

HOME TEAM ACADEMY



A LEADING CORPORATE UNIVERSITY IN HOMEFRONT SAFETY & SECURITY



**ANNUAL REPORT**  
2020/2021

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*Some of the photographs in this report were taken before the implementation of safe management measures due to the COVID-19 pandemic.*



# CHIEF EXECUTIVE'S FOREWORD

When reflecting on the extraordinary circumstances of our past year, it is almost a reflex to consider the ongoing COVID-19 pandemic and our 'new normal' as the key themes of the year. However, it is during these times that 'Trust', a key component of the Home Team (HT)'s Vision, has resonated even more deeply for the Home Team Academy (HTA). The trust and partnership of all our stakeholders in HTA's ability to contribute to government efforts in combating COVID-19 while delivering good and effective training and learning have been crucial in enabling HTA's success in FY2020.

## Continuing to Learn, Serve and Excel in the 'New Normal'

COVID-19 may have brought unprecedented public health risks, social and economic challenges but along with these challenges came the opportunities for HTA to embody our core values of 'Learn', 'Serve' and 'Excel' in new ways. We were one of the first government agencies to operate a Government Quarantine Facility, housing for relocated migrant workers, and a Dormitory Isolation Facility concurrently at our dormitories until July 2020. Many of our HTA officers, both uniformed and civilian, stepped up to serve as Watch Commanders and members of the Watch Team. They personally looked out for the welfare of Persons-Under-Quarantine (PUQs) housed at HTA and worked round the clock to ensure the safety and security of everyone on campus. Our efforts were positively publicised in the local news and we are heartened by the confidence that has been continually placed in our capabilities to rise to challenges. In May 2021, HTA was activated again to standby to serve as a Government Quarantine Facility and in July 2021, we resumed similar operations to house PUQs at one of our dormitories.

The pandemic situation has also changed the way Training and Learning (T&L) is conducted globally. T&L in the 'new normal' meant speedy adoption of digital and virtual tools and conversion of our in-person courses into either fully virtual or blended learning programmes. Our quick response in pivoting our training modalities has enabled HT officers, trainers and leaders to continue to upskill safely and effectively. In turn, we have continued to build HTA's credibility in always prioritising our mission to ensure effective T&L that adds value to developing future-ready HT officers who are well-trained to keep Singapore safe and secure.

## Teamwork Builds Trust, Trust Enables Teamwork

Challenging times call for us to work as a team and tap on one another's strengths, experience and expertise. Effective partnerships require a strong foundation. To stay ahead of the accelerated implementation pace and scale of digital learning that COVID-19 has brought about, HTA will continue to tap on our strong tripartite partnership with the Home Team Departments (HTDs) and HT officers. We developed the HT Training Curriculum Masterplan to level up and boost curriculum design standards across the HT. We set up the HT Civilian Training School to ensure more systematic and customised training to meet the needs of civilian officers across HTDs. We will also continue to drive leadership development across the HT to ensure that our HT leaders remain ready and equipped to rise above existing and new challenges.

In spite of the pandemic, we continued to work closely with our academic and industry partners to develop inaugural T&L programmes and initiatives. These 'firsts' required a strong sense of understanding and cooperation between HTA and its stakeholders, empowerment of officers to take calculated risks and a willingness by partners to share openly. In partnership with the Civil Service College (CSC), HTA launched the inaugural Leaders in Enforcement





“  
Moving forward,  
I have every  
confidence that  
HTA will continue to  
innovate and succeed  
in the ‘new normal’  
and beyond.”

**Mr Clarence Yeo**  
Chief Executive,  
Home Team Academy

Management Programme for 30 Public Service leaders from 22 public sector agencies to share insights on how to collaborate in an evolving enforcement landscape. HTA also continued to nurture our partnerships through hosting several learning journeys while adhering to safe management measures, organising our first webinar with an international partner, and working with the HTDs to feature the best and latest of HT T&L at HTA's first E-Workplan Seminar launched in June 2020. As a highlight of the trust that our partners placed in HTA, we received CSC's Institutional Partner Award. It recognised our joint efforts with CSC on the non-HT Enforcement Programmes Review Committee, and in delivering innovative, inspiring and impactful training programmes for the Singapore Public Service.

Over the past three years since the Home Team Simulation Centre (HTSC) was launched, HTA has become a trusted leader in simulation training. Riding on the success of HTA's Home Team Simulation System (HTS2), HTA partnered the Singapore Police Force (SPF) to trial a HTS2 satellite centre at Tanglin Police Division from April 2021. The satellite centre enhances the HT's simulation training capabilities and will allow SPF, and subsequently other HTDs, to conduct smaller-scale independent simulation exercises or joint exercises with other units training at HTA's HTSC. Along with our other technology and digitalisation initiatives, this is part of our Technology and Digitalisation (TED@HTA) Masterplan to deliver seamless campus experiences and effective learning outcomes.

## Trust and Success Go Hand in Hand

Of course, the trust and confidence of our people gained through HTA's positive track record over the years are indispensable. HTA would not have made good progress in our transformation journey without the belief and hard work of our people, the family of HTA-Enablers. Our dedication to meeting our objectives and targets saw HTA achieving Tier 1, the highest tier for a HTD's corporate scorecard, for the fifth consecutive year. It is our HTA-Enablers' belief in our Vision and Mission that will bring HTA to greater heights year after year.

Testament to our strong teamwork and tight-knit culture, HTA emerged as winners of the Silver Award for Excellence in Business Transformation and the Bronze Award for Excellence in Workplace Culture at the Singapore HR Excellence Awards 2020. HTA stayed the course and remained committed to people development in the HT as well as workplace safety, flexibility and productivity. These efforts became even more challenging but crucial, given the tumultuous circumstances that the world has been operating in. For these efforts, we were also awarded the Silver Award for the Best In-House Learning Academy plus Bronze Awards for the Best Holistic Leadership Development Strategy, and, Best Work-Life Harmony Strategy at the inaugural Employee Experience Awards 2021 in June 2021.

It has been an honour and privilege for me to lead HTA's transformation efforts during the past 3 years. Moving forward, I have every confidence that HTA will continue to innovate and succeed in the 'new normal' and beyond. I know that the HTA-Family has the passion and resilience to stay true to our Vision and Mission. I urge everyone reading this year's Annual Report to continue placing your trust in HTA and being our valued partner in HTA's journey towards our Vision to be a Leading Corporate University in Homefront Safety and Security. Thank you and best wishes.

*Mr Clarence Yeo was HTA's Chief Executive from 17 September 2018 to 31 July 2021.*





# PASSING THE TORCH

“

“I look forward to working with the dedicated team of HTA officers in developing a world-class training and learning facility, leveraging technology as a multiplier, with strong emphasis on a culture of safety and people development.

With greater collaboration, we can reap the benefits of synergies with partners to make the Academy an exciting place for training and learning.”

**Mr Anwar Abdullah**

Chief Executive  
Home Team Academy

*The Home Team Academy welcomed its new Chief Executive, Mr Anwar Abdullah on 1 August 2021.*



# HOME TEAM ACADEMY

HTA strives for excellence to ensure that HT officers are well-trained and equipped with the necessary knowledge and skillsets to tackle current and future challenges to keep Singapore safe and secure.

