

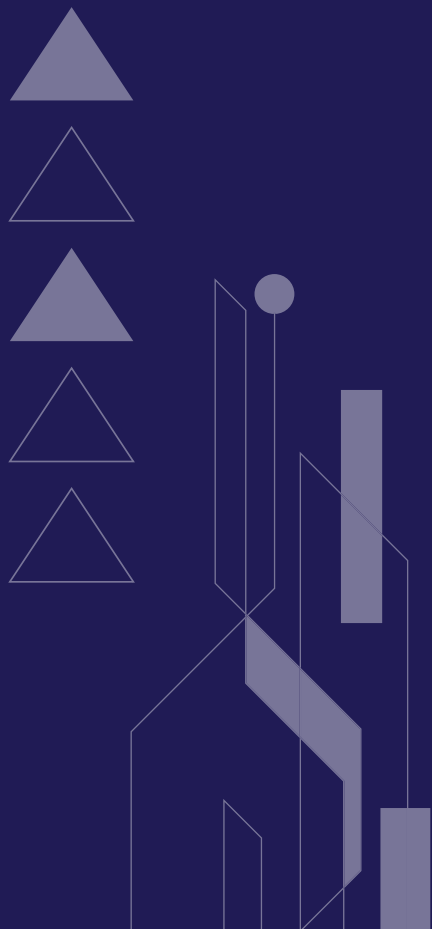


# ANNUAL REPORT

2021/2022



# CONTENT



**02.**

Chief Executive's Foreword

**09.**

Organisation Structure

**36.**

People at the Heart of HTA

**05.**

About the HTA

**12.**

HTA's Year-in-Review

**41.**

Corporate Governance and Achievements

**06.**

The Core of HTA

**16.**

Being a Centre of Excellence for Training & Learning

**43.**

Special Feature: HTA's Virtual Reality Proof-of-Concept

**07.**

Building HTA's Future

**27.**

Advancing Toward a Smart Campus 2025

**47.**

Almanac and Statistics

**08.**

HTA's Advisory Panel

**32.**

Stepping Up Outreach and Engagement

**48.**

HTA Courses and Seminars



# CHIEF EXECUTIVE'S FOREWORD



When I was appointed as Chief Executive, Home Team Academy (HTA), on 1 August 2021, I shared that I looked forward to working with the dedicated team of HTA officers on developing HTA into a world-class Training and Learning (T&L) facility, leveraging technology as a multiplier, with a strong emphasis on a culture of safety and people development. Today, slightly over a year later, I am thankful and honoured to share that we have made excellent headway towards achieving that goal. We have launched inaugural programmes, kickstarted new initiatives and put in place plans to achieve even more. This year's Annual Report reflects how FY2021 was a year of several first times for HTA and I am excited to build on the momentum we have gained.

In FY2021, HTA held in-person classes for the majority of our programmes and I am thankful for the opportunity to get to know many of our course participants in person. While the COVID-19 pandemic has demonstrated the many merits of virtual learning, there is an irreplaceable human interaction and bonding element in people development that can only be achieved face-to-face. HTA takes pride that HT leaders, trainers and civilian officers have acquired priceless knowledge and competencies, and formed new networks through attending HTA's courses.

## ACHIEVING TRANSFORMATION THROUGH HTA'S KEY FOCUS AREAS

As the Corporate University of the Home Team (HT), HTA's mission is in providing leading-edge T&L to develop next-generation HT officers with the right mindset, skills and competencies for them to be future-ready. However, in a VUCA (Volatile, Uncertain, Complex and Ambiguous) world, HTA has had to pivot, innovate and change the way training is thought about, developed and delivered. To achieve our goal of becoming a digitally empowered and future-ready Corporate University of the HT by 2025, HTA is prioritising three key focus areas.

## BEING A CENTRE OF EXCELLENCE FOR TRAINING AND LEARNING

As we continue to strengthen the HT T&L ecosystem, HTA will be focusing on establishing Centres of Excellence in areas such as Simulation Training for Incident Management and Leadership Development in Public Safety and Security. The role HTA plays in bringing together all the Home Team Department





(HTD)s on a continuous learning journey is a special one, and there are very few academies in the world like ours. At multiple touchpoints during their HT career, every HT officer will benefit from training programmes organised by HTA. This is not a responsibility that HTA takes lightly. We regularly seek to strengthen the HT T&L ecosystem through enhancing our programmes and initiatives.

One note-worthy example is our revamped Home Team Gallery (HTG) that was launched in May 2022 after many months of research and construction throughout FY2021. Through interactive and immersive technology, the revamped gallery seeks to inculcate a 'One Home Team' mindset and identity with shared values, ethos, and ethics in a more emotive manner. FY2021 also saw HTA's launch of the HT's first Home Team Simulation System (HTS2) Satellite Centre in partnership with the Singapore Police Force. HTA's HTS2 was the first in the world to deploy both "live" simulation and virtual simulation together. The satellite centre located at Tanglin Police Division marks the start of HTA's ongoing physical expansion of the HT's simulation capabilities beyond the Home Team Simulation Centre located at the Academy. As HTA establishes more of such connected satellite centres across the HT, the HT's joint training capabilities will be strengthened.

To complement these launches, HTA also continues to review our existing programmes to ensure they remain relevant. On top of enhancing the curriculum of our Home Team Foundation Course for all new-entrant HT senior officers and revamping our Home Team Civilian Milestone Programme for HT civilian officers,

HTA has also been ramping up on transformational and strategic cross-cutting skills training that involves officers from across the HT. In FY2021, the number of hours that HT officers spent on cross-cutting skills via e-learning courses have increased almost two-fold compared to FY2019. We will continue to build on this online learning capability through the development of the Home Learning Management System 2.0, a new and improved version of the HT's e-learning platform.

### **ADVANCING TOWARDS A SMART CAMPUS 2025**

HTA's second area of focus relates to how we are advancing towards being a Smart Campus to deliver a seamless experience for course participants from the moment they enter the Academy. This includes enhancing our security systems and developing smart infrastructure to support the HT's T&L requirements.

This Annual Report includes a special feature on HTA's Virtual Reality Proof-of-Concept (VR POC), a first for the HT in terms of how HTA explored the use of virtual reality for soft skills training. The VR POC provided a fresh and engaging method for trainers to revisit their training skills and competencies in areas such as classroom management and facilitation. The encouraging feedback we received from HT-wide trainers will spur us on to develop more innovative trainer development initiatives.

These VR training sessions were all conducted in HTA's Smart Interconnected Classroom that offers a suite of new features to elevate the user experience

for both trainers and course participants, enable digital learning and engender collaborative learning in HTA. The VR POC and HTA's Smart Interconnected Classroom are examples of novel ways HTA is bringing HT T&L to the next level through technology and digitalisation. As we implement more of our plans, I am excited for HTA's course participants and visitors to discover an increasingly technologically enabled campus experience.

### **STEPPING UP OUTREACH AND ENGAGEMENT**

Our third area of focus involves stepping up on our outreach and engagement efforts to build trust in the HT and HTA. We have been extending our public reach through HTA's LinkedIn page that launched in end-August 2021. Having our own social media page enables us to advocate for continuous learning as well as highlight and share key HT T&L developments with a network of like-minded professionals. To keep in the loop of the latest updates, I encourage you to join HTA's growing group of followers for exclusive insights into the T&L that happens on HTA's campus and beyond.

HTA has also continued to focus on establishing global thought leadership as we forge close partnerships with key international and local academic and professional partners. To enable our HT officers to broaden their perspectives, HTA organised a HT lecture with an overseas speaker, Mr R. Gil Kerlikowske, former Commissioner of United States Customs and Border Protection, for an insightful sharing session on the changing law enforcement training landscape, and the skillsets required to tackle evolving security challenges.





While the COVID-19 restrictions still in place during FY2021 meant the overseas components of some of our leadership programmes had to be replaced, we have since re-convened more international training initiatives in addition to learning visits to our overseas counterparts.

## **BUILDING THE FUTURE OF HTA TOGETHER**

Before concluding, I would like to take the opportunity to thank all HTA officers for their dedication and

resilience this past year. It is through their can-do attitude and strong teamwork that our lean workforce has been able to achieve all that we have. As we continue to meet the HT's T&L needs, we will also look inwards and focus on developing our own officers, upskilling their digital competencies and engendering a culture of continuous learning that lays the foundation of HTA's future.

What I have shared are just some of HTA's FY2021 highlights and a part of our ongoing efforts in building HTA's future. I hope that everyone will enjoy reading

this Annual Report as we recap the T&L milestones we achieved, the partnerships we strengthened and the awards and recognition we received as validation that we are on the right track. Looking ahead, there is still so much more to accomplish, budding ideas to expand on and new frontiers to explore. Still, we would not have come this far without the enduring support of our people, partners and advocates. Thank you for sharing our aspirations and continuing to place your trust in HTA. Your support is truly invaluable and much appreciated!





# HOME TEAM ACADEMY

Opened in 2006, the HTA is the Corporate University under the Ministry of Home Affairs providing leading edge homefront safety and security T&L. We develop HT leaders, civilian officers and trainers through foundation training and skills transformation to produce skilled and trusted HT officers. We also forge strong partnerships with local and international, professional and academic partners to advance HTA's vision as the leading Corporate University of the HT.

HTA and the HT T&L community inculcate and develop our officers with HT values and skillsets that include leadership, crisis management, emergency preparedness, teamwork, and joint operations.

Enabled by innovative training technologies and driven by a strong safety culture, HTA's key programmes provide our officers with a holistic perspective and appreciation of HT policies, while also inculcating and reinforcing HT Ethics, Values and Ethos. This

helps to foster a strong and united HT identity through shared experiences and understanding of the HT's heritage. We develop future-ready HT officers equipped with the professional skills, knowledge, and competencies to keep Singapore safe and secure.



To maintain the high level of competency that is needed, we must ensure that our officers receive the best form of training we can provide, not just at the point when they join us, but also throughout their entire careers in the Home Team. The required skill sets must continuously be reviewed and updated so that our officers are always well-trained, and remain current in their ability to deal with the evolving challenges of the day."

- **Mr Desmond Tan**, then Minister of State, Ministry of Home Affairs and Ministry of Sustainability and the Environment, at HTA's Workplan Seminar 2022

# THE CORE OF HTA

## OUR VISION, MISSION, VALUES AND BRAND

### 'CORE OF HTA'

HTA's Vision, Mission, Values and Brand are known to all HTA officers as the 'Core of HTA'. They form the bedrock for the important work that HTA officers do to transform the T&L ecosystem in the HT.



# BUILDING HTA'S FUTURE

HTA has developed an 'Inward, Outward, Forward (IOF) Ecosystem' that will guide the implementation phase of HTA's transformation and propel HTA towards our vision. The IOF Ecosystem focuses on:

- a) Strengthening our fundamentals in readying for future needs and challenges, and building HTA's capabilities and culture for further growth (Inward);
- b) Analysing environmental factors to align HTA's priorities with the evolving trends, and leveraging partnership synergy to add value to our customers (Outward); and
- c) Forging new frontiers and pursuing organisational excellence to advance MHA's and HTA's national and global standing (Forward).

Aligned with the directions of the HT Transformation 2025 and the Public Sector Transformation, HTA will be prioritising three areas of focus:

## A) Advancing towards a Smart Campus 2025

In advancing towards a Smart Campus 2025, HTA has developed a Technology and Digitalisation Masterplan

to ensure our digitalisation efforts support our key priorities and strategic business needs. The Masterplan culminates in a HTA Smart Campus by 2025, with technology capabilities in areas such as: Smart Digital Learning Spaces; Smart Safety and Security; and Smart Infrastructure.

## B) Being the Centre of Excellence in T&L by strengthening the HT T&L ecosystem

HTA plays a central role in strengthening the HT T&L ecosystem and needs to ensure that it remains relevant for the HT's present and future needs, and resilient and adaptive amidst the new normal. To achieve this, HTA will be looking to drive the use of simulation technology and expand the sharing of leadership expertise and resources through key platforms. HTA will also be enhancing our culture and people development to embolden our role in serving the HT's T&L needs.

## C) Stepping up outreach and engagement

As the HT's Corporate University, HTA has a clear role in building the public and our officers' trust in the HT by showcasing the overall T&L programmes/initiatives and safety standards at HTA. This will help strengthen the

public's trust in the HT and HTA, and assure them about the effectiveness and readiness of HT officers in serving the community's needs and safeguarding Singapore.

Given HTA's rapid transformation and the need for resources and expertise beyond the HT, HTA also proactively reaches out to overseas and local partners to forge partnerships, build networks and explore collaborations. These efforts enhance the awareness and prominence of HTA, thereby establishing the Academy as the Corporate University of the HT, and placing HTA on the global stage.

The key initiatives in these three focal areas will help HTA enhance its internal and external-serving capabilities to deliver seamless campus experiences and effective learning outcomes; ensure the alignment and tightening of the operations-training loop so that our T&L ecosystem remains relevant and resilient to serve the HT's needs; build a strong sense of trust and pride internally in HTA; and strengthen HTA's reputation as a leading Corporate University in homefront safety and security.





# HTA'S ADVISORY PANEL

HTA is supported by an Advisory Panel comprising local and international, professional and academic distinguished members. The Advisory Panel was set up to support HTA's transformation journey to be a leading Corporate University in homefront safety and security.

HTA would also like to put on record our deepest appreciation to the late Mr Richard Magnus who has served in the HTA Advisory Panel from 15 November 2019 to 14 March 2022 for his generous advice and rich perspectives.



**Mr Pang Kin Keong - Chairman**  
Permanent Secretary (Home Affairs)



**Mr Gil Kerlikowske**  
Professor of Practice  
School of Criminal Justice and  
Criminology  
Northeastern University



**Professor Ilian Mihov**  
Dean  
INSEAD



**Professor Cheong  
Hee Kiat**  
President  
Singapore University of  
Social Sciences



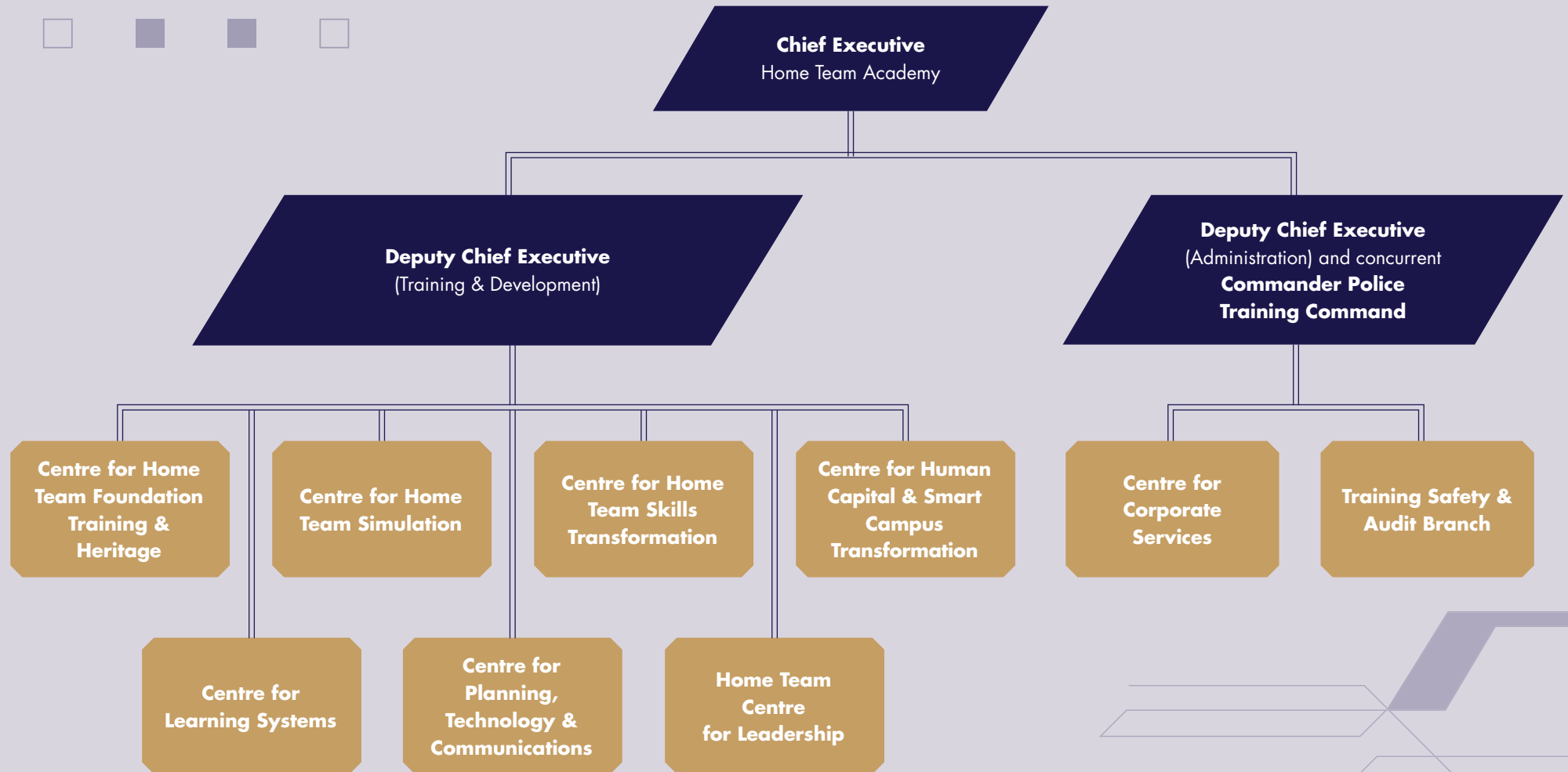
**Mr Khoo Boon Hui**  
Board Member  
Certis



**Ms Ong Toon Hui**  
Dean and CEO  
Civil Service College



# ORGANISATION STRUCTURE





# LEADERSHIP GROUP



**MR TEO  
TZE FANG**

Deputy Chief Executive  
(Training & Development)



**MR ANWAR  
ABDULLAH**

Chief Executive



**MR DAVID  
SCOTT ARUL**

Deputy Chief Executive  
(Administration) and  
concurrent Commander Police  
Training Command

ORGANISATION  
STRUCTURE

■ 10



## LEADERSHIP GROUP



**MR WONG  
SUNG-EN,  
WINSTON**

Director, Centre for  
Planning, Technology &  
Communications



**MS TAY  
LU LING**

Director, Centre for  
Corporate Services



**MS  
JASMINE BOK**

Director, Centre for  
Human Capital & Smart  
Campus Transformation



**MS  
KITTYBOND KOO**

Director, Centre for  
Home Team Foundation  
Training & Heritage



**MR POON  
NGEE**

Director, Centre for  
Home Team Simulation



**MS  
TANNY NG**

Director, Centre for Home  
Team Skills Transformation



**MR BRIAN  
LIN ZHIYONG**

Director, Centre for  
Learning Systems



**MR DARIUS  
LIM**

Director, Home Team  
Centre for Leadership



**MR LEE  
CHEE CHIEN**

Deputy Director, Training  
Safety & Audit Branch

ORGANISATION  
STRUCTURE





# HTA'S YEAR-IN- REVIEW

Click/scan here to view HTA's Year-in-Review video for FY2021:



## Launch of the first Home Team Simulation System Satellite Centre located at Tanglin Police Division

Building on the success of the Home Team Simulation System (HTS2), the HTA has partnered the Singapore Police Force (SPF) and HTX (Home Team Science and Technology Agency) to launch the first HTS2 Satellite Centre located at Tanglin Police Division on 9 April 2021.



➤ APR

2021



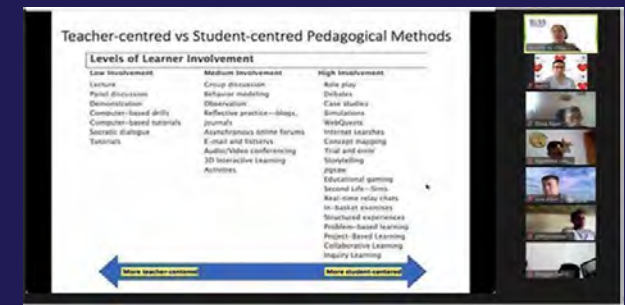
2021

➤ MAY

Next Page

## Inaugural Curriculum Design and Development Programme

HTA partnered with the Singapore University of Social Sciences to co-develop the Curriculum Design and Development Programme.



Tier 1 (highest achievable performance) for Corporate Scorecard for sixth consecutive time for FY2021

Next Page

2021

> JUN

### HTA E-Workplan Seminar 2021

HTA's E-Workplan Seminar 2021 was launched on 18 June 2021 to showcase HTA and the HT T&L Community's achievements over the past year.

### Employee Experience Awards 2021

At the inaugural Employee Experience Awards 2021 organised by Human Resources Online, HTA won the Silver Award for Best In-House Learning Academy and Bronze Awards for Best Holistic Leadership Development Strategy, and Best Work-Life Harmony Strategy.



### Tripartite Alliance Award 2021

HTA was awarded the Tripartite Alliance Award endorsed by the Tripartite Alliance for Fair and Progressive Employment Practices for the categories of 'Work-Life Excellence' and 'Fair and Progressive Employment Practices'.



> AUG

> JUL

Next Page

### Change of Command Ceremony at the HTA

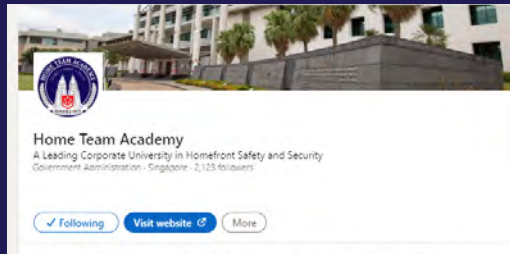
During HTA's Change of Command ceremony, HTA's outgoing Chief Executive, Mr Clarence Yeo, handed over the Command Mace to Mr Anwar Abdullah who was previously the Singapore Civil Defence Force's Deputy Commissioner (Operations & Resilience).





### Launch of the HTA's LinkedIn Page

Follow HTA's LinkedIn page for the latest HT T&L updates.



Scan or click this QR code to view and follow HTA's LinkedIn page:



### Inaugural HTA Safety Week

The first ever HTA Safety Week was organised by HTA's Training Safety and Audit Branch as part of HTA's efforts to engender a strong training safety culture in the HT, and to reiterate that everyone plays a part in making HTA a safe place to learn and train.

> OCT

> NOV

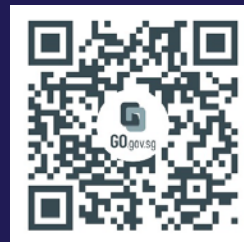
> AUG

2021

> SEP

### HTA's 15th Anniversary

Take a walk down memory lane with HTA through this video that features our key milestones and achievements in the past 15 years.



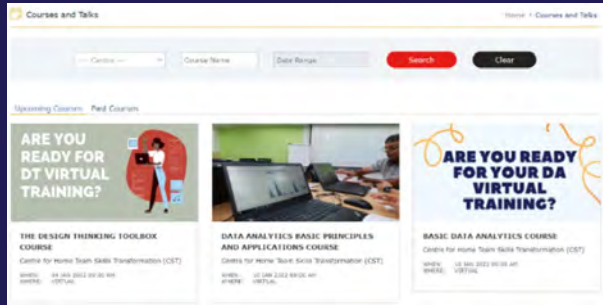
### Home Team Training Excellence Awards Ceremony 2021

The Home Team Training Excellence Awards Ceremony 2021 organised by HTA adopted a hybrid format and was streamed via LinkedIn Live for the first time.



## Launch of HTA's KEY Intranet Portal

The KEY Portal enables staff to update knowledge management resources, read the latest HTA-related updates and submit procurement documents, among other features.



## Home Team Trainers' Day

Trainers from across the HT attended a series of online training workshops to stay updated on relevant skills and knowledge.



➤ DEC

2021

➤ FEB

2022

➤ JAN

➤ MAR

**Home Team Lecture on the Role of Law Enforcement Training Institutions, Leadership Development and Instructors in the Evolving Security Landscape**

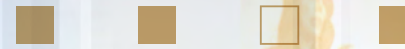
Mr R. Gil Kerlikowske, former Commissioner of United States Customs and Border Protection and HTA Advisory Panel member, was invited by HTA to deliver a virtual HT Lecture that was attended by over 200 HT officers.

## Signing of Implementation Agreement with the Institute of Adult Learning

On 10 January 2022, HTA signed an Implementation Agreement with the Institute of Adult Learning (IAL) to jointly develop and deliver bite-sized training courses. The first co-developed course was co-delivered on 1 July 2022. This collaboration with IAL will synergise HTA's interventions on the Trainers' Competency Development Roadmap (TCDR) with IAL's offerings, and help raise HTA's capabilities in delivering leading-edge training programmes to HT trainers and curriculum developers.



# BEING A CENTRE OF EXCELLENCE FOR **TRAINING & LEARNING**



# BEING A CENTRE OF EXCELLENCE FOR TRAINING & LEARNING



As part of HTA's role as the Corporate University of the HT, HTA leads the way in exploring and adopting new techniques, practices and technology. At the core of T&L for the HT, HTA aims to strengthen the HT T&L ecosystem through partnerships with leading T&L institutions and HTDs to deliver leading-edge T&L initiatives and ensure that high quality training is available to the HT.

HTA has continued to provide world-class and leading-edge training and learning opportunities for HT leaders, trainers and officers. To further strengthen the Training & Learning (T&L) ecosystem, HTA will be focusing on establishing Centres of Excellence in areas such as Simulation Training for Incident Management and Leadership Development in Public Safety and Security.

## LEADERSHIP DEVELOPMENT

### Phoenix Programme

The fifth and sixth runs of HTA's Phoenix Programme were attended by 27 HT and Whole-of-Government (WOG) leaders from 15 March 2021 to 15 April 2021 and 27 HT and WOG leaders from 14 March to 14 April 2022 respectively. Organised by HTA, the Phoenix Programme serves as a key platform for leaders from the various HT Departments and across the government to upskill and network together over five weeks and to proactively discuss the opportunities and address the challenges of operating in an increasingly complex operating environment.

This was done through INSEAD modules that focused on areas such as communicating as a leader and leading organisational and cultural change as well as the programme's signature fireside chats with leaders including Senior Minister and Coordinating Minister for National Security, Mr Teo Chee Hean, Deputy Prime Minister and Coordinating Minister for Economic Policies, Mr Heng Swee Keat and Deputy Prime Minister and Minister for Finance, Mr Lawrence Wong. Participants gleaned rich insights and valuable takeaways from public and private sector leaders, who shared candidly on pertinent issues including geopolitical, social and technological developments on Singapore's economy, the changing security and media landscape, as well as organisational transformation in the public and private sectors.





## Home Team Senior Command and Staff Course

To ensure that the Public Service and HT keep up with the pace of change and transform in an agile manner, 29 HT and WOG officers attended the 15th HT Senior Command and Staff Course (HTSCSC) which concluded on 29 October 2021 while 28 HT and WOG officers attended the 16th run which concluded on 17 March 2022. Organised by HTA, the five-week leadership development programme prepares senior leaders for higher leadership appointments and wider leadership responsibilities.

Participants from both runs broadened their perspectives through dialogues with public and private sector speakers. MHA Leadership who were

invited to share their personal leadership insights included Mrs Josephine Teo, Second Minister for Home Affairs, Mr Desmond Tan, then Minister of State (MOS), MHA, Mr Pang Kin Keong, Permanent Secretary (PS), MHA, Mr Chew Hock Yong, PS for Home Affairs Development, Deputy Secretaries and Heads of HT Departments.

These complemented the academic insights gained from modules taught by INSEAD, the Lee Kuan Yew School of Public Policy and the S. Rajaratnam School of International Studies. HTSCSC also serves as a platform for participants to network and derive greater learning through group reflection sessions and informal peer sharing.







### Alumni Reflection Day for Home Team Senior Command and Staff Course Participants

Alumni of the 15th Home Team Senior Command and Staff Course reunited for a day of learning and reflection at the Alumni Reflection Day on 9 February 2022, organised by HTA and held at INSEAD. This event provided a dedicated time and space for the HTSCSC alumni to come together as a cohort for new learning and sharing of ideas and insights on their



leadership development journey since completing the course in October 2021.

Professor Thomas Mannarelli, Senior Affiliate Professor of Organisational Behaviour of INSEAD, delivered a Leadership Excellence Amid Dynamism (LEAD) Seminar titled 'Leading Creativity: Person, Process, Product and Place'. During his sharing, Professor Mannarelli used real-life examples to illustrate the different facets of creativity that leaders need to manage when they lead their teams and organisations. The HTSCSC alumni learned about the importance of embracing curiosity and intrinsic motivation to foster creativity in the workplace despite time pressures.

The LEAD Seminar series focuses on topics related to personal and leadership effectiveness for the continual learning and development of HT leaders. HTA will invite academic speakers to share their knowledge with HT leaders and alumni of HTA's senior leadership programmes, with the next seminar held in FY2022.

### Introduction to Crisis Management Course

HTA organised the fifth run of the Introduction to Crisis Management Course (ICMC) from 12 to 15 April 2021, attended by 30 participants from across the Public Service.

This run of the ICMC covered elements of effective crisis management at WOG-level, including the need for established structures and frameworks, effective communications, as well as a collective and steadfast mindset by all parties involved.

Key highlights of the course included a Table Top Exercise conducted by MHA's Joint Operations Group that sought to reiterate that a successful crisis management strategy involves significant coordination and cooperation by the agencies involved. There was

also a Crisis Communications Experiential Learning Workshop on the final day when participants took on different roles in managing a national-level crisis



event, as well as learned about the sensitivities and complexities involved in engaging the media and general public.



## Second Run of the CSC-HTA Leaders in Enforcement Management Programme for Whole-of-Government Officers

Jointly organised by the Civil Service College (CSC) and HTA, the second run of the Leaders in Enforcement Management (LEM) programme brought together 16 participants who hold key leadership positions in enforcement and regulation functions from 14 public sector agencies to co-create proactive, holistic and innovative enforcement strategies for sustained compliance in their agencies' work.

Through this nine-day programme held from 23 November to 3 December 2021, key enforcement leaders acquired the skills and knowledge to manage

and deliver sustainable compliance through a deeper understanding of the current enforcement landscape and emerging priorities for the public sector. The main topics discussed included the application of different regulatory approaches for sustained compliance, the management of polarities in enforcement and the design of strategies to achieve seamless operations-technology integration.

The participants also visited the Immigration & Checkpoints Authority (ICA) Changi Airfreight Centre to learn how ICA Air Cargo Command has redesigned the operational processes to manage the increased workload while continuing to safeguard the safety and security of Singapore.



## SUPPORTING THE ACADEMIC ASPIRATIONS OF HOME TEAM OFFICERS

### Pioneer Intake of the Bachelor of Public Safety and Security with Minor

Developed by the Singapore University of Social Sciences (SUSS) and supported by MHA, the Bachelor of Public Safety and Security Programme was launched in 2020 to provide students with theoretical knowledge and training in intervention strategies in the areas of policing, emergency management, investigation, rehabilitation, crime reduction and terrorism. HTA works closely with SUSS, MHA's Training and Competency Development Division and Human Resource Division, and the HT Chief Learning Officers to oversee content development and programme evaluation. Over 50 MHA-sponsored officers across two batches have since enrolled, with the pioneer batch due to graduate in July 2023.

As part of the programme's modules, 26 students from the pioneer intake interacted with Australian

professionals during a one-of-a-kind, experiential "learning trip" to the Australia Capital Territory (ACT) via Zoom from 10 to 17 March 2022. Coming from varied backgrounds including the Australian National University, the ACT Human Rights Commission and Aspen Medical, the Australian speakers shared with the students their insights on diverse topics such as

violent extremism, policing, family violence and community justice. They also learned about initiatives in ACT that aimed to promote public safety and security and protect vulnerable victims of crime, such as the Neighbourhood Justice Centre and the ACT Intermediary Program.





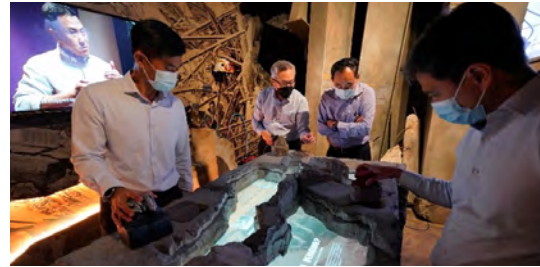
## SEEDING A ONE HOME TEAM MINDSET

### Revamp of the Home Team Gallery

After serving the HT community for over a decade, the Home Team Gallery (HTG) was shut in February 2021 for a revamp to ensure that it remains relevant to the changing training and learning needs of HT officers, in support of the HT's integration, people development and transformation to better serve the community.

The HTG is one of HTA's key Training and Learning platforms to build a 'One Home Team' mindset and identity with shared values, ethos, and ethics. The gallery showcases the HT's contributions to Singapore's homefront safety and security, and gives an insight into how HT officers strive towards a common mission.

The revamped gallery was launched on 11 May 2022 and offers a more emotive and engaging experience than the previous iteration, by adopting a layered content strategy through a combination of text, images, artefact displays and multimedia interactives. Case



studies, interview profiles and personal stories shared by HT officers were also refreshed in this revamp, and presented in an interactive and immersive manner to invoke a strong sense of pride in all visitors.



### Review of Home Team Foundation Course

HTA promotes HT integration through training and heritage development efforts. Since 2018, HTA has been organising the HT Foundation Course (HTFC).

The HTFC seeks to build the One HT mindset among new-entrant HT senior officers, expose them

to HT's challenges and educate them on how the HT is transforming to be future-ready. The 10-day residential course comprises classroom sessions, visits to HTDs, dialogues with HT leaders and various experiential components. Since the inception of HTFC in 2018, HTA has organised 26 runs of the course (as of March 2022) for a total of 759 HT senior officers.

In FY2021, HTA organised 6 runs of the HTFC and also embarked on a review of the course curriculum to ensure the HTFC remains relevant and continues to meet its intended objectives. HTA will continue to explore new pedagogical techniques and technology to facilitate collaborative learning among HTFC participants.





## TRAINING THE HOME TEAM'S CIVILIAN OFFICERS



### Completion of the curriculum review of the Home Team Civilian Milestone Programme

The HT Civilian Training School (CTS) completed a curriculum review of the HT Civilian Milestone Programme (CMP), which is a series of courses initiated in 2018 to develop civilian officers at key stages of their careers.

The review led to a refreshed set of learning objectives, modules and programmes that will cater to the current learning needs of Home Team civilian officers.

The revamped CMP was subsequently implemented in June 2022, and comprised of four courses, namely: -

- Civilian Support Officer (CSO) Foundation Course for civilian support officers;
- Step-In for executives;
- Step-Up for first-time supervisors; and
- Step-Beyond for middle managers.

### Pilot runs of the Civilian Support Officer Foundation Course

Expanding on the success of the HT CMP, the Home Team Civilian Training School collaborated with CSC to organise pilot runs of the CSO Foundation Course.

The new course is designed to meet the learning needs of civilian support staff from all HT agencies. It will cover topics such as a growth mindset, effective writing, presentation skills and design thinking.

With the implementation of the revamped CMP in June 2022, CTS aims to organise up to six runs of the course each year, catering to about 140 officers.



## TRANSFORMATIONAL AND STRATEGIC CROSS-CUTTING SKILLS

- HTA builds up the capabilities of HT officers in identified transformational and strategic cross-cutting skills. These skills seek to develop future-ready HT officers and are reviewed annually based on the HT's needs.



Technology Literacy



Data Analytics



Design Thinking



Cyber Security



Behavioural Insights



Collaboration and Engagement



Resilience

To better support the next bound of HT Transformation in digital upskilling, HTA conducts classroom courses on digital and technological skills through hands-on application and blended learning (e.g., Data Analytics, Design Thinking and Cyber Security). Since FY2018, HTA has conducted over 100 runs of these courses and will be conducting another 39 runs in FY2022.

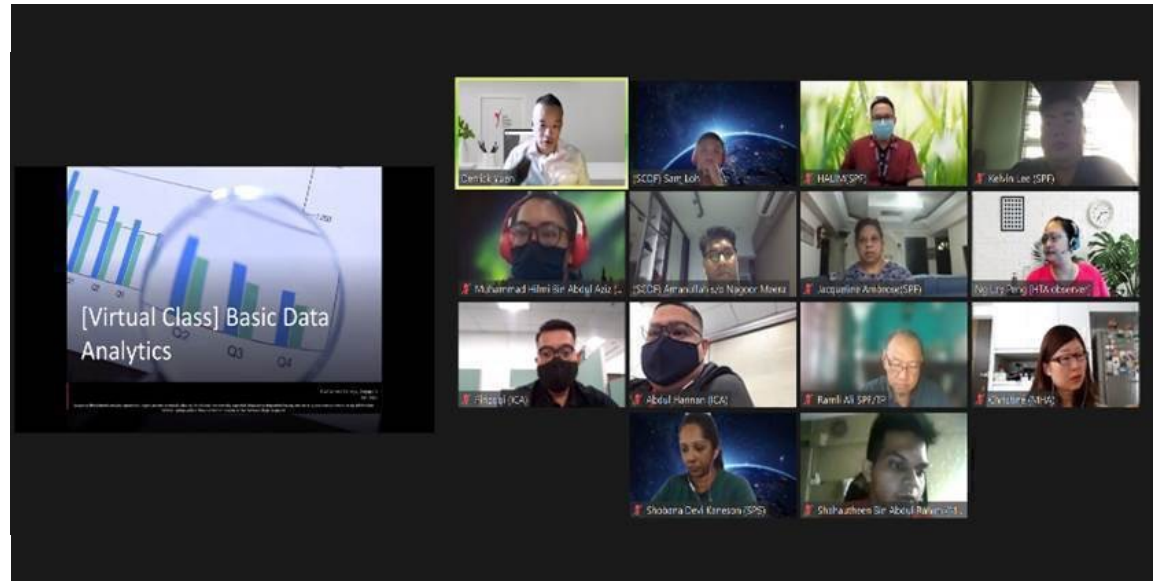
### Training our HT Support Officers in Data Analytics

As part of the overarching plan to upskill all HT officers in cross-cutting skills, HTA's Centre for HT Skills Transformation launched a new Basic Data Analytics Course for HT Support Officers in March 2021. This was the latest in the HT's suite of Data Analytics courses, with HT senior management and Division 1 officers trained by HTA in such skills

since 2018. This also supports HT Transformation 2025 and the Public Service Division's refreshed Core Competency Framework, with Data Analytics identified as a core skill for officers.

In FY2021, 214 HT Support Officers gained insights to the six-step framework for analytical decision making and various visualisation tools. They leveraged key Excel functions such as pivot tables, and collaborated with peers to make sense of available data relevant to their problem statement.

The one-day virtual programme was well-received by participants who found the content beneficial to their work, with an average score of over 90 percent in post-course evaluation for satisfaction, intent, learning and application. HTA will train a targeted 272 HT Support Officers in Q1 FY2022.



## BUILDING CURRICULUM DESIGN AND DEVELOPMENT CAPABILITY

The HT Training Curriculum Philosophy encapsulates the HT's core beliefs on ideal training for every HT officer. These includes focusing alignment of curriculum and assessment with learning and organisational outcomes, as well as enhancing curriculum quickly through robust curriculum design and development process. It also reiterates that training safety is paramount and the importance of leveraging technology to enhance training realism.

### Analyse-Design-Develop-Deliver-Evaluate (AD<sup>3</sup>E) Framework

HTA conceptualised the AD<sup>3</sup>E HT Curriculum Planning Framework which articulates the standards for designing curriculum in the HT. The framework also provides step-by-step guidelines on the entire curriculum design and development process from needs analysis to programme evaluation. In FY2021, HTA has continued to work with the HTDs on the application of the framework, guidelines and processes.

#### 3 COMPONENTS



### Inaugural Curriculum Design and Development Programme

The Curriculum Design and Development Programme co-developed by HTA's Centre for Learning Systems and the SUSS commenced in FY2021, consisting of two pilot runs of three modules each in May and August 2021 respectively.

The programme upskills HT curriculum developers and onboards them to the AD<sup>3</sup>E HT Curriculum Planning Framework. 40 officers from across the HT attended the fully online programme and were awarded a Certificate of Completion jointly issued by HTA and SUSS for the successful completion of the programme.

Participants learnt the importance of conducting learning needs analysis, use of technological tools to support pedagogical methods, as well as assessment and evaluation techniques. They also exchanged ideas and best practices gleaned through their learning and penned their new-found knowledge into ready-made templates that can be easily applied and contextualised to design lessons based on their daily operations.





## UPSKILLING AND RECOGNISING OUR HT TRAINERS

### HTA's first hybrid HT Training Excellence Awards Ceremony

The HT Training Excellence Awards Ceremony 2021 organised by HTA adopted a hybrid format and was streamed via LinkedIn (LI) Live for the first time. On 24 November 2021, more than 250 HT officers and online viewers gathered both in person at HTA's Auditorium and the HT Library, and virtually via HTA's LI page and Zoom to celebrate award-winning trainers and training units from across the HT.

Mrs Josephine Teo, Minister for Communications and Information and Second Minister for Home Affairs, was the Guest-of-Honour and congratulated nine HT trainers and six training units who were recognised for their outstanding design and delivery of training and their deep commitment to training excellence.

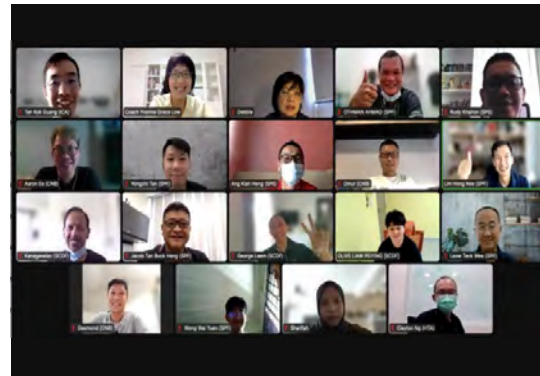
ASP Ng Yafang, Sophia from the Immigration and Checkpoints Authority (ICA) won the 'Home Team Trainer of the Year (Full-Time)' while the 'Home Team Training Unit of the Year' was awarded to ICA's Training Command.



### Home Team Trainers' Day 2022

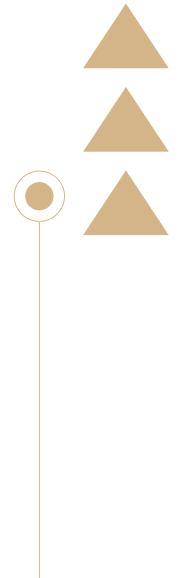
HTA's annual Trainers' Day was held virtually on 17 February 2022 and comprised a series of virtual workshops. More than 100 HT Trainers from the Singapore Police Force, Singapore Civil Defence Force, Immigration & Checkpoints Authority, Singapore Prison Service and Central Narcotics Bureau attended Trainers' Day 2021.

The workshops equipped HT trainers with best practices and tips on using Microsoft Teams features for training, using gamification and experiential learning activities, key principles of Microlearning for training as well as how to provide coaching using the GROW model (Goal, Reality, Options & Will).



### Implementation Agreement with Institute for Adult Learning

On 10 January 2022 and as part of HTA's efforts to empower HT trainers and curriculum developers for excellence, HTA also signed an Implementation Agreement with the Institute for Adult Learning to develop Continuing Professional Development (CPD) programmes. The CPD programmes aim to augment trainer and curriculum developer competencies through short, targeted and engaging workshops on topics such as using digital tools in training delivery. These programmes are to be held in FY2022.






## SHARING BEST PRACTICES THROUGH COMMUNITIES OF PRACTICE

**Research**

**Computer-Based vs Paper-Based Exercise: An Analysis of Performance Metrics**

1. Research study to compare the level of engagement, interest, stress and excitement between a computer and paper-based exercise to see if it supports the hypothesis that computer-based exercise increases learning experience
2. Methods
  - a) Quantitative data collection through measurement of brainwaves via Emotiv Electroencephalogram (EEG) detector
  - b) Qualitative data collection through interviews for participants to explain personal perceptions of the two methods

Emotiv Insight X3000 mobile EEG

1. Computer-based exercise

2. Paper-based exercise

CHS training data collected on 26 Sep 2021



**How to achieve Effective Command**

- Create thinking individuals
- Develop decision making behaviours rather than focus on specific competencies
- Apply the philosophy throughout the service from operational to strategic management.
- Effective and accredited training, compensates for skill fade and provides organisational assurance



**EC EFFECTIVE | COMMAND**

**KL K LAMB**

### Home Team's Inaugural Sharing Session for the Training Simulation Community of Practice

The annual Training Simulation Community of Practice (CoP) session was hosted by HTA's Centre for Home Team Simulation (CHTS) and held on 19 November 2021. More than 120 HT officers joined the session to find out more about the kinds of simulation systems available for training, whether simulation will be effective in meeting your training objectives ways to assess the capabilities of trainees during simulation training.

The session featured speakers from HTA and the Home Team Science and Technology Agency (HTX) as well as an overseas lecturer from a lecturer from Coventry University (CU). Dr Katherine Lamb from CU shared on the use of a structured command training framework with a robust assessment and training methodology. The use of such a framework could be useful for the HT to appoint, train, and assess HT Commanders and officers.



### Community of Practice for Curriculum Developers

Training and learning practitioners across the HT came together online to participate in HTA's annual CoP for Curriculum Developers on 20 January 2022. Part of HTA's focus on strengthening HT expertise in curriculum development, the event brought together 120 curriculum officers, trainers and training supervisors from across the HT to build networks and share best practices. Participants gleaned valuable insights from HT colleagues and internal experts' sharing of training design and development experiences as well as external perspectives from Singapore Armed Forces (SAF) who shared on SAF's training development considerations.





# ADVANCING TOWARDS SMART CAMPUS 2025





# ADVANCING TOWARDS A SMART CAMPUS 2025



To be a digitally empowered and future-ready Corporate University of the HT, HTA leverages technology and digitalisation to deliver seamless campus experiences and effective learning outcomes.

As part of advancing towards being a Smart Campus by 2025, HTA developed a Technology and Digitalisation Masterplan to ensure our digitalisation efforts support our key priorities and strategic business needs. HTA is enhancing our technology capabilities in three areas: Smart Digital Learning Spaces; Smart Safety and Security; and Smart Infrastructure.

## A. SMART DIGITAL LEARNING SPACES

HTA is committed to provide a seamless and integrated learning experience for learners.

### Expanding Home Team Simulation System Capabilities

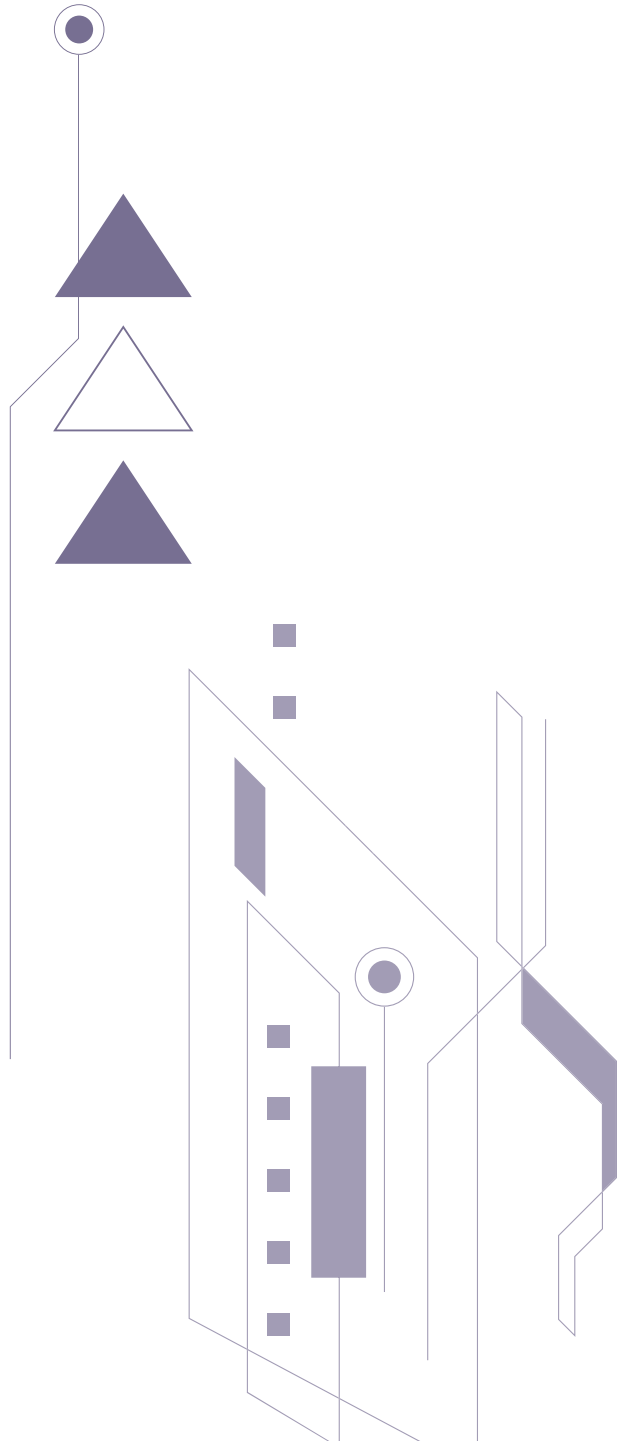
HTA's HTS2 is a training capability to train HT officers in sense-making, incident management and operational decision-making. Since its operationalisation in May 2018, HTS2 has been embedded in courses across the HT and used by HT officers to prepare for major deployments. As of July 2022, more than 4,700 HT officers from the SPF, Singapore Civil Defence Force (SCDF), ICA, Singapore Prison Service (SPS) and Central Narcotics Bureau (CNB) have used the HTS2

to train, experiment or validate different levels and scales of exercise or training.

### Enhancement of Home Team Simulation System Scenarios

In FY2021, HTA further expanded the environments and scenarios within the HTS2. These include the Singapore Cruise Centre to train HT officers in managing incidents at the ports and for multi-agencies to conduct joint simulation exercises.





### Launch of the first Home Team Simulation System Satellite Centre

HTA partnered SPF and HTX to launch the first HTS2 Satellite Centre at Tanglin Police Division in April 2021. This enables SPF to conduct smaller-scale independent simulation exercises at Tanglin Police Division or joint exercises at HTA's HTSC. SPF officers located at HTS2 Satellite Centre are now also able to conduct joint exercises with SCDF officers located at the HTSC.

HTA is working with ICA to develop another HTS2 Satellite Centre at ICA Ports Command HQ. This will pave the way for more such connected satellite

centres to be developed across MHA to support HT-wide joint exercises.

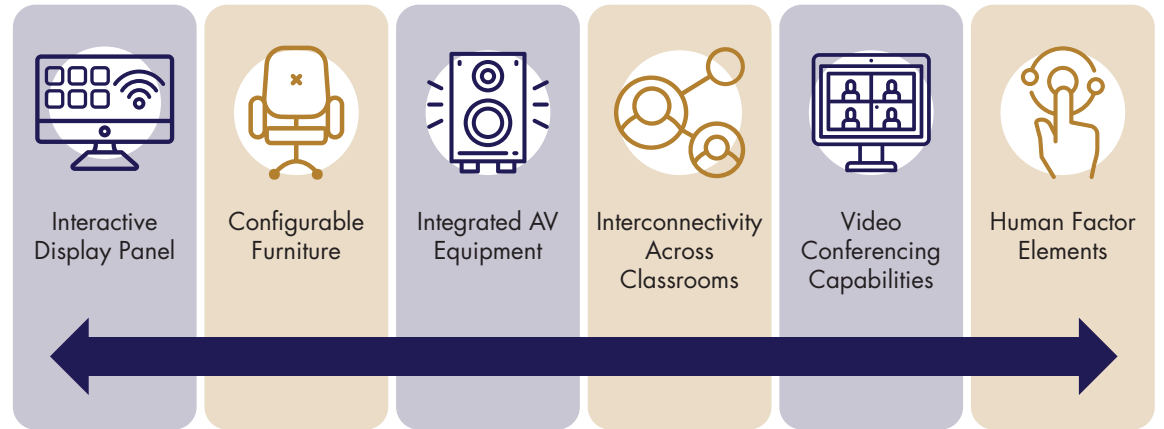




### Collaborative Learning Space Prototype

HTA has converted one of our classrooms into a Collaborative Learning Space Prototype with newer features to further enhance user experience, enable digital learning and engender collaborative learning in HTA. The interactive displays, video conferencing capabilities and configurable layout of the classroom also enables curriculum designers and trainers to enhance and differentiate the way they design and deliver classroom training. The prototype was completed in June 2021 and has been enriching the Training and Learning experience for users.

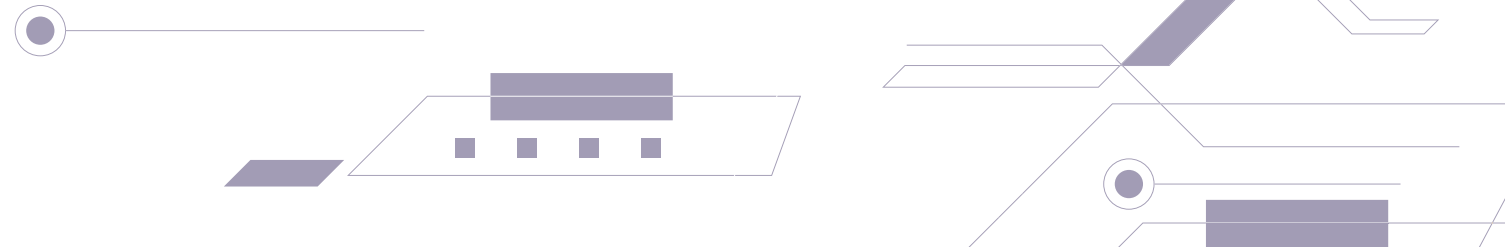
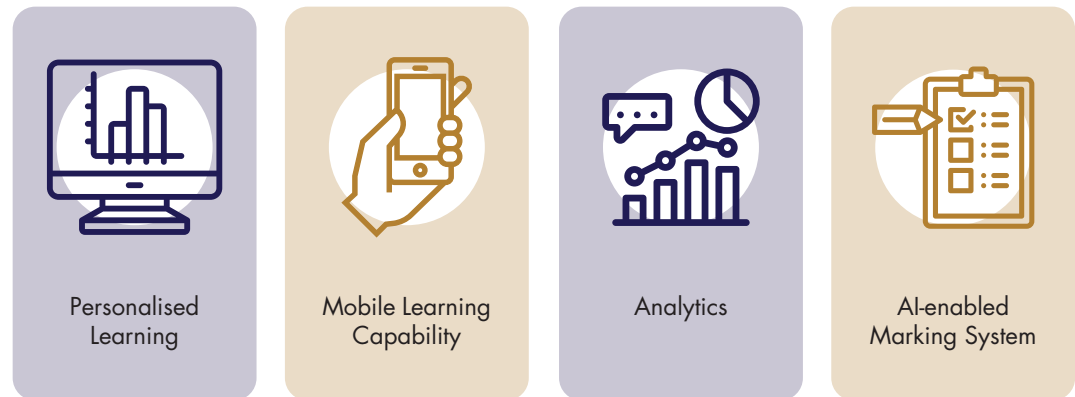
### Key Features of Smart Interconnected Classrooms



### Home Team Learning Management System 2.0

The Home Team Learning Management System (HTLMS) is a personalised and data-driven learning system that supports future-ready learning on-the-go. HTA is currently developing the next-generation HTLMS 2.0 with key features including mobile learning capability and an AI-enabled marking system.

### Key Features



## B. SMART SAFETY AND SECURITY

HTA leverages technologies in surveillance, biometrics, robots, geo-fencing and analytics to create a safe and secure campus environment for all staff, trainers, trainees and visitors of HTA.



### Smart Technologies for Security Infrastructure & Systems

HTA will upgrade our security infrastructure and systems leveraging on the latest technologies to achieve security outcomes and efficiency.

CCTVs will be equipped with video analytics for improved detection of security abnormalities. HTA will also upgrade our Security Command Centre to achieve better command and control, and operational performance.

These initiatives will result in more effective surveillance with less reliance on outsourced manpower.

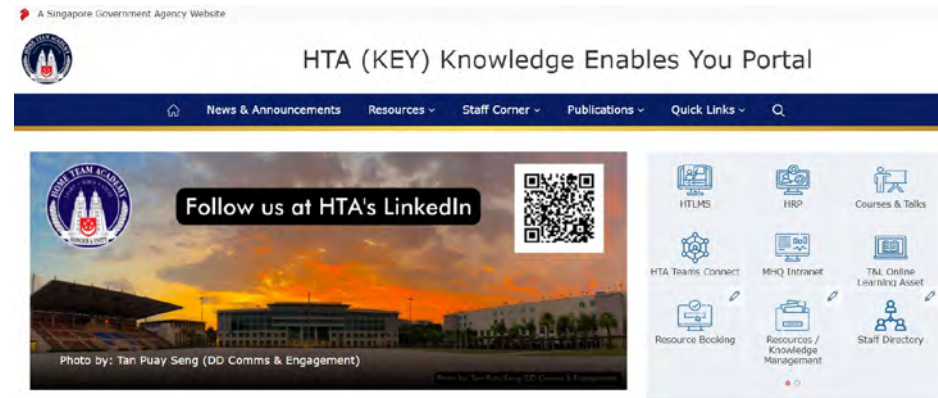
## C. SMART INFRASTRUCTURE

HTA develops systems to support efficiency and to ensure a seamless working experience.

### KEY (Knowledge Enables You) Portal for Home Team Officers

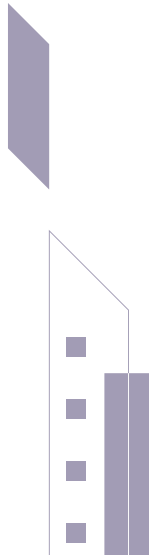
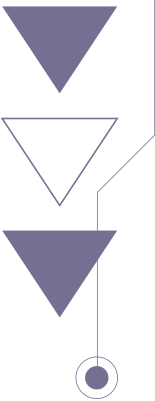
In December 2021, HTA launched our Intranet platform known as KEY (Knowledge Enables You) Portal as a one-stop centre for information storage, content

sharing, communication and collaboration. The KEY Portal enables staff to update knowledge management resources, read the latest HTA-related updates and submit procurement documents, among other features.



### KEY Features

- 1 As part of HTA's digitalisation efforts, it will be integrated into your day-to-day work stream with **e-forms and workflow notifications**.
- 2 Your Centres' current SharePoint pages will be part of the KEY Portal, allowing **organised storage and easy retrieval of information**.
- 3 It serves as a **channel for internal communications to all officers**. No more digging up old news and broadcasts in your inbox!
- 4 It allows HTA and HT officers to **collaborate and socialise** through forums and work groups, with real-time document collaboration.
- 5 It allows **seamless content sharing**, where published information such as SOPs and meeting minutes can be linked.





# STEPPING UP **OUTREACH & ENGAGEMENT**





# STEPPING UP OUTREACH & ENGAGEMENT

HTA's outreach and engagement efforts showcase how the Home Team is well trained and prepared to keep Singapore safe and secure – through leading edge Training and Learning, enabled by innovative training technologies and driven by a strong safety culture. Through our local and international engagement initiatives, HTA is able to access deep expertise and resources, gain privileged insights in international and regional developments in homefront safety and security and demonstrate thought leadership in these areas.

## Joint Virtual Exhibition with HTDs at HTA's E-Workplan Seminar

In view of the continuing COVID-19 situation, HTA's second virtual Workplan Seminar was launched in the form of a digital microsite on 18 June 2021.

The theme for 2021's E-Workplan Seminar was 'Enabling Training & Learning in the New Normal, Enabling a Trusted Home Team'. The microsite highlighted how HTA is making progress towards being a digitally empowered and future-ready Corporate University of the HT by 2025 through our achievements and upcoming workplans.

The microsite also highlighted the significant progress made by the HT Departments in improving their T&L capabilities. These include:

- HTA's plans to advance towards a Smart Campus 2025;
- the Ministry of Home Affairs Training and Competency Development Division (TCD)'s T&L Transformation Plan V2.0;
- the SPF's Home Based Learning for Police Trainees;
- the SCDF's Emergency Responders' Fitness Conditioning and Enhancement Laboratory;
- the ICA's enhancing of their Document Examination Training using Augmented Reality;
- the SPS's Professional Certificate in Correctional Management in Collaboration with the National University of Singapore (NUS);
- the CNB's online flipped classroom; and
- the HTX's TechX initiative.





## Home Team Academy

A Leading Corporate University in Homefront Safety and Security  
Government Administration · Singapore · 2,069 followers



### Launch of HTA's LinkedIn Page

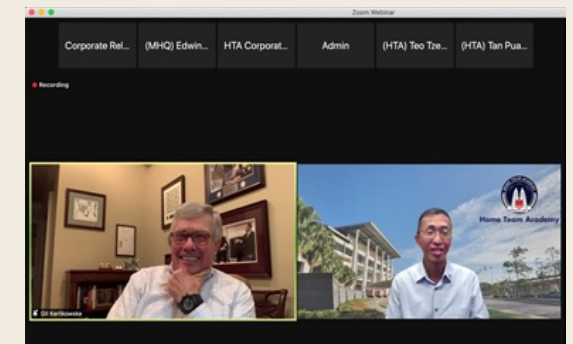
As part of reinforcing our online corporate branding, HTA launched our LinkedIn page in August 2021 as a key milestone to enhance our social media presence and branding.

Follow HTA's LinkedIn page for exclusive insights on HTA's journey as a Leading Corporate University in Homefront Safety and Security including our Training and Learning initiatives to enable transformation in the HT, HTA's key local and global, professional and academic partnerships and features of exemplary HT leaders, trainers and officers.

### Home Team Lecture by Mr. R. Gil Kerlikowske

Mr. R. Gil Kerlikowske, former Commissioner of United States Customs and Border Protection and HTA Advisory Panel member, was invited by HTA to deliver a virtual HT lecture on "The Role of Law Enforcement Training Institutions, Leadership Development and Instructors in the Evolving Security Landscape" on 1 March 2022. The lecture was attended by over 200 HT officers.

Mr Kerlikowske spoke about the need for law enforcement officers across the world to have the relevant soft skills such as communication especially with the evolving security landscape. Key highlights from the lecture included his sharing on the critical need to recognise a partnership between public and government agencies which can help law enforcement actions such as the seizure of drugs or weapons. He also elaborated on how communications with the public, relationship building and engagement are key to helping organisations understand how they can communicate with the people they serve, be it on digital platforms or print.





### Second HTA Advisory Panel Meeting

HTA's Advisory Panel is one of HTA's strategic partnership and outreach initiatives. It enables HTA to establish networks and gain access to deep expertise and external perspectives in the area of training and learning, which HTA taps into to develop our programmes and the capabilities of the HT.

Set up in 2019, the Advisory Panel comprises local and international, professional and academic distinguished members. Chaired by Mr Pang Kin Keong, Permanent Secretary for Home Affairs, the second Advisory Panel meeting was held on 25 January 2022.

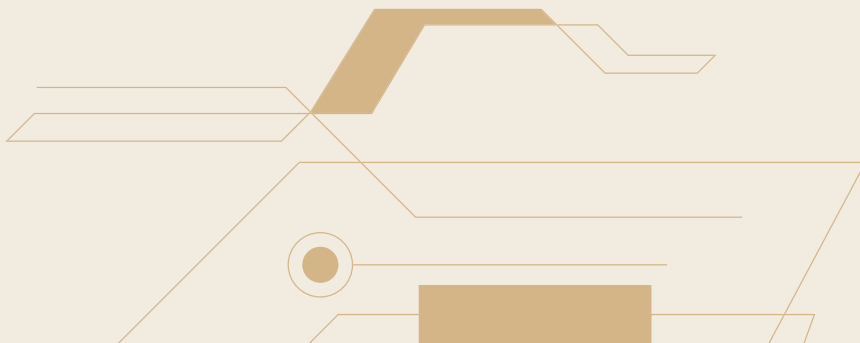
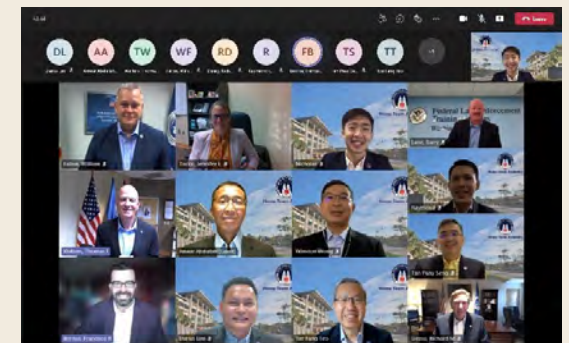
HTA shared our approach to developing our leadership programmes, challenges regarding the future of learning, and how HTA accelerates digitalisation training to meet the next bound of HT Transformation. Substantive discussions followed each presentation, with Advisory Panel members offering their professional insights and suggestions including offering their views on the importance of personalised learning, as well as upskilling HT officers and leaders in Science, Technology, Engineering and Mathematics (STEM) disciplines.



### Virtual Meet and Greet with Mr Thomas J. Walters

On 19 October 2021, Mr Anwar Abdullah, Chief Executive, HTA had a virtual introductory with Mr Thomas J. Walters, Director, Federal Law Enforcement Training Centers (FLETC). HTA has had a Memorandum of Understanding with FLETC since September 2016 to collaborate in areas of training and learning, and leadership development.

The call affirmed the partnership between HTA and FLETC and discussed plans to resume co-developed international programmes in 2023.





# PEOPLE AT THE HEART OF HTA



# PEOPLE AT THE HEART OF HTA

HTA recognises the importance of looking inwards by building HTA's capabilities and culture for further growth and ensuring our workforce is future-ready. Through HTA's HEART of HTA framework, HTA officers proactively 'Learn' and upskill both in terms of professional and personal development, 'Serve' one another to ensure our holistic well-being and an engaged and tight-knit culture and 'Excel' by leveraging technology and giving our best at work with outstanding HTA officers regularly recognised. HTA builds and sustains a team of people who are well-taken care of, engaged, treated as valued partners, respected professionals, and technology-enabled to be future-ready.

## HOLISTIC WELL-BEING

Throughout the year, our HTA officers participated in and benefitted from various activities and initiatives that catered to their holistic well-being.

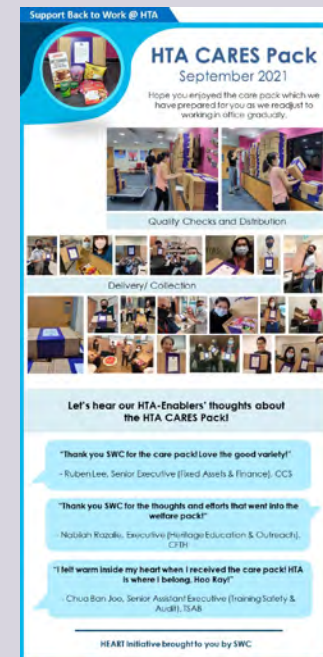
As part of HTA's 15th anniversary celebration, HTA organised a HTA Steps Challenge, encouraging HTA officers to celebrate while keeping fit by running or walking a total of 15, 698, 928 steps. This number commemorates HTA's 15th year as well as HTA's campus postal code.



In collaboration with the Home Team Behavioural Sciences Centre, HTA organised a Mental Well-Being Talk for HTA officers to share tips on how to identify and cope with stress especially during the ongoing pandemic.



As HTA officers gradually resumed working from office, HTA distributed care packs with snacks and supplements to boost HTA officers' immunity and welcome them back to their work stations.

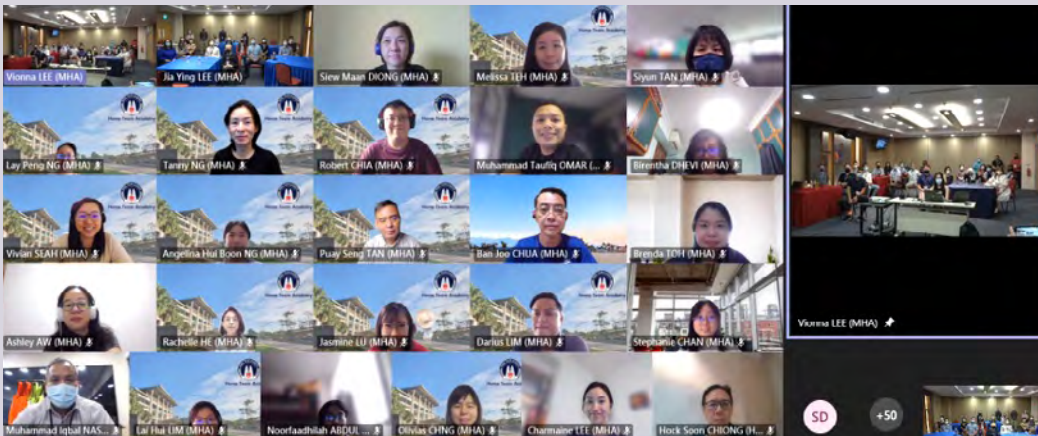




# ENGAGED OFFICERS

We continued to engage our HTA officers through virtual and hybrid platforms such as HTA's staff engagement session, corporate retreat town hall and regular communications broadcasts.

Regardless of modality, HTA officers stayed connected and were kept updated on the latest HTA developments and initiatives.



HTA also continued to keep HTA officers updated on the latest COVID-19 safety measures and regulations to ensure everyone's safety and well-being.

**Our Fight against COVID-19 Continues**

**Updated Safe Management Measures at HTA**

Although Singapore continues having one of the most vaccinated population in the world, we are still expecting to see a surge of Omicron cases before returning to the new normal. We all have our part to play. With each new wave and variant, it is essential that we remember to exercise social responsibility and adhere to safe management measures.

HTA will continue to do our part to practise the safe management measures in line with PSD's guidelines to make our workplace safe for everyone. Any revised guidelines thereafter will be communicated to all staff accordingly.

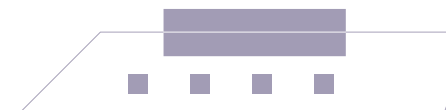
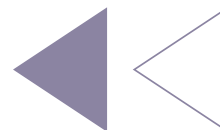
**Safe Management Measures (SMM) at HTA**

**Returning to office**

- Up to 50 percent of fully vaccinated staff can return to the workplace.
- Partially or unvaccinated staff will no longer be allowed back at the workplace from 1 Feb 2022 onwards.
- Social and recreational gatherings at workplaces will continue to be disallowed.
- HTA Gym will be re-opened from 3 Feb 2022. To minimise overcrowding, co-located schools and units have been provided with allocated slots to utilise the facility. Please reach out to your respective unit Safety Management Officers for further details.

**Work Events**

- From 1 Feb 2022, Vaccination-Differentiated Safe Management Measures will be required for all events, regardless of the type of activities and attendees.
- HTA Centres are strongly encouraged to adopt a 'digital first' or hybrid approach to minimise physical contact and group size.
- For static events (meetings, conferences, townhalls, award or promotion ceremonies, lecture-style trainings), all participants are to remain masked and seated or standing with a 1-metre safe distancing with no food and beverage allowed. The overall cap has been raised to 1000 persons per event, segregated into zones of up to 100 persons at each zone. Please refer to the current standing HCEG framework.





# A VALUED PARTNER

Outstanding HTA officers were recognised through various awards. Both teams and individuals received awards for their dedication to bringing their best to work each day.

## National Day Awards 2021

Public Administration Medal (Gold) (Bar)



**Mr Clarence Yeo**

Senior Advisor (Special Duties), Ministry of Home Affairs (Former Chief Executive, HTA)

Commendation Medal



**Ms Hannah Wong**

Deputy Director, Centre for Home Team Foundation Training and Heritage

Efficiency Medal



**Ms Zainab Binte Mohamed Arkam**

Senior Executive (Communication and Engagement), Centre for Planning, Technology and Communications

Long Service Medal



**Mr Winston Wong Sung-En**

Director, Centre for Planning, Technology and Communications and Chief Information Officer, HTA

Long Service Medal



**Ms Kittybond Koo Fei Ting**

Director, Centre for Home Team Foundation Training and Heritage

## Minister for Home Affairs National Day Award 2021



**Ms Ng Lay Peng**

Assistant Director (Cross Cutting Skills), Centre for Home Team Skills and Transformation

## CE's Award 2021

### Individual

Mr Jason Choo  
Mr Ian Koh  
Ms Charmaine Lee

### Team

Ms Tanny Ng, Ms Siti Arfah, Ms Angelina Ng & Ms Lim Lai Hui  
Ms Stephanie Chan, Ms Vivian Seah, Ms Penelope Wang & Mr Karthigan Subramaniam  
Mr Benjamin Goh & Mr Muhammad Iqbal

## CE's Pat-On-The-Back Award 2021

### Individual

Mr Abubakar Siddiq  
Mr Mohamad Hisham  
Mr Muhammad Taufiq  
Mr Rajdeep Singh  
Ms Tan Siew Ghim  
Mr Tew Weicong  
Ms Vionna Lee  
Ms Zainab Binte Mohamed Arkam

### Team

Mr Kelvin Chua, Mr Clement Tan & Mr Calvin Koh  
Ms Jerlyn Tan & Mr Thomas Yeo  
Mr Chia Huang Pin, Mr Clayton Ng & Ms Jasmine Lu  
Ms Shamala D/O Gopalakrishnan & Ms Halitha Banu  
Ms Tay Kai Ying, Ms Seow Jia Ying & Ms Hazel Chan

## Minister for Home Affairs Home Team Achievement Award 2021

Establishment of Home Team Civilian Milestone Programme and Civilian Training School

## Minister for Home Affairs Operational Excellence Award 2021

Home Team Simulation System Satellite Centre at Tanglin Division

# RESPECTED PROFESSIONALS

HTA regularly identified and suggested courses to help HTA officers develop their professional and personal skillsets.

- In FY2021, HTA officers achieved an average of 116.5 hours of training hours per officer.
- In FY2021, HTA also organised a Home Team (HT) Ethos, Values and Ethics, and Staff Work Workshop for 26 new HTA officers. The one-day workshop helped 26 new HTA officers better understand the key principles of good staff work and our HT values and principles.



# TECHNOLOGY-ENABLED WORKFORCE

HTA launched IT tools to facilitate a productive and future-ready workforce.

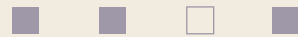
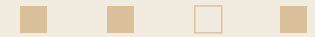
- Starting from September 2021, HTA rolled out SG-Teams, otherwise known as Microsoft Teams, to all HTA officers as part of a larger rollout to Whole-of-Government agencies. SG-Teams allows HTA officers to conduct meetings with external vendors or agencies without having to use a separate internet device. It also has more video conferencing features such as breakout rooms for smaller group discussions, webinars for up to 10,000 participants, and a higher meeting room capacity than Skype.
- As part of this launch, HTA published a series of broadcasts with tips on how HTA officers can leverage SG-Teams for greater productivity, convenience and collaboration with colleagues as part of daily work



- HTA ranked 12th out of 87 Whole-of-Government agencies that took part in the Survey on Public Officer' Satisfaction with Workplace ICT tools and Services for 2021. Within the HT, HTA achieved the second highest satisfaction rating. HTA officers were most satisfied with the support received from the IT helpdesk and HTA's Instant Messaging functions.



# CORPORATE GOVERNANCE AND ACHIEVEMENTS



In FY2021, HTA continued to strive towards organisational excellence, implementation of eco-friendly initiatives and innovative transformation efforts were recognised through a range of awards. In addition, HTA achieved Tier 1 in our HT Key Performance Indicators scorecard. This scorecard was first introduced by the HT in 2015 to systematically measure each HTD's performance in achieving five desired outcomes comprising operational excellence, operational preparedness, operational capabilities for the future, strong community partnerships and a high performing HT. Tier 1 is the highest tier to be achieved.

## Tripartite Alliance Award 2021

IHTA was awarded the Tripartite Alliance Award (TA Award) 2021 for the categories of 'Work-Life Excellence' and 'Fair and Progressive Employment Practices'.

The TA Award is endorsed by the Tripartite Alliance for Fair and Progressive Employment Practices which comprises the Ministry of Manpower, NTUC and the Singapore National Employers Federation. It celebrates organisations that excel in building fair and progressive workplaces and keep employees at the heart of their progress.

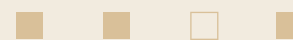
As the Corporate University of the HT, people development is part of HTA's core work. The TA Award benchmarks and validates HTA's commitment to people excellence.



## Employee Experience Awards 2021

As part of HTA's efforts to benchmark and validate our continuous improvement efforts and to enhance our corporate branding, HTA applied for the inaugural Employee Experience Awards (EXA) 2021 organised by Human Resources Online. EXA rewards top-notch Human Resources teams with business stories that inspire, educate and move the dial on employee experience.

At the virtual award ceremony held on 18 June 2021, HTA won the Silver Award for Best In-House Learning Academy and Bronze Awards for Best Holistic Leadership Development Strategy, and Best Work-Life Harmony Strategy.





### International Organisation for Standardisation (ISO) ISO 45001 Certification for Management of Training Safety and Facilities

HTA is committed to ensuring a safe and healthy workplace for all officers who work and train at HTA's campus. HTA successfully attained our ISO 45001 certification, an international standard for occupational health and safety, in February 2020. As part of the ISO 45001 certification, HTA has to undergo annual surveillance audits until the next recertification in 2023. In FY2021, HTA successfully completed our ISO 45001 surveillance audit in January 2022. These efforts will continue to validate the robustness of HTA's training safety system. House Learning Academy and Bronze Awards for Best Holistic Leadership Development Strategy, and Best Work-Life Harmony Strategy.



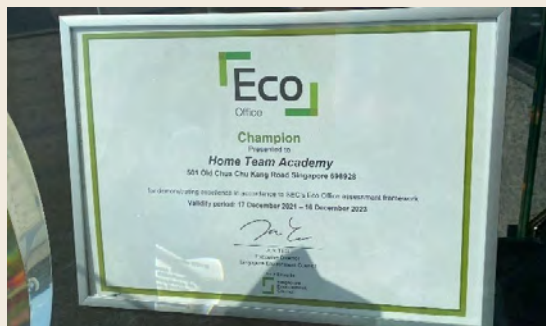
### Inaugural HTA Safety Week

To reinforce the importance of training safety, HTA also organised the first ever HTA Safety Week which took place from 11 to 15 October 2021 and will continue to be held once every four years.

The week-long event was organised by HTA's Training Safety and Audit Branch as part of HTA's efforts to engender a strong training safety culture in the HT, and to reiterate that everyone plays a part in making HTA a safe place to learn and train.

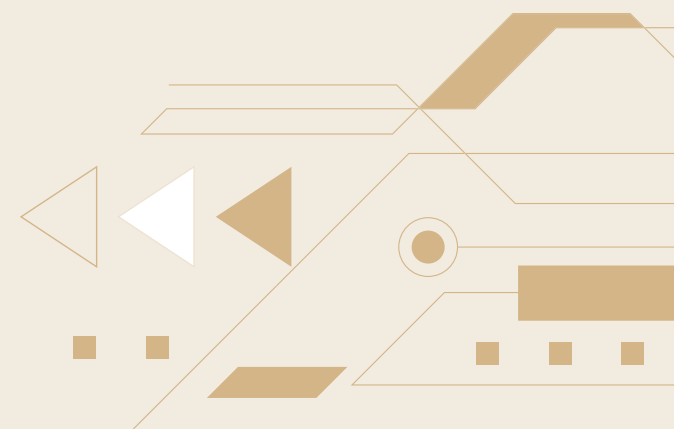
Throughout the week, HTA engaged the HT Training and Learning community through safety broadcasts, a

Safety Quiz, workshops and unveiling of new training safety banners. HTA Safety Week also included virtual workshops that covered topics including general injury management, bodyweight and power band exercises as well as the use of exercise balls and aerobic step boards for core work and high intensity cardio.



### HTA's Environmental Sustainability Efforts

HTA received the Champion Award in the Eco-Office certification by the Singapore Environment Council. HTA's eco-friendly initiatives include replacing the fluorescent lights throughout our campus with energy-efficient LED lights, which have a longer lifespan and consume less energy with the same amount of brightness. HTA also replaced our chillers with energy-efficient ones that have brought about annual cost savings of about \$300,000.





# SPECIAL FEATURE: HTA'S VIRTUAL REALITY PROOF-OF-CONCEPT

## Leveraging Virtual Reality for Soft Skills Training for the First Time in the Home Team

As HTA embraced the endemic stage of the COVID-19 pandemic, innovation and digitalisation continues to be a key part of HTA's T&L journey. In the spirit of thinking out of the box and literally looking through a different lens, HTA spearheaded the use of Virtual Reality (VR) technology in the development of HT trainers' soft skills. Previously, the HT had only used VR to facilitate the training of hard tactical skills such as handling firearms, riot control and crime scene investigation.

The virtual environment allows HT trainers to make different choices based on various classroom-based scenarios, thereby creating an immersive learning experience to better preparing them for the actual conduct of classroom training, without incurring real world consequences.

HTA conceptualised 4 VR scenarios by drawing upon key lessons from HTA's Upgrading Professionally – through Specialist Certificate in Adult Learning and Education (UP-SCALE) programme for HT trainers as

well as competencies articulated by the HT Trainers' Competency Development Roadmap (TCDR) developed by HTA. These developed scenarios focused on assessing and reinforce HT trainers' instructional competencies and classroom management skills.

To validate the suitability and effectiveness of the VR POC, HTA conducted 20 VR POC trial sessions between October 2021 and March 2022. Over the six-month period, a total of 113 HT trainers were invited to experience the VR POC at the Collaborative Learning Space prototype classroom.

To provide a holistic learning experience, participants are also invited to an After Action Review (AAR) at the end of each VR POC session. These AARs were facilitated by HTA's Centre for Learning Systems and Principal / Master HT trainers. During which, participants are encouraged to reflect on the decisions made during the VR scenarios, share personal experience and best practices used in their respective training areas.



▲ Concurrent VR POC sessions conducted in HTA's Smart Integrated Classroom

▼ An ongoing After Action Review session



▲ Concurrent VR POC sessions conducted in HTA's Smart Integrated Classroom



The use of VR technology is an emerging trend in professional development, where it is used to develop and reinforce learners' skills and competencies. Through the VR POC, HT trainers can make decisions under four different classroom-based scenarios:

### Scenario #1

#### Classroom Management

Trainers are expected to identify factors that could enable or hinder training and learning in a Face-to-Face classroom setting

### Scenario #2

#### Suitable Pedagogies

Trainers select suitable pedagogical methods to implement based on the virtual classroom situation as depicted

### Scenario #3

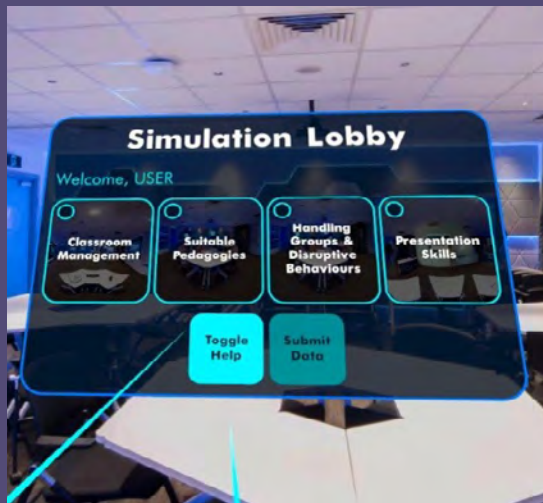
#### Handling Groups & Disruptive Behaviours

Trainers practice managing group discussion dynamics and disruptive learners' behaviorsituation as depicted

### Scenario #4

#### Presentation Skills

Trainers analyse the virtual learner's performance and provide feedback for potential areas of improvement



More than 90 percent of the HT trainers who completed the VR scenarios agreed that the VR experience was positive and can help them when they conduct training in their respective areas, including the teaching of soft skills such as attending to distress calls, and how to communicate and interact with members of the public.

As technology progresses alongside changing learner profiles, HTA will continue to explore how VR technology and other innovative learning technologies can be further incorporated into HTA's trainer development programmes.



▲ Mr K Shanmugam, Minister for Home Affairs and Minister for Law, observing a demonstration of the VR POC during his visit to HTA on 25 March 2022



▲ Mr Anwar Abdullah, Chief Executive, Home Team Academy, trying the VR POC first-hand

## What is the Home Team Trainers' Competency Development (HT TCDR) Roadmap?

The HT TCDR articulates a systematic pathway to guide HT trainers in deepening competencies and developing professionally. In the new normal, there is an accelerated need for HT trainers to adopt up-to-date instructional strategies to engage learners, build connections and nurture digital learning. To continually meet this evolving need, HT trainers will need new competencies, tools, and resources to facilitate digital learning effectively. HTA will continue to review HT trainers' competencies, particularly in digital learning delivery.

## What is the Upgrading Professionally – through Specialist Certificate in Adult Learning and Education (UP-SCALE) programme?

The UP-SCALE course encourages HT trainers to leverage technology by creating multimedia content such as instructional videos and e-learning packages, and online assessment tools such as real-time quizzes. HTA had worked with the Institute for Adult Learning to obtain recognition for the UP-SCALE certificate. Graduates from the course enjoys credit exemptions and can attain the nationally-recognised WSQ Advanced Certificate in Adult Learning and Performance (WSQ ACLP) by completing two out of six modules (WSQ ACLP Modules 2 and 5). This provides a development pathway for HT trainers to upgrade their competencies and qualifications that is recognised by the training and adult education sector.





# FEEDBACK FROM HT TRAINERS

VR and Augmented Reality are becoming increasingly ubiquitous in training and learning. The scope to using VR in training is limitless when we are imaginative enough. This VR POC came at the right time as we transit to a hybrid learning environment. Thank you to the Centre for Learning Systems, Home Team Academy for organising the sharing session.



**ASP Ng Yafang  
Sophia**

Principal Trainer, Trainers Branch,  
Training Command, Immigration &  
Checkpoints Authority

**MAJ Khairudin Osman**

Course Commander, Leadership  
Development Centre,  
Civil Defence Academy  
Singapore Civil Defence  
Force



One key takeaway from my experience leveraging VR was that VR increases training efficiency, where learners learn by completing specific tasks and solving real problems. Through such tools, learners are more involved, better prepared and develop new skills faster. The use of VR can also reduce downtime, injuries and time spent in training for learners or even trainers and instructors.

Having attended a couple of POCs, this initiative excites me the most. Participants get to experience learning in an interactive and fun environment to embrace the learning values while trainers leverage technology without needing to repeat a particular scenario. I hope to see the VR concept expand to other areas of training.



**SI Muhammad  
Syahir Bin  
Ahamadi,**

Training Officer, Divisional Training  
Branch, Central Division, Singapore  
Police Force

# THE VIRTUAL REALITY PROOF-OF-CONCEPT IN NUMBERS

Duration of  
trial period

**6** months  
(October 2021 –  
March 2022)

Number of  
VR scenarios

**4**

**97%**

of HT trainers gave  
a positive rating on  
whether they  
**enjoyed the VR**  
session

Number of HT  
trainers who have  
used the VR POC

**133**

**91%**

of HT trainers felt that  
VR technology is useful  
for **Training &**  
**Learning purposes**

SPECIAL  
FEATURE

■ **46**

■ ▲

■ ▲

■ ▲





# ALMANAC

## HOME TEAM TRAINING EXCELLENCE AWARD WINNERS

### Home Team Trainer of the Year (Full-Time)

Ng Yafang Sophia, Immigration & Checkpoints Authority

### Home Team Trainer of the Year (Adjunct)

Hu Weiyang, Ministry of Home Affairs

### Home Team Training United of the Year

Training Command / Trainers' Branch, Immigration & Checkpoints Authority

#### Team Members

Hong Pek Kuan  
Lawrence Seah  
Choong Teck Heng  
Edwin Neo Boon Wee  
Ng Li Ching  
Ng Yafang Sophia  
Toh Wen Jin  
Seah Boon Kiat  
Sharifah Binte Mohd Hermanto

## HOME TEAM TRAINING EXCELLENCE AWARD WINNERS (SPECIAL COMMENDATION)

### Home Team Trainer of the Year - Special Commendation Award (Full-Time)

Wai Fook Choy, Singapore Prison Service

### Home Team Trainer of the Year - Special Commendation Award (Adjunct)

Jennifer Tay, Singapore Police Force  
Heng Wei Chen, Immigration & Checkpoints Authority

## HOME TEAM TRAINING UNIT OF THE YEAR (SPECIAL COMMENDATION)

Specialist Training Centre – Urban Search and Rescue Branch

Civil Defence Academy, Singapore Civil Defence Force

#### Team Members

Lee Kian Fatt  
George Leem Tow Shen  
Harry Choo Keng Juay  
Muhammad Faizal Bin Mansa  
Lim Han Kwang  
Ricominoroy Bin Pornamah  
Mohammad Zaki Bin As'at  
Veeramani Prelathan

Psychology Unit – Central Narcotics Bureau

#### Team Members

Salina Binte Samion  
Seah Wang Ling  
Teo Kah Shun  
Yong Kaiqi

## HOME TEAM TRAINING EXCELLENCE AWARD WINNERS (MERIT)

### Home Team Trainer of the Year – Merit Award

Sarfoji Radah, Singapore Police Force  
Nasiruddin Ghaffor, Singapore Civil Defence Force

### Home Team Trainer of the Year (Adjunct)

Cheong Yew Dong, Singapore Civil Defence Force  
Muhammad Faizal Bin Baharin, Central Narcotics Bureau

## HOME TEAM TRAINING UNIT OF THE YEAR (MERIT)

Training Unit, Ministry of Home Affairs

#### Team Members

Hu Weiyang  
Amy Siew Sok Cheng  
Teo Eik Ruey

Singapore Prison Training Institute, Singapore Prison Service

#### Team Members

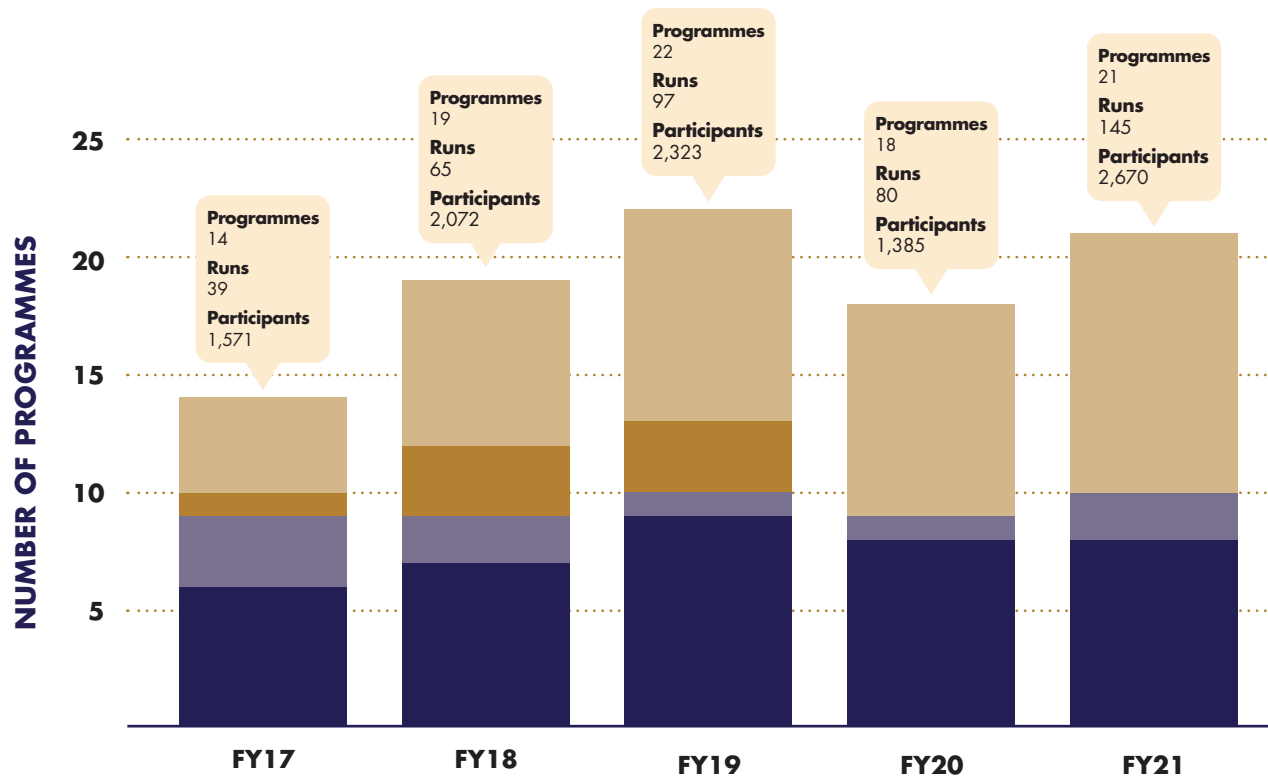
Claire Koo Qihui  
Seri Zawani Mohamed Zakariah  
Andy Tan Soon Peng

Airport Police Division Training Branch, Singapore Police Force

Choi Hong Hwa  
Muhd Rizdwan Bin Rosman  
Huang Huiwen  
David Lye Siew Kit  
Muhd Hardi Bin Hashim  
Norfaais Zin

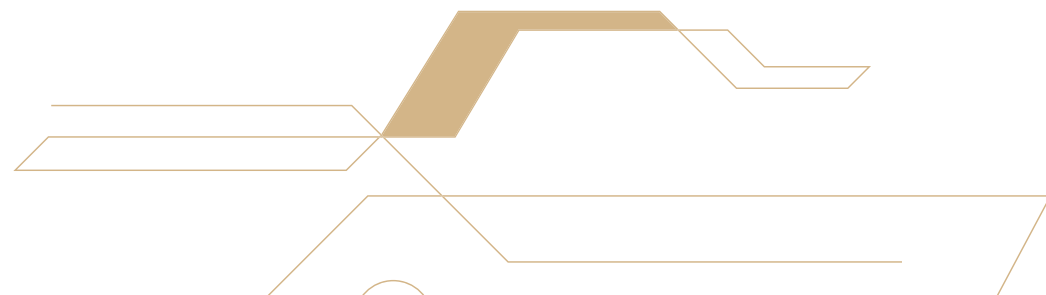
# COURSES AND SEMINARS

Due to ongoing COVID-19 restrictions in FY2021, HTA was not able to conduct our international programmes. However, FY2021 still saw a significant increase in locally held programme runs to make up for FY2020 that saw fewer course runs due to the COVID-19 pandemic. The significant increase in programme runs enabled HTA to extend our course offerings to a greater number of course participants.



COURSES AND SEMINARS

■ 48



## HTA COURSES AND SEMINARS IN FY2021



Programme	No of Run(s)
<b>LEADERSHIP PROGRAMMES</b>	
Civilian Milestone Programme – Step Beyond	2
Civilian Milestone Programme – Step Up	5
Home Team Advanced Leadership Programme	3
Home Team Leadership Programme	4
Home Team Leaders-in-Development Programme	1
Home Team Lecture	1
Home Team Senior Command & Staff Course	2
Phoenix Programme 2021	1

Programme	No of Run(s)
<b>HOME TEAM SKILLS PROGRAMMES</b>	
Basic Data Analytics	15
Civilian Milestone Programme – Step In	6
CSO Foundation Course	2
Curriculum Design and Development Programme	2
Data Analytics - Basic Principles and Applications Course	24
Facilitator-in-Training	53
Home Team Foundation Course	6
Home Team Simulation System Instructor Course	2
Home Team Simulation System Operator Course	2
The Design Thinking Toolbox	10
Upgrading Professionally – Through Specialist Certificate in Adult Learning and Education	2

<b>WHOLE-OF-GOVERNMENT PROGRAMMES</b>	
Introduction to Crisis Management Course	1
Leaders in Enforcement Management Programme	1

COURSES  
AND  
SEMINARS

■ 49







**HOME TEAM ACADEMY**

501 OLD CHOA CHU KANG ROAD  
SINGAPORE 698928  
[WWW.MHA.GOV.SG](http://WWW.MHA.GOV.SG)