Departments, we can achieve more, perform better, and meet the challenges of today and tomorrow.

We make the effort to show appreciation for the help and support of our Home Team colleagues, and take pride in each other's and the Home Team's achievements.



HOME TEAM CULTURE

We discharge our duties with honour

We strive for excellence in all that we do, always acting with honour and integrity.

We believe that the trust and confidence that the public, whom we serve, has in us is the foundation of our ability to deliver on our mission. We retain and strengthen this trust and confidence when we discharge our duties with honour.

We are resilient in the face of adversity and have the courage to do what is right when called upon to make difficult decisions.

LAYERS OF CULTURE WITHIN THE HOME TEAM



Home Team

Home Team Department

Division

Unit/Team

There are many layers of culture that you will encounter in the Home Team, with many similarities and some differences among them. For example, the culture in your immediate team may not be exactly identical to your division's or Department's cultures.

This is understandable, as the nature of the work and operating environment vary across units/teams, divisions, and Departments. It does not mean that one culture is superior to another, or that it should take precedence. Rather, they should be seen as complementary.

The Home Team culture heavily influences the culture in the other layers. Knowing the Home Team culture and that of the other layers will help you as you move from one setting to another. At the Home Team level, it will help you work more effectively with other Home Team colleagues, and identify more strongly with the Home Team family.

HOME TEAM CULTURE

Reflections

1. Why is the Home Team culture important?
2. What are the similarities and differences between the Home Team culture and my unit/team's, division's or Department's cultures?
3. How can I be accountable for and take ownership of my own work, while also being a team player and supporting colleagues in the other units/teams, divisions or Departments when needed?



HOME TEAM COLLABORATION

This section on Home Team collaboration highlights two case studies of **joint efforts** among multiple Home Team Departments and across different profiles of Home Team officers - **civilians, uniformed officers, regulars and National Servicemen**. It provides insight into the kind of collaboration that the Home Team engages in to keep Singapore safe and secure, and to inspire the community's trust in us.

HOME TEAM COLLABORATION

Integrated Checkpoints Command

To achieve better border security outcomes at our checkpoints, the Integrated Checkpoints Command (ICC) was launched progressively from 2015. Under the ICC, Singapore's checkpoints are clustered into three domains - the Land Domain, Air Domain and Sea Domain.



An ICA Domain Commander leads Home Team operations in each of the three domains, working and coordinating with various Home Team Departments such as SCDF, SPF, CNB and HTX. The ICC approach provides clearer lines of responsibility and accountability for the Home Team officers working at the checkpoints. It brings the Home Team Departments at the checkpoints under a unified command to manage immigration clearance, border security (which includes preventing attempts to smuggle illicit drugs and contraband into Singapore) and protective security. It also facilitates faster Home Team response to incidents and a smoother transition from peacetime to crisis operations.

HOME TEAM COLLABORATION

Integrated Checkpoints Command

In the event of a major security incident at a land checkpoint, ICA's First Response Team and the ICA Duty Senior Assistant Commander would assume initial ground commandership until the Commanding Officer (CO) of the relevant Neighbourhood Police Centre arrives. Thereupon, the Police CO would take over as the Incident Manager. If required, SCDF would also respond and coordinate its actions with the Incident Manager. This requires Home Team Departments to work closely together and develop appropriate protocols, with each appreciating the other's procedures and circumstances.



These protocols have to be exercised and refined regularly. For example, in November 2022, Exercise Genesis was conducted at Tuas Checkpoint and validated the Home Team's response to a scenario of an active shooter attack with multiple casualties. Over 200 officers from ICA, SPF and SCDF were involved in the exercise.

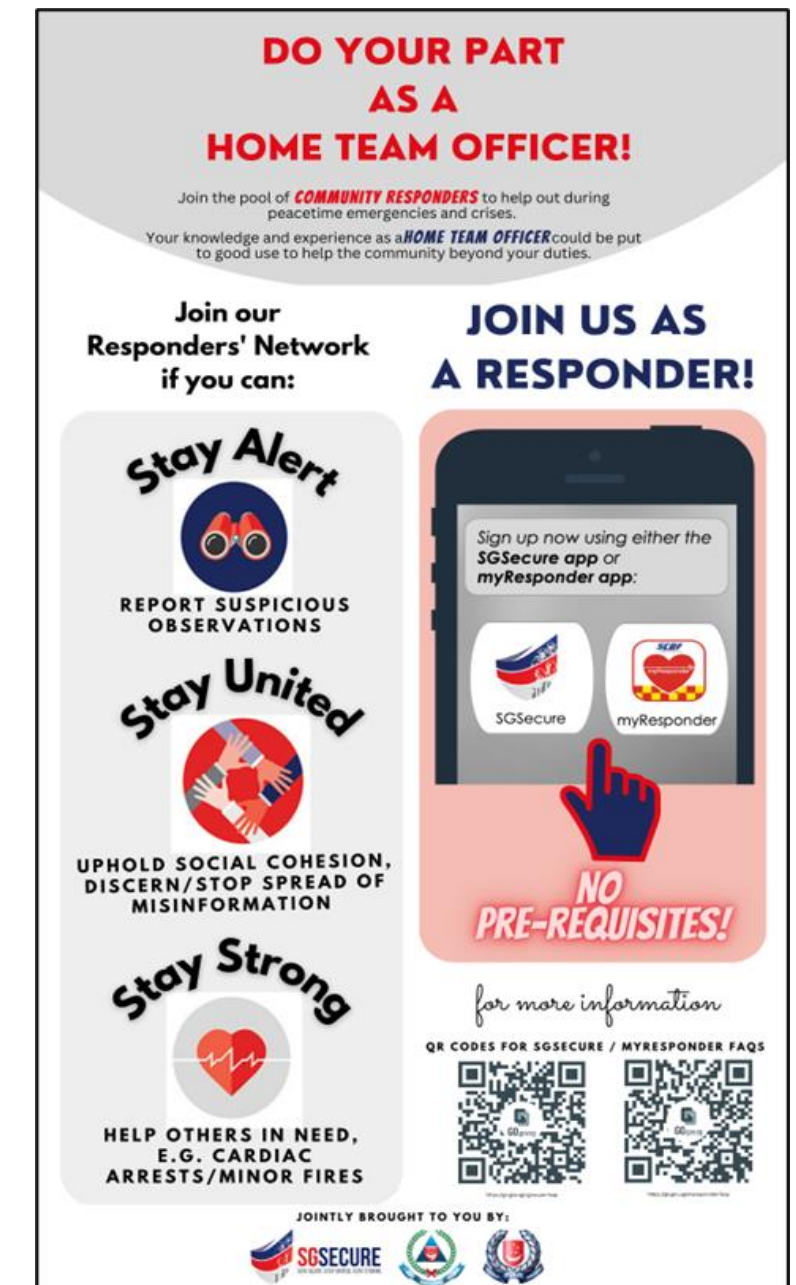
HOME TEAM COLLABORATION

SGSecure Movement

SGSecure was implemented in 2016 as our way of galvanising the community's response to terror. It is part of MHA's Counter-Terrorism Strategy and is essentially a national movement to sensitise, train and mobilise our community to play a part to prevent and deal with a terrorist attack.



While the policies and plans are coordinated by the SGSecure Programme Office in MHQ, the collaboration of all Home Team Departments, including our NS community, is integral to SGSecure's success. In particular, strong support is needed from Home Team Departments for SGSecure initiatives, and to push out our messages to the public.



HOME TEAM COLLABORATION

SGSecure Movement



SGSecure roadshow.

During Safety and Security Days at Condominiums, SCDF officers help to raise public awareness on Life-saving and Emergency Preparedness skills (e.g. CPR-AED and Fire Safety.)

Officers from SPF and SCDF are deployed at SGSecure Roadshows, for instance, at the “Stay Alert” and “Stay Strong” zones, to facilitate visitors’ hands-on experience and address clarifications from visitors.

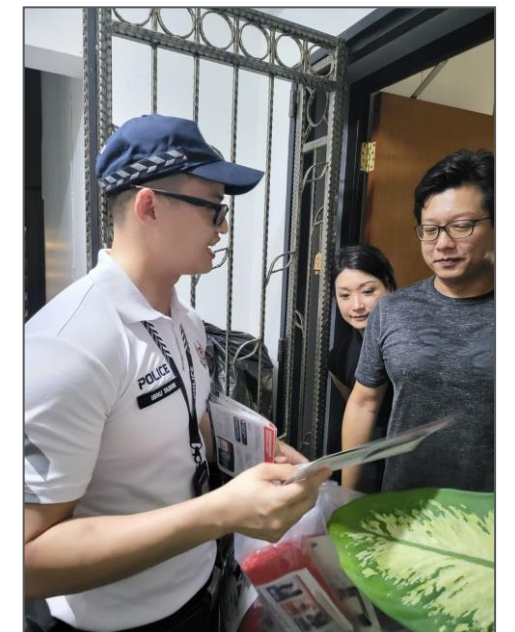


Safety and Security Days at Condominiums.

Our NSFs also play an important role in the implementation of SGSecure. They comprise a sizeable cohort of our Home Team Responders and help to spread awareness of SGSecure through House Visits and other initiatives.



SGSecure roadshow.



SGSecure House Visits

HOME TEAM COLLABORATION

SGSecure Movement



Community Response Roundtable.

As resource personnel, SPF and SCDF speakers share safety and security trends in the respective constituencies during the Community Response Roundtables (CRRTs). Both HTDs also support CRRT projects and training for CRRT members, such as Safety and Security Talks (SPF) and the Responders Plus Programme (SCDF). For example, SCDF 4th Division hosted an open house for 40 members of the Bukit Panjang CRRT. They briefed participants on SGSecure and the importance of learning CPR and how to use an AED.

ISD and SPF speakers give talks at Counter-Terrorism Seminars to share about the latest developments on the terrorism threat, and how the public should respond during an emergency (e.g. Run, Hide, Tell). These seminars are organised for the pre-school sector, community organisations as well as religious organisations.



Counter-Terrorism Seminar for pre-school sector.

HOME TEAM STORIES

Hear from fellow Home Team colleagues about their **journey in the Home Team**. Each comes from a different Home Team Department and performs a different role but their **actions and attitudes** illustrate the **desired behaviours** that are central to the Home Team culture and identify us as members of the Home Team.

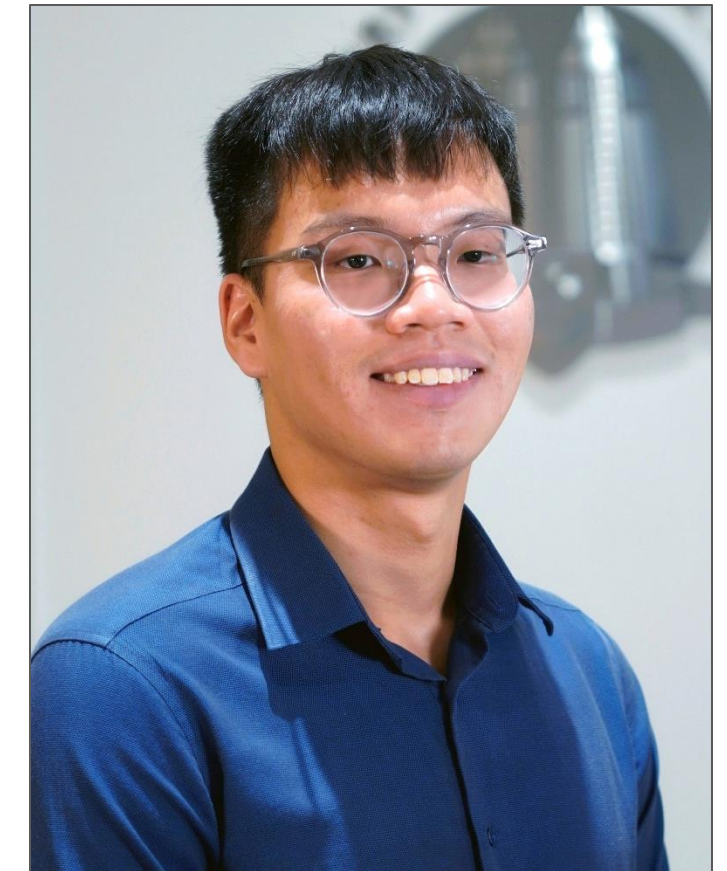
HOME TEAM STORIES

We are committed to our common goal of keeping Singapore safe and secure.

“It comes down to our belief in the mission. For CNB, we hold the fort not just on deterring drug offenders but on educating the public on the dangers of drug consumption. Each of the Home Team Departments tackles safety and security from a different aspect but we all work towards the common goal of protecting lives and making Singapore safe and secure. And at the end of the day, when the going gets tough, we know that each Home Team Department is there to provide support to one another. This trust between Home Team Departments is not something we second guess.

At a personal level, I am also motivated by the colleagues around me, some of whom have worked in the Home Team for 20 to 30 years. Their strong sense of camaraderie, commitment and dedication to the cause inspire me, especially in cases where we have to delve into uncharted waters to carry out operations that are really challenging.”

Heah Jian Chern
Analyst, Operations Research
Intelligence Division, Central Narcotics Bureau



HOME TEAM STORIES

We are stronger when united, especially in times of crisis.



“I’ve held a number of different portfolios in my 13 years at ICA, ranging from immigration clearance at sea checkpoints, being a member of the anti-smuggling team out at sea, as a staff officer at the air checkpoints and then as part of the i-Borders team in the Operations Division. Throughout these postings, my core duty has stayed the same - to protect my home. Much of what ICA on a whole does also addresses wider Home Team needs, while serving members of the public. So, I’ve had the opportunity to work with a wide spectrum of stakeholders within and outside the Home Team, like external Government agencies or private sector stakeholders such as hotel owners. My current work as part of the Policy & Development Division revolves around the development of new computer systems, thereby multiplying the capabilities of the Home Team. This work is very challenging but in the hardest of times, what has always kept me going remains my duty towards our common goal of protecting Singapore.

HOME TEAM STORIES

We are stronger when united, especially in times of crisis.

If I had to highlight one experience over the years that really stood out to me in terms of how Home Team officers came together in unity, it would be the COVID-19 pandemic. Working through the pandemic, I saw clearly how Home Team officers from different Home Team Departments were able to pull together, put in the long hours and unite towards our common mission.”

DSP Khu Nguan Hin

2 Deputy Head (Digital Capability Development Branch)

Policy & Development Division, Immigration & Checkpoints Authority

HOME TEAM STORIES

**We embrace new tools and technologies to do our work better.
Being progressive and improving continuously keep us relevant.**

“The Prison Automated Screening System (PASS) was conceptualised in 2019 when my team was brainstorming ideas on how to transform our operations through innovation and technology. We were able to bring this concept to fruition through a collaboration with HTX. HTX understood our pain points and the vision we had, and gathered the necessary expertise to help us realise this vision. It was this collaborative element that added great value to the project. What also helped was the support that our Management provided. Their belief in us and in the potential for progress motivated us.

I’ve been with the Singapore Prison Service since 1991 and what I find most fulfilling about my work are the opportunities to help people turn their lives around, guiding them and working with them to mould their mindset to become more than what they are today. We don’t just play the role of a disciplinarian but we are also in a way mentors. We get to see people change over time and see them take ownership of this change.”

DSP Sameeyul Ameen S/O Haji Sulaiman
OC Security & Enforcement
Community Corrections Command, Singapore Prison Service



HOME TEAM STORIES

Trust must be built up and nurtured; we gain trust through our actions and conduct.

“I’ve been with the Internal Security Department since the late 1980s and I would say that beyond the work itself, it’s also the people who are the reason why I have stayed for so long. The Department is something like a melting pot; there is great diversity within our ranks and a sense of camaraderie that transcends what uniform you wear or don’t wear. It’s a lot like a family to me.

My ties with our Police counterparts are also very important to me. We never have to second guess what one another needs during operations. We trust that we have each other’s interests at heart. And building up trust with our counterparts in other Home Team Departments is a matter of how we conduct ourselves, and the rapport and closeness we establish with them. It has to be earned and nurtured. The same principle applies to the community that we serve; if we want the community to trust us and us to trust the community, then we need to put in the effort to build up that relationship and show it through our actions and conduct. It is through our impartiality, integrity and courage that helps command the trust and confidence of the community. In other words, we have to serve with honour.”

Noer S.
Internal Security Department

HOME TEAM STORIES

We share a Home Team identity. We take learning as part of our core work.

“To me, the concept of the Home Team is about bringing everyone closer together under one umbrella. It is a form of identity beyond the identity of our unit or Department. It is about serving a bigger purpose, being part of a partnership with many other people from different services and schemes. I feel this none more so than during a crisis or emergency. When it is time to act, we know each other’s role, we complement each other’s functions, we know when to take the lead and when to play a supporting role to other Home Team Departments.

Over the years I’ve faced many challenges in my career. A former supervisor of mine once advised me to never allow the fire in me to fizzle out, to persevere, and keep learning and improving. I started out as a Corporal in the Singapore Police Force and progressed through the ranks. I believe that this philosophy has helped me develop as an officer and seize the opportunities provided by the Home Team. I enjoy my adjunct work as a trainer on Protective Security at the Home Team Academy and at Temasek Polytechnic because I get to share what I have learned over the years with fellow Home Team officers and also with the wider Security sector.”

ASP Mohamad Shahril Aman
Manager, Assessment & Review
Centre for Protective Security, Singapore Police Force

HOME TEAM STORIES

By collaborating with each other and across Home Team Departments, we can achieve more.



“I was involved in the MHA Finance Transformation for the set-up of the Finance Shared Services Centre. We had to take on a wider perspective on the impact of Finance policies proposed across MHA as well as automate, harmonise and streamline Finance processes across HTDs. Strong teamwork, a change in mindset and good communication with stakeholders to obtain their collective buy-in were all required. We actively took in feedback from HTDs on the challenges they faced, the gaps identified, and assessed the resources (in bot or human form) required to effect change. Another important element is the mutual encouragement between colleagues, not just for this project but on a daily basis as well. The encouragement from both colleagues and bosses keeps officers going because we do not feel like we are in it alone. I sometimes tell my team that we are a pioneering generation that has planted the seeds for trees that will grow and bear fruits. Eventually, we will pass the baton on to a new generation of officers to follow through on the projects we have started but we can look back years from now and say “We made a difference.”

Connie Yeo
Deputy Director, Finance Management
Finance & Admin Division, Ministry of Home Affairs Headquarters

HOME TEAM STORIES

We put Singapore's national interests first.

We act with integrity and professionalism.

“Before I joined the Gambling Regulatory Authority, I was an auditor in the private sector. What motivated me to join the Public Service, was the desire to do more to serve the people of Singapore. I find the work I do in GRA meaningful, and the people with whom I work share similar aspirations to keep Singapore safe and secure. As work takes up a huge part of our daily lives, it is important for me to look back on the greater meaning behind what I do and use it as a source of motivation in times of challenges. As part of the Probity branch, our role entails conducting probity investigations into the background and circumstances of applicants to determine if they are suitable to operate or work in Singapore's gambling industry. When assessing the licence applications, we keep in mind our primary duty as GRA officers to uphold the values of GRA and the Home Team, to keep Singapore's gambling industry safe from criminal influence, and to protect the vulnerable from the harm of gambling.”



Vong Sin Yee

Senior Manager (Probity)

Investigations & Prohibitions Division, Gambling Regulatory Authority

HOME TEAM STORIES

Home Team culture is the essence of our Home Team Department culture.

“Having been in service for more than 25 years and seen the launch of the Home Team concept in 1997, I can say that it has strengthened over the years but it is work in progress. We must make a deliberate effort to inculcate the concept of a “One Home Team”, both at the individual and Department level. We can do this by emphasising the similarities that we share and the importance of operating beyond our own Home Team Departments. The significance of the Home Team concept lies in the synergy of our work and leveraging the strength of Home Team Departments to help us serve the public better, deepen their trust and make Singapore a safe and secure home. While there may be some difference in emphasis between the Home Team culture and the culture of a Home Team Department, at their essence, there is no contradiction.



HOME TEAM STORIES

Home Team culture is the essence of our Home Team Department culture.

At HTA, which is a microcosm of One Home Team, we try to help officers see the rationale, principles and importance behind working collectively. And we do see the change in them as they journey through our programmes and develop a Home Team “DNA”. If we can elevate their understanding of what it means to work as “One Home Team”, then they can each be ambassadors for the Home Team concept. So what drives me each day is the fact that together with my team, I can help to shape and develop officers for the betterment of the Home Team and our community. The responsibility that is entrusted to HTA, to train our Home Team officers and leaders, both current and future, is something that I’m always excited and motivated about.”

Anwar Abdullah
Chief Executive, Home Team Academy

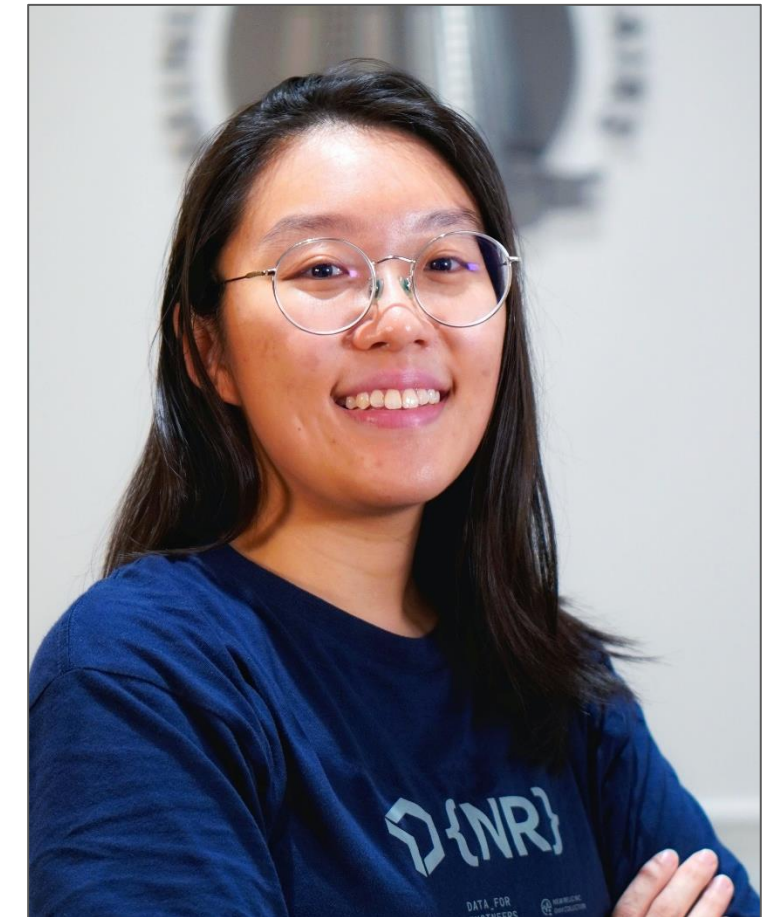
HOME TEAM STORIES

We can overcome challenges with a collaborative and growth mindset.

“To me, the Home Team concept represents our collective efforts in keeping Singapore safe and secure. What I appreciate about it is its emphasis on integration and collaboration. The Home Team is not just about one Department, but a synergy of efforts - coming together to share knowledge, best practices and to coordinate operations. My Home Team Department, HTX, plays a crucial part in all of this because we ensure that the Home Team is collectively better equipped to harness the latest science and technology to safeguard our nation.

In my role as a cloud platform engineer, one of the most challenging and memorable projects I worked on had a lot of uncertainty involved, as there was no precedence and we really had to learn on the go. We also had a tight deadline to meet. But the team was able to move things forward by having open and honest conversations with one another and being innovative in finding solutions. I think it is important for Home Team officers to have a collaborative and growth mindset while embracing change, as it will help us overcome challenges in our work.”

Sumedha Gn
Engineer, Cloud Engineering, xCloud
Enterprise Group, HTX



HOME TEAM STORIES

**The community's support and partnership are crucial to achieving our mission.
We prepare ourselves early to deal with contingencies.**



“The most operationally challenging emergency that I’ve had to respond to in my years at SCDF was the March 2018 oil storage tank fire at Pulau Busing. I was Commander of Alexandra Fire Station at that point in time. SCDF was able to extinguish the fire in approximately six hours, which was a considerable achievement for an offshore industrial fire of that scale. The challenges were two-fold. First, being offshore, it presented logistical difficulties because of the large number of supplies that had to be moved offshore, via a barge, in a short span of time. Second, being such a big operation, it required clear organisation and coordination across many personnel and multiple agencies. SCDF was able to successfully put out the fire with the support of the Police, and other government agencies such as the Maritime and Port Authority of Singapore. Support was also provided by private sector stakeholders, like Shell.



HOME TEAM STORIES

**The community's support and partnership are crucial to achieving our mission.
We prepare ourselves early to deal with contingencies.**

The strong communication and coordination between all parties involved had been established and honed through the various exercises and drills that the Home Team has regularly conducted with our stakeholders over the years. Through such exercises, we develop an understanding with our stakeholders on the communications channels, and roles and responsibilities of each party during operations. The support of our stakeholders is crucial to executing our mission successfully, especially in an emergency.”

LTC Lee Peng Yang
Senior Assistant Director (Plans & Policy)
Operations Department, Singapore Civil Defence Force

HOME TEAM STORIES

We take pride in the Home Team's work and being a part of a bigger ecosystem.

"I joined Yellow Ribbon Singapore (YRSG) about 6 years ago, when it was still known as the Singapore Corporation of Rehabilitative Enterprises (SCORE). The way the organisation has shifted from SCORE to YRSG has been exciting, and having colleagues that are good to work with has also been a motivating factor for me personally. We know exactly where we fit into the "puzzle" and what our role in YRSG and our role in the Home Team's overall mission is. There is a conscious effort to let everyone in the team know that they play a part in the Home Team's success.

Early on in my career at YRSG, I went on the Home Team Foundation Course at the Home Team Academy. When we visited the other Home Team Departments, I was able to understand the work of the other Home Team Departments better and got to interact with officers from other Home Team Departments more closely. I developed a sense of pride knowing that I, as a part of YRSG, am also a part of the bigger ecosystem that is the Home Team. It was a very memorable experience for me."

Siti Aishah Haron
Senior Assistant Director (Planning & Transformation)
Strategy@YR, Yellow Ribbon Singapore



HOME TEAM STORIES

We embrace opportunities to contribute to the Home Team in our everyday work.
By collaborating with each other and across Home Team Departments, we can achieve more.

“Having completed my 10 Recalls as a PNSman, I had the choice to contribute in other areas in the community. But the reason I wanted to stay on and continue to don my Police uniform with pride and serve the Home Team was simple; the Home Team leaders I met, both regulars and NSmen, led with great strength, care, compassion, empathy, and fairness. Their example of leadership left a deep impression on me, and I wanted to continue learning from them, and develop myself to lead my fellow officers diligently.

An event that gives me great pride was in September 2020, amidst the COVID-19 pandemic, when I had the honour of overseeing the launch of a fitness initiative called Buddy FIT (previously known as remedial training). Before Buddy FIT, NSmen were confined to training only among their respective units. With Buddy FIT, officers from any unit could gather near their homes for a simple, low-intensity workout with the assurance that training with a group is safer than training alone. This allowed officers from all divisions and ranks to come together to develop brotherhood as well as foster a sense of belonging to SPF.



HOME TEAM STORIES

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In May 2023, Buddy FIT locations were renamed Home Team Fitness Communities (HTFC), paving the way for the future inclusion of NSFs, VSC, regulars and members of other Home Team Departments into the fold, and increasing the opportunities for interaction and conversation between personnel within and from across the Home Team. It is one example of thinking as One Home Team and in the process achieving better outcomes to enhance the safety and security of Singapore.”

Supt(NS) Terence Matthew Choo

NS Deputy Commander, TransCom, Singapore Police Force



HOME TEAM STORIES

Reflections

1. Which of these stories most inspired me, and why?
2. After reading this section, what did I learn about the operations or perspectives of officers from other Home Team Departments?

A STRONG HOME TEAM CULTURE STARTS WITH YOU!



E N G A G E

Get to know colleagues from other Home Team Departments. Learn more about their work, areas of interest and challenges.



C O L L A B O R A T E

Think about whether you can impact or play a part in other Home Team Departments' work. Seek opportunities to optimise outcomes by working with colleagues from other Home Team Departments.



P A R T N E R

See the public whom we serve, as partners in keeping our home safe and secure. Build trust with them at every opportunity.