As the HT transforms to tackle the recurring and new challenges in the face of a high-security environment with evolving threats, training is an essential enabler to meet these challenges and complexities. HTA being the Corporate University of the HT, plays a crucial role in the HT training ecosystem. HTA partners leading local and foreign Training and Learning (T&L) institutions and experts, to develop and deliver quality programmes. It collaborates very closely with the rest of the Home Team Departments (HTDs) to co-develop and implement T&L initiatives, and adds value to the HT's people development.

HTA empowers learning, optimises performance, unleashes the potential of HT officers and our stakeholders, and strives to be known for its organisational excellence, future-readiness and global leadership.

“

The past year has provided the opportunity for the Home Team to rethink our traditional notions of training and learning, and how we can continue to deliver effective training in the new normal. Effective training is one of the key enablers for mission success. I am confident HTA is well-placed to meet the current and future training needs of the Home Team as it readily embraces technology to enable safe, realistic and learner-centric training. With its agility and capabilities to adapt and continuously strengthen the Home Team's training and learning ecosystem, HTA is on track to be a leading corporate university in homefront safety and security.”

**Mrs Josephine Teo**

Minister for Communications and Information and Second Minister for Home Affairs, at HTA's E-Workplan Seminar 2021



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-Enablers do to transform the training and learning ecosystem in the HT.

## VISION

A Leading Corporate University  
in Homefront Safety & Security

# THE CORE OF HTA

OUR VISION, MISSION,  
VALUES AND BRAND

## BRAND

A Leading Corporate University  
in Homefront Safety & Security

## MISSION

Corporate University  
of the Home Team –  
Empowering Learning & Growth.  
Enabling a United & Successful  
Home Team.

## CORE VALUES

Learn  
Serve  
Excel  
(With Honour & Unity)





## HTA-ENABLER

Being an 'HTA-Enabler' is a form of shared identity for HTA officers, all of whom enable HTA to achieve mission success through adding value as unique individuals and collectively as a team of HTA-Enablers.

Individually, HTA officers aim to add value by helping their colleagues. As a work unit, they strive to add value across HTA. Collectively as an organisation, HTA aspires to add value to the HT and Singapore.



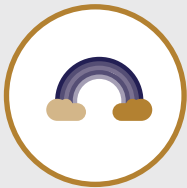
We have one another's backs



We turn challenges into opportunities



We value-add to one another as unique individuals



We play our part and work as a team

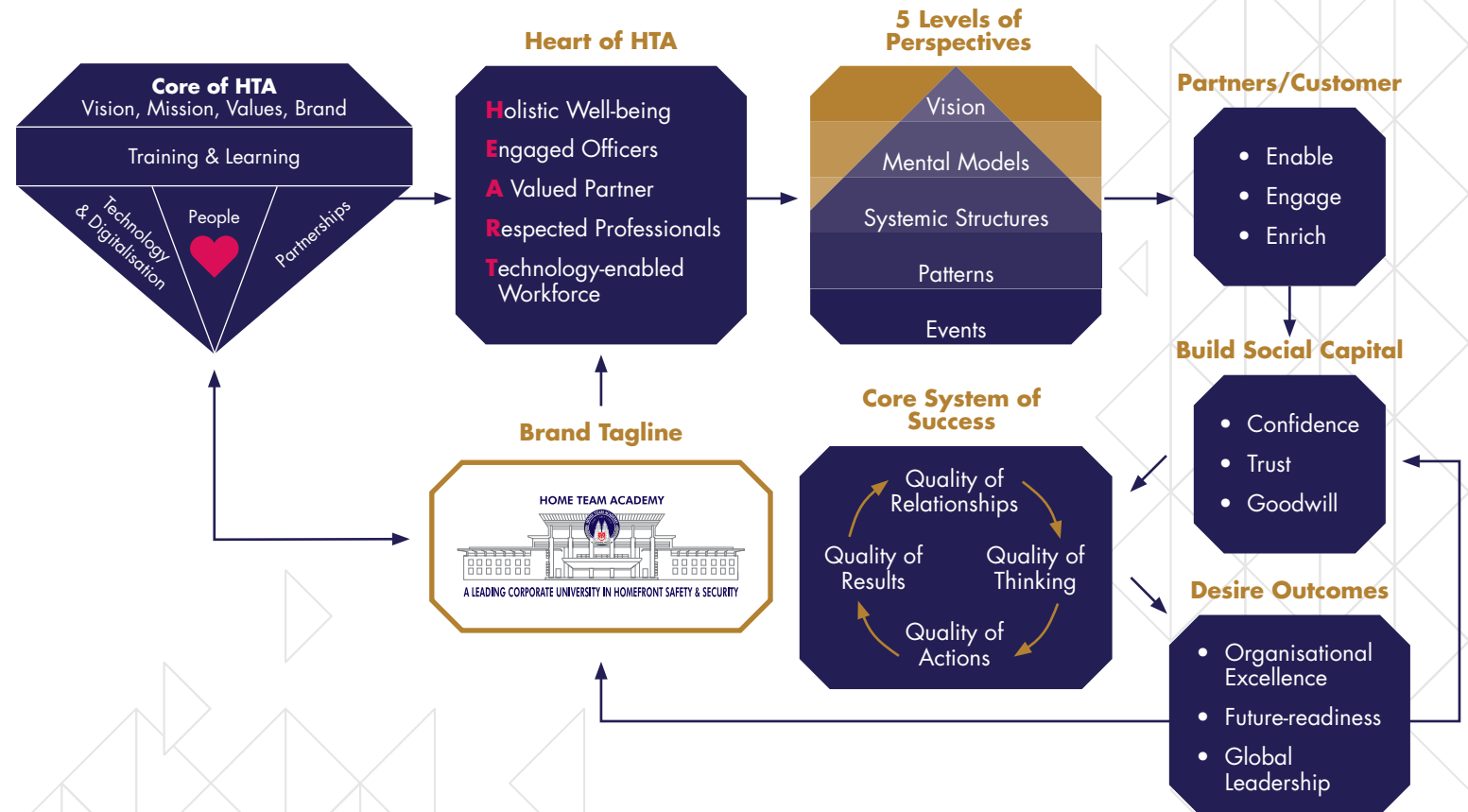
## HTA'S SOCIAL CAPITAL FRAMEWORK

### Building Quality Relationships is Key to HTA

HTA builds quality relationships through its Social Capital Framework.

HTA proactively reaches out to local and overseas partners to strengthen partnerships, build networks and explore collaborations. These external partnerships, together with partnerships within the HT, help to strengthen HTA.

Through these engagement efforts, we aim to showcase HTA's brand and inspire confidence in our capabilities and programmes, and move HTA closer towards our Vision of being a 'Leading Corporate University in Homefront Safety and Security'.

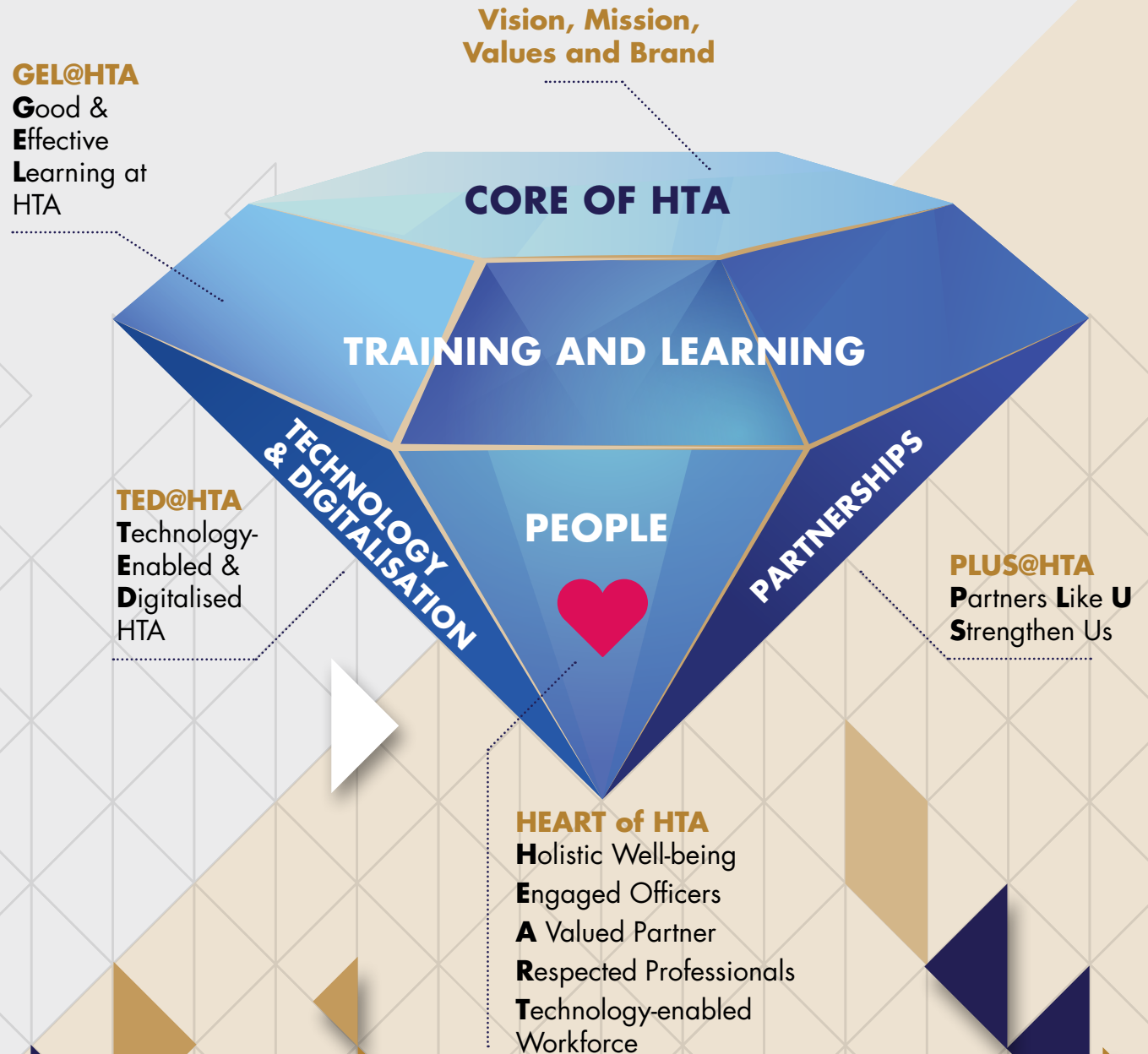


# ORGANISATIONAL DIRECTIONS

HTA's transformation is guided purposefully by 4 key strategic thrusts: Training and Learning; Technology and Digitalisation; People; and Partnerships.

HTA's core businesses are in providing good and effective learning (GEL@HTA). This includes not only ensuring that the programmes we deliver meet our programme participants' learning needs, but also that they learn and train in a safe and conducive environment that facilitates optimal learning. We provide GEL@HTA through the use of technology to create a digitalised HTA, revolutionising the way we teach and learn at HTA. We ensure that our people at HTA are developed with their welfare taken care of holistically, engaged frequently, treated as valued partners and respected as professionals who are technology-enabled to be future-ready.

These organisational thrusts, are geared towards the achievement of HTA's vision, and drive HTA towards our desired outcomes of organisational excellence, future-readiness and global leadership. They are also aligned with the directions of the HT Transformation 2025 effort, which in turn supports the wider Public Sector Transformation.



# 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.



**Mr Pang Kin Keong**  
Chairman

Permanent Secretary  
Ministry of Home Affairs



**Mr Gil Kerlikowske**

Professor of Practice  
School of Criminal  
Justice and Criminology  
Northeastern University



**Professor Ilian Mihov**

Dean  
INSEAD



**Mr Richard Magnus**

Chairman  
Public Transport Council



**Professor Cheong  
Hee Kiat**

President  
Singapore University of  
Social Sciences



**Mr Khoo Boon Hui**

Board Member  
Certis

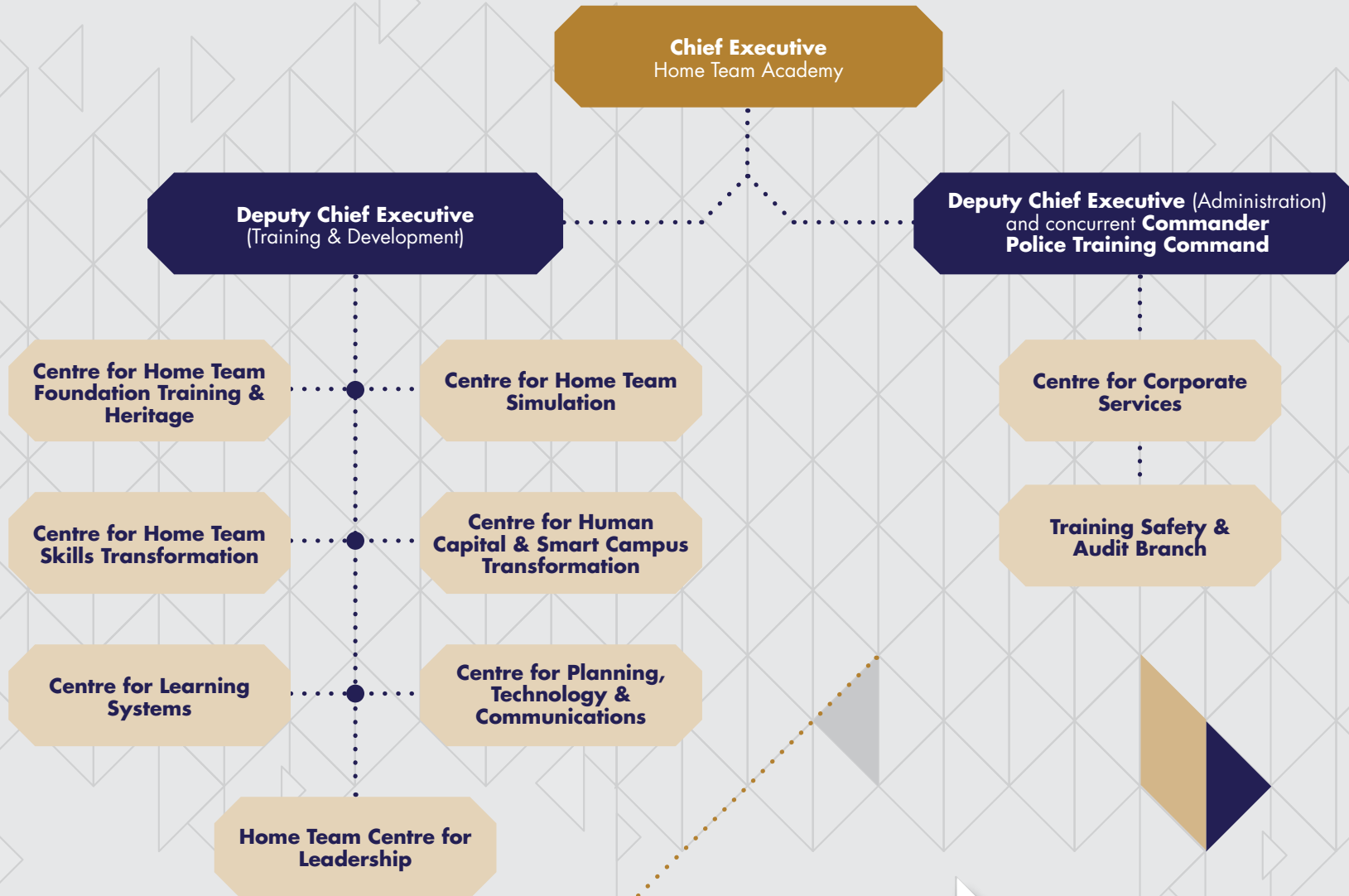


**Ms Ong Toon Hui**

Dean and CEO  
Civil Service College &  
Deputy Secretary (Leadership)  
Public Service Division  
Prime Minister's Office



# ORGANISATION STRUCTURE



# LEADERSHIP GROUP



**Mr Teo Tze Fang**  
Deputy Chief Executive  
(Training & Development)



**Mr Clarence Yeo**  
Chief Executive (till 31 July 2021)



**Mr Anwar Abdullah**  
Chief Executive (As of 1 August 2021)



**Mr David Scott Arul**  
Deputy Chief Executive  
(Administration)  
and concurrent Commander  
Police Training Command



# LEADERSHIP GROUP



## Back Row

**Ms Tanny Ng**  
Director  
Centre for Home  
Team Skills  
Transformation

**Mr Lin Zhiyong Brian**  
Director  
Centre for Learning Systems

**Mr Poon Ngee**  
Director  
Centre for Home Team  
Simulation

**Mr Lee Chee Chien**  
Deputy Director  
Training Safety &  
Audit Branch

## Front Row

**Mr Raymond Chong**  
Director  
Home Team Centre  
for Leadership

**Ms Tay Lu Ling**  
Director  
Centre for  
Corporate Services

**Mr Wong Sung-En Winston**  
Director  
Centre for Planning, Technology  
& Communications

**Ms Jasmine Bok**  
Director  
Centre for Human  
Capital & Smart  
Campus Transformation

**Ms Kittybond Koo**  
Director  
Centre for Home  
Team Foundation  
Training & Heritage



# YEAR-IN-REVIEW



## Triple Operations in Support of the National Effort to Deal with the COVID-19 Crisis in Singapore

- One of the first government agencies to operate a Government Quarantine Facility, an alternative housing for relocated migrant workers, and a Dormitory Isolation Facility
- Operations lasted from January – July 2020



## Set-up of the Home Team Civilian Training School

- The school was set up to provide holistic and structured development programmes for HT civilian officers

## Home Team Training Curriculum Masterplan

- The Masterplan was developed to guide and enhance the standards of curriculum design for training programmes across the HT

## Conversion of HTA's Courses to Blended Platforms

- Courses for HT trainers and officers were converted to blended or fully virtual platforms

## School of Humanities & Behavioural Sciences

### Public Safety and Security

“Safety and security is a concern for all. From terror attacks to industrial espionage and politically motivated cyber-attacks, the world is experiencing multiple security threats that are complex and hard to detect and defend. Recognising these challenges, governments and businesses agree that they need highly trained professionals to deliver effective security outcomes. This undergraduate degree programme aims to meet this demand and professionalise the emerging field of public safety and security.”

This four-year direct honours degree provides not only theoretical knowledge but also training in intervention strategies in the area of policing, emergency management, investigation, rehabilitation, crime reduction and prevention. The courses are designed with a balance of theory and practice, and with emphasis on the development of management, communication and critical thinking skills.

Upon successful completion of this programme, graduates can look forward to a wide range of meaningful careers in the government, business and social services sectors.



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

- The programme was developed by SUSS and supported by MHA

## Revamp of HTA's Leadership Courses to Blended Platforms

- The Home Team Senior Command and Staff Course and the Phoenix Programme were converted to blended programmes' of face-to-face and virtual platforms for the first time in September and October respectively

2020

APRIL

MAY

JUNE

JULY

AUGUST

SEPTEMBER

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**Tier 1 for Corporate Scorecard for fifth consecutive time for FY2020**



### Home Team Innovation Award

- For HTA's Wet Bulb Globe Temperature (WBGT) panel display project
- HTA worked with the National Environment Agency to develop the WBGT panel which is the first in the HT



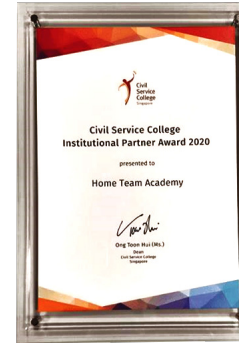
### Singapore HR Excellence Awards 2020

- HTA won the Silver Award for Excellence in Business Transformation and Bronze Award for Excellence in Workplace Culture
- HTA was shortlisted as a finalist for Excellence in Leadership Development and Excellence in Workplace Wellbeing



### Installation of Integration and Automation of Facial Recognition, Access and Safe Temperature Logging System

- Developed by HTX (HT Science and Technology Agency), and deployed by HTA to support a breeze-through safe entry for staff and visitors to HTA



### Civil Service College (CSC) Institutional Partner Award

- In recognition of our strong partnership with CSC in training and developing officers for a first-class Public Service



### Home Team Lecture by Distinguished Visiting Fellow Professor Uriel Reichman, Founder and President, Interdisciplinary Centre Herzliya, Israel

- HTA's inaugural virtual webinar



### Inaugural CSC-HTA Leaders in Enforcement Management Programme for Government Officers

- Jointly curated by the CSC and HTA for Group Directors, Senior Directors, Directors and Deputy Directors working in enforcement and regulatory functions in various ministries





# FOR LEADERSHIP CENTRE

**GOOD AND  
EFFECTIVE  
LEARNING @  
HTA (GEL@HTA)**





# GOOD AND EFFECTIVE LEARNING @ HTA (GEL@HTA)

HTA continued to play our role as the Corporate University of the HT by providing Good and Effective Learning (GEL@HTA) for HT leaders, trainers and officers through our Training and Learning (T&L) Initiatives.

## Driving T&L in the 'New Normal'

With the ongoing COVID-19 pandemic, HTA adopted a 'Digital First' approach to our courses and programmes, which are usually conducted in physical classrooms. Since July 2020, HTA has conducted its courses via virtual conferencing platforms such as Zoom and Skype. Modules were also converted for online learning, including assignments, reading materials and training slides.

For skills-based modules that require physical demonstration and execution, or leadership courses that emphasise sharing and group dynamics, HTA took a blended approach by combining face-to-face training with virtual training to ensure the efficacy of our courses. Where virtual modes are not feasible, HTA ensures that safe management measures are strictly observed during physical classroom lessons.

Course participants provided positive feedback on the virtual training modes. Participants enjoyed the convenience of digital tools such as in-meeting chat platforms, which allow spontaneous comments from participants without interrupting the class progress. Using virtual platforms also allowed trainers to arrange group discussions with a click of a button, instead of having to move to different locations for breakout group discussions.

## LEADERSHIP DEVELOPMENT

### Phoenix Programme

Nineteen HT leaders from across the HT and three Public Service leaders from the Ministry of Defence, Singapore Customs and the Infocomm Media Development Authority attended the 4th run of the Phoenix Programme that was held from 5 to 30 October 2020.

While the overseas component did not take place due to COVID-19 travel restrictions, participants continued to bond over e-introduction videos and greater use of virtual chatgroups. They gleaned rich learning from both in-person and virtual dialogue sessions with Public Service leaders and senior leaders from various ministries including the Ministry of Home Affairs (MHA), Ministry of Finance, Ministry of Trade and Industry, and the Ministry of National Development. Key topics included emerging challenges for Singapore in the post-COVID world; key qualities required for Public Service leaders to continue to be effective in the new domestic and international landscape; and the importance for the Public Service to collaborate effectively within itself and the community while establishing trust with the people it serves.



### HT Senior Command and Staff Course

Twenty-nine HT leaders and two Public Service leaders from the Corrupt Practices Investigation Bureau and the Singapore Food Agency attended the HT Senior Command and Staff Course, a four-week leadership course from 14 September to 9 October 2020. The course helped the participants think through the issues and challenges in the current operating environment through a variety of modules and fostered closer working relationships for greater HT and Government integration and future collaborations.

HTA leveraged virtual conferencing for selected fireside chats to allow participants to continue to reap insights from various HT senior leaders, political office holders and senior management. HT senior management including Mrs Josephine Teo, Minister for Communications and Information and Second Minister for the MHA, Mr Pang Kin Keong, Permanent Secretary (PS) for Ministry of Home Affairs, Mr Chew Hock Yong, PS for Home Affairs Development, Deputy Secretaries and Heads of HT Departments (HTDs) shared personal leadership perspectives and insights.



### Inaugural CSC-HTA Leaders in Enforcement Management (LEM) Programme for Public Service Leaders

From 26 February to 10 March 2021, 30 participants from 22 public sector agencies came together to attend the inaugural LEM Programme. During the nine-day programme, the senior leaders in enforcement gained a deeper understanding of the current enforcement landscape and emerging priorities for the public sector.

The LEM programme was jointly curated by the Civil Service College (CSC) and HTA for Group Directors, Senior Directors, Directors and Deputy Directors working in enforcement and regulatory functions in the civil service. It adopted a blended training approach of virtual and classroom lessons, and learning visits to HTA, the Immigration and Checkpoints Authority (ICA) and HTX (Home Team Science and Technology Agency).





## SUPPORTING THE ACADEMIC ASPIRATIONS OF HT OFFICERS

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

The PSS Programme is a full-time direct honours degree programme, developed by the Singapore University of Social Sciences (SUSS) and supported by MHA.

This is part of the HT's efforts to meet the academic upgrading aspirations of HT officers and to boost the value proposition of MHA as a choice employer. The degree programme also seeks to develop the knowledge and skills of people entering, or already working with, public and private organisations that play a role in keeping Singapore safe and secure.

The first intake of the PSS programme was enrolled in August 2020 and involved 26 HT officers and 33 public students. The part-time version of the degree programme was introduced in June 2021. With the introduction of the part-time degree, the total number of students undergoing the degree programme in 2021 increased to 195 students.



### HOME TEAM CIVILIAN TRAINING SCHOOL AT HTA

**Mission**  
Developing Civilian Professionals who are Future-Ready and Serve as One Home Team

**Vision**  
The Leading Institution of Learning for Homefront Safety and Security Civilian Professionals

## ENHANCING OUR FOCUS ON HT CIVILIAN TRAINING

### Set-up of the HT Civilian Training School

The HT Civilian Training School was set up in July 2020. It strives to develop future-ready civilian officers, who can collaborate effectively with their uniformed counterparts to fulfil the HT's mission.

The school will provide holistic and structured development programmes for HT civilian officers. This includes the HT Civilian Milestone Programme, which consists of the Step-In, Step-Up and Step-Beyond courses, which are prescribed at key stages of a civilian officer's career. Plans are underway to include a course for civilian support officers in the future.

# 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.

Due to the COVID-19 situation, previously in-person courses are now conducted using blended learning modalities to ensure HT officers can continue to acquire cross-cutting skills.



Technology Literacy



Data Analytics



Cyber Security



Design Thinking

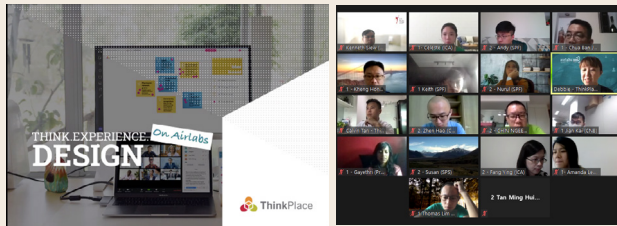


Behavioural Insights



Collaboration and Engagement

## Design Thinking Training for HT Innovation Champions



Since 2020, HTA started to organise design thinking training for HT Innovation Champions. By end FY2020, a total of 111 HT Innovation Champions benefitted from the training. The two-day intensive programme introduced participants to the fundamentals of design thinking and offered insights for participants to appreciate how design methods could be applied to public sector challenges.

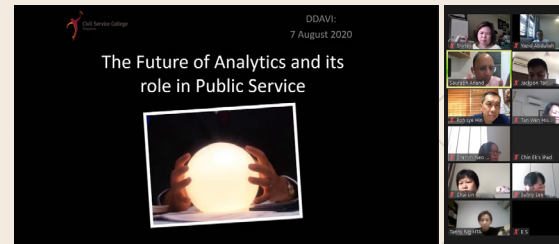
From the training, participants learnt to see their public sector role from different perspectives, and appreciated the value of 'learning-by-doing' as a way to turn abstract ideas into tangible solutions.

## Data Analytics Training for HT Leaders and Officers

### Data Analytics for MHA Management

In 2020, HTA also pivoted the data analytics training programme for HT leaders from physical classroom to virtual platform. By end-FY2020, HTA has trained a total of 243 HT leaders. The course elaborated on the future of analytics and its role in the Public Service.

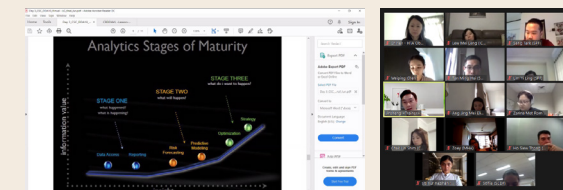
Participants acquired knowledge on key tools and methodologies used in analytical design-making, apply basic data and statistical principles fundamental to data analytics and understand common techniques in predictive analytics.



### Data Analytics - Basic Principles and Applications

Due to the pandemic, the data analytics course for senior officers was also pivoted to virtual platforms, where 149 HT officers continued to benefit from the training. Designed for non-analytics professionals, this programme provided participants with a good understanding and appreciation of data analytics and how it can be used for better decision-making.

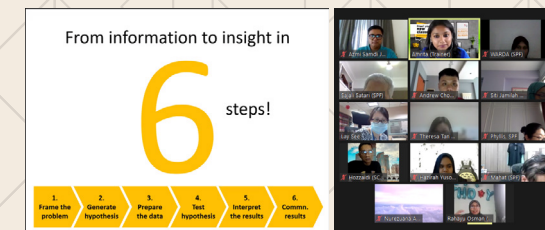
Among other learning objectives, participants learnt how to analyse data using pivot tables and basic tools in Microsoft Excel and apply the principles of data visualisation using common tools.



### Basic Data Analytics

Recognising the benefits of using data analytics in administrative work, HTA also expanded the data analytics training to support officers. HTA targets to train 501 support officers in basic data analytics by FY2023.

Participants were taught to recognise basic data principles that form the foundation of data analytics, produce Microsoft Excel charts to analyse and communicate data as well as to understand the trends in analytics in both public and private sectors.





# BUILDING CURRICULUM DESIGN AND DEVELOPMENT CAPABILITY

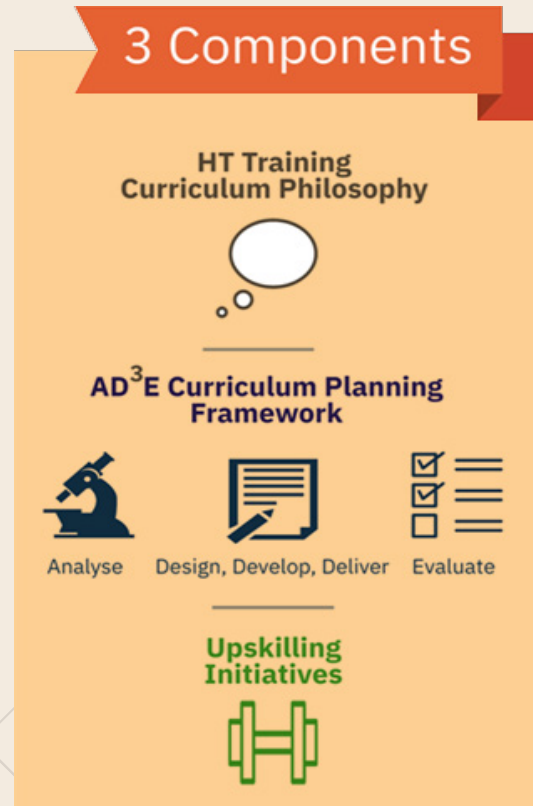
## Analyse-Design-Develop-Deliver-Evaluate (AD<sup>3</sup>E) Framework

HTA conceptualised the AD<sup>3</sup>E HT Curriculum Planning framework which articulates the standards and processes for the HT Training Curriculum.

A customised programme to equip HT curriculum developers with the desired competencies has been conducted in FY2021. HTA will also continue to work with the HTDs on the application of the framework, guidelines and processes.

HTA conceptualised the HT Training Curriculum Masterplan and HT Training Curriculum Philosophy in July 2020 to guide curriculum design efforts across the HT.

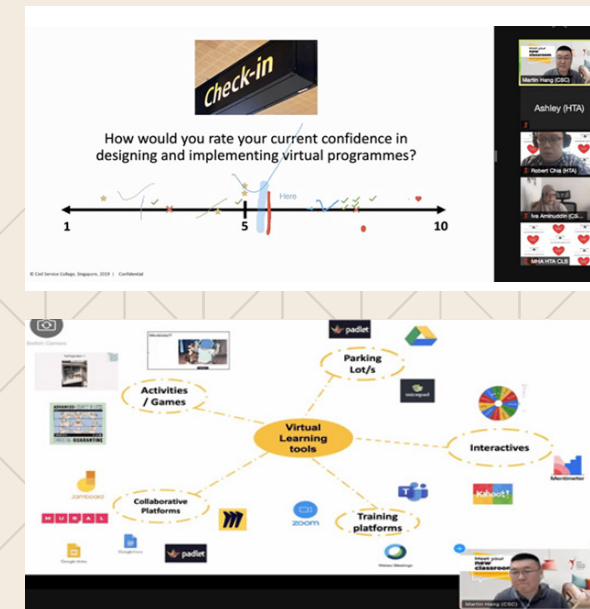
The HT Training Curriculum Philosophy encapsulates the HT's core beliefs of T&L, which includes the importance of holistic training centred on the HT's core values and validated through assessments as well as the need to link the value of training to operational outcomes in order to motivate officers to learn their best. It also reiterates how training safety is paramount and the importance of leveraging technology to enhance training realism.



## Inaugural Curriculum Developers Community of Practice (CoP)

On 25 January 2021, HTA organised the inaugural virtual CoP session as part of the upskilling initiatives under the HT Training Curriculum Masterplan. Practitioners from the CSC were invited to share reflections and learning points on virtual classroom conversion.

Moving forward, HTA will keep up with efforts to enhance HT Trainers' training delivery expertise in digital learning including continuing to engage strategic partners such as CSC and National Institute of Education International to share best practices.



# UPSKILLING AND RECOGNISING OUR HT TRAINERS

## HTA's First Virtual HT Training Excellence (TRaX) Awards Ceremony

The TRaX Award Ceremony 2020 organised by HTA was held virtually for the first time via Zoom and Workplace on 3 December 2020. Mrs Josephine Teo, Minister for Communications and Information and Second Minister for Home Affairs, was the Guest-of-Honour for the virtual ceremony that was attended by more than 200 HT officers. A total of nine HT trainers and five training units were recognised for their outstanding design and delivery of training and their deep commitment to training excellence.

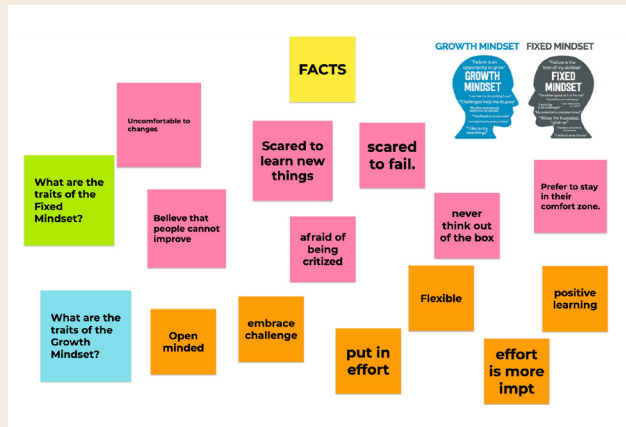
ASP Venu Arsh from the Singapore Prison Service (SPS) won the 'Home Team Trainer of the Year (Full-Time)' while Ms Seah Wang Ling from the Central Narcotics Bureau (CNB) won 'Home Team Trainer of the Year (Adjunct)'. The 'Home Team Training Unit of the Year' was awarded to the Singapore Police Force (SPF)'s Police Coast Guard Training Centre.



## HT Trainers' Day 2021

HTA's annual Trainers' Day was held virtually on 24 February 2021 and comprised a series of three virtual workshops with two sessions for each workshop. Over 180 HT Trainers from the SPF, Singapore Civil Defence Force (SCDF), ICA, SPS and CNB attended Trainers' Day 2021.

The workshops equipped HT trainers with best practices and tips on using virtual learning environments, maintaining engagement during large group trainings and briefings, and effective mentoring practices.



# SHARING BEST PRACTICES THROUGH COMMUNITIES OF PRACTICE

## Inaugural Training Simulation CoP

HTA's HT Simulation Centre hosted the first Training Simulation CoP session for about 50 HT officers via Skype on 30 October 2020. The participants heard from industry practitioners from around the world and learned how training simulation is applied in Institutes of Higher Learning. HTX also shared its insights on human factors engineering and cybersickness in training simulation.

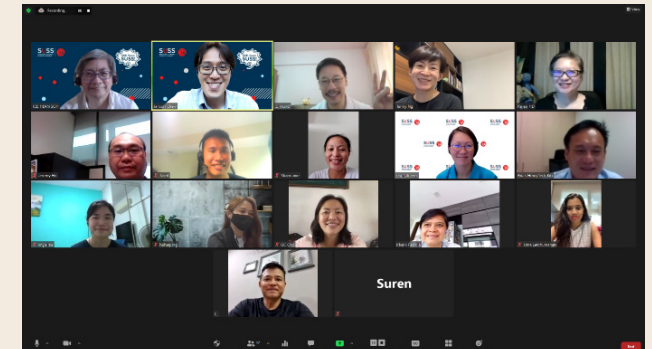
As training simulation and virtual reality technology continue to evolve and become popular training tools for HTDs, a common platform for HT practitioners leveraging these technologies to come together to share implementation experiences and learn from one another was highly beneficial.



## Sharing Best Practices in Accreditation with HT Training Community

To ensure the sharing of best practices in the HTDs' accreditation journeys, HTA collaborated with the SPF's Training and Capability Development Department to organise a sharing session by the HT School of Criminal Investigation (HTSCI) on 10 November 2020. HTSCI, which had successfully accredited its milestone investigation courses as a Certificate in Criminal Studies with the SUSS in 2019 shared their experience in the accreditation process, as well as the challenges faced in their journey.

The sharing session was the first step in building a CoP among staff working on accrediting programmes with SUSS. The virtual session was attended by officers from the HT training schools from SPF, SCDF, ICA and SPS.





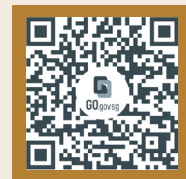
# SHARING STRATEGIC INSIGHTS ON SAFETY AND SECURITY

## Home Team Journal Issue No. 10

HTA works with researchers, MHA and practitioners from the HTDs to publish the annual Home Team Journal that provides insights on safety and security matters.

The Home Team Journal Issue No. 10 was published in June 2021. This issue was dedicated to the service of HT officers and its partners in the community for their continuing efforts in keeping Singapore safe and secure amid the COVID-19 pandemic. In this issue, Deputy Secretary (Development) and Chief Executive Officer, HTX, Mr Chan Tsan shared more about the formation of HTX to boost the HT's science and technological innovations to support the HT's operational needs.

The Journal also features reflections from Chief Psychologist Dr Majeed Khader on his personal journey as a HT psychologist including how he started his career at the old Police Academy. Through his leadership and the support of top management, the HT psychology community has developed and provides behavioural sciences and psychological support in the areas of three 'O's – officers, organisation, and operations.



Scan or click here to read this Home Team Journal issue

# ORAL HISTORY INTERVIEWS

## Documenting HTA's Efforts to Deal with the COVID-19 Crisis



HTA commenced involvement in an ongoing National Archives of Singapore project in documenting Singapore's COVID-19 experience, by conducting a series of Oral History Interviews (OHIs) of key HTA officers who were involved in supporting Whole-of-Government efforts to manage the spread of the pandemic by running a 24/7 triple-dormitory operation in 2020.

## Home Team Key Appointment Holder OHI Series

The Home Team Key Appointment Holder OHI series covers key insights from HTA's key personalities. These include former Chief Executives (CEs), Leadership Group members and the pioneer group of officers who were involved in HTA's key milestones over the years. On 7 January 2021, HTA completed an OHI with former CE HTA, Mr Derek Pereira.



These OHI collections will be adapted for HTA's T&L courses and initiatives including for values inculcation through training, and incorporation into case studies.





# TECHNOLOGY-ENABLED AND DIGITALISED HTA (TED@HTA)





# TECHNOLOGY-ENABLED AND DIGITALISED HTA (TED@HTA)

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.

HTA's Technology and Digitalisation (TED@HTA) Masterplan ensures HTA's digitalisation efforts support strategic business needs. The Masterplan aims to culminate in a HTA Smart Campus by 2025, with enhanced technology capabilities in three areas i.e. Smart Digital Learning Spaces; Smart Safety and Security; and Smart Infrastructure.

Other than implementing technologies, HTA has also aligned strategy, structure, processes and culture to reach our desired digital maturity state, in support of the public sector's transformation to be a digital government.

## A. Smart Digital Learning Spaces

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

The HT Simulation System (HTS2) trains 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 2021, more than 2,000 HT officers from the SPF, SCDF, ICA, SPS and CNB have used the HTS2 to train, experiment or validate different levels and scales of exercise or training.

In a trial project, HTA collaborated with SPF and HTX to expand the usage of HTS2 and established the HTS2 Satellite Centre @ Tanglin Police Division in April 2021. This satellite centre allows the HTDs to conduct small-scale independent exercises or joint exercises with other departments at HTA's HT Simulation Centre, paving the way for more HT-wide joint exercises.

HTA also developed self-learning modules using the HTS2 to train SPF and CNB officers to exercise their ability to appreciate a situation, apply their knowledge and make decisions. Trainees are immersed into the 3D environment and can operate the module independently without the operator or trainer.



## Collaborative and Smart Learning Spaces

HTA has converted nine conventional classrooms into collaborative and smart learning spaces. These technology-enabled learning spaces foster opportunities for T&L through integrating learning technology such as computers, recording technology, networking and audio/visual capabilities.

The classrooms are also equipped with configurable furnishing and equipment to meet diverse training needs. As part of our Smart Campus transformation journey, HTA has converted one of our classrooms into a Collaborative Learning Space prototype with newer features so as to further enhance user experience, enable digital learning and engender collaborative learning in HTA. The prototype was completed in May 2021.



## 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.



### Integration and Automation of Facial Recognition, Access and Safe Temperature Logging System (iFAST)

HTA deployed the iFAST developed by HTX, at HTA's main entrance. The system leverages facial recognition and thermal cameras to support breeze-through safe and secure entry for staff and visitors to HTA, which sees a high footfall throughout the year. It was first trialed in HTA in June 2020 during an enlistment day, and subsequently deployed in December 2020.

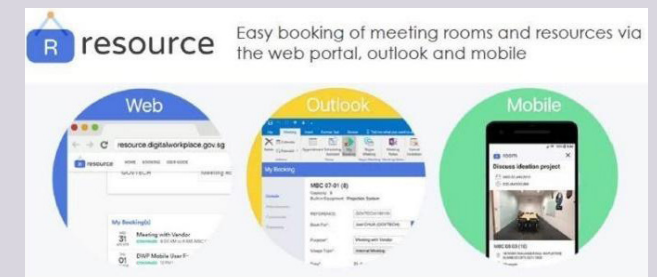
Besides expediting temperature recording and identification of individuals entering HTA, the iFAST will also support future integration to map facial recognition to users' personal particulars. It will also automatically activate SafeEntry check-in and Visitor Health & Travel Declaration for users.

## C. Smart Infrastructure

HTA capitalises on Internet of Things and sensors to provide real-time notification of activities that merit immediate interventions or serve as crucial decision points.

### Resource Booking System (RBS)

In line with the Government's push to leverage the Government on Commercial Cloud, the Digital Workplace (DWP) RBS replaced the previous Resource Scheduling and Facilities Management System. Staff can book and manage resources like meeting rooms and buggies via the DWP mobile app, web portal and Outlook.







# LEADING THROUGH CHANGE

Ms Lim Soo Hoon  
23 Sep 20

**PARTNERS  
LIKE YOU  
STRENGTHEN  
US (PLUS@HTA)**





# PARTNERS LIKE YOU STRENGTHEN US (PLUS@HTA)

The safety and security landscape is constantly changing, especially with the evolving COVID-19 situation. HTA continued to proactively build networks and explore collaborations with overseas and local partners. These external partnerships, together with partnerships within the HT, enable HTA to gain access to resources and deep expertise in key strategic areas, hence developing the competencies of our officers and the capabilities of the HT.

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

In view of the COVID-19 situation, HTA's annual Workplan Seminar was launched in the form of a digital microsite for the first time on 23 June 2020.

The theme for 2020's E-Workplan Seminar was 'One Home Team – Learn, Serve and Excel Together', which encapsulates HTA's role as an enabler for the HT to come together to learn as one. The microsite highlighted how HTA is gearing up 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 HTDs in improving their T&L capabilities. These include:

- HTA's Technology and Digitalisation (TED@HTA) Masterplan 2025;
- The SPF's Live Instrumentation Training System;
- The SCDF's redevelopment of the Civil Defence Academy Field Training Area;
- The ICA's free-roaming multi-player Virtual Reality for first response team training;
- The SPS's Mobile Interactive Training Application;
- The CNB's enhancement to e-learning with 3D graphics; and
- The HTX's leveraging of simulation technology for training and learning.

Scan or click on this QR code to visit HTA's E-Workplan Seminar microsite for 2021:





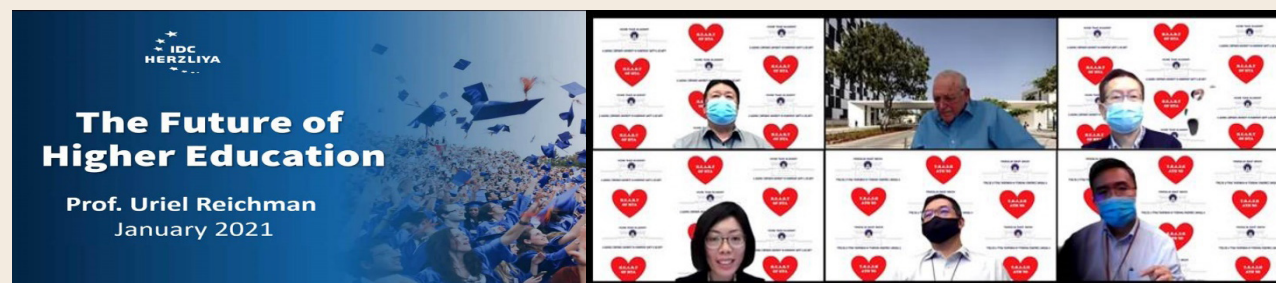
**HT Lecture by Distinguished Visiting Fellow  
Professor Uriel Reichman, Founder and President,  
Interdisciplinary Centre (IDC) Herzliya, Israel**

On 12 January 2021, Professor Uriel Reichman, Founder and President of IDC Herzliya in Israel, delivered a virtual HT Lecture as HTA's Distinguished Visiting Fellow (DVF). This was the first time that a HT Lecture by an overseas speaker took place virtually.

Professor Reichman shared his insights on the future of academic education with close to 150 HT officers. He also shared how IDC has adapted to the COVID-19 situation by embracing hybrid teaching systems such as holding discussions through virtual platforms, and also by producing and sharing more educational videos with its students.

The DVF programme is a platform for HTA and HTDs to engage eminent professional and academic personalities, who are prime movers or experts in areas such as homefront security and safety, leadership development and training

and learning. Through DVF lectures, officers are kept abreast of international and regional developments. HTA will continue to engage identified personalities virtually, depending on the global COVID-19 situation.



**HT Lecture by Ms Lim Soo Hoon,  
Senior Advisor, Ministry of Finance (MOF)**

As part of the Home Team Senior Command and Staff Course from September to October 2020, HTA organised a HT Lecture by Ms Lim Soon Hoon, Senior Advisor, MOF, on 23 September 2020. Ms Lim served as Singapore's first female Permanent Secretary, and led the former Ministry of Community Development (now Ministry of Social Development and Family), Public Service Division (Prime Minister's Office) and MOF.

During her sharing with over 30 HT and Whole-of-Government senior leaders, Ms Lim discussed the challenges of public sector leadership and working with digital capabilities in co-creating citizen-centricity with Non-Governmental Organisations, the private sector and government organisations. She also shared her perspectives on being an effective leader, highlighting her own personal experiences in resolving conflict and managing workplace relationships.





## Engaging Local Academic Strategic Partners

Amid the COVID-19 situation, HTA has continued to engage local academic strategic partners to exchange best practices, as well as share experiences on training and learning in the 'new normal'.

On October 2020, HTA hosted a learning journey for the participants of the National Institute of Education's leadership professional development programme where they learnt about HTA's approach in the areas of leadership, innovation and technology.

HTA also went on a learning journey to INSEAD Business School on 17 November 2020 to learn about key innovation initiatives that INSEAD has embarked on, which included the adoption of more blended learning modalities with emerging technologies.







# PEOPLE AT THE HEART OF HTA



# PEOPLE AT THE HEART OF HTA

Although there were fewer opportunities to meet in person in FY2020, our family of HTA-Enablers stayed united through virtual gatherings and team bonding sessions. Through the HEART of HTA framework, we 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-Enablers regularly recognised. We build and sustain 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

- Happy
- Healthy
- "Learningful" Experience



## Technology-enabled Workforce

- Game-changing systems
- Digitalisation as core
- Productive and future-ready workforce



## Engaged Officers

- Open communications platforms (e.g. town halls, dialogues, emails, Workplace)
- Two-way generative conversations
- Co-creating the future of HTA



## Respected Professionals

- Personal Mastery (Individual)
- Strong as a team (Collective)
- Value-adding partner (Organisational)



## A Valued Partner

- Individually & Collectively
- Internally & Externally
- Locally & Globally





# ♥ Holistic Well-being

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

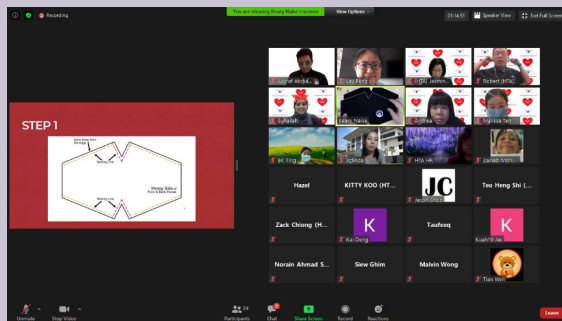
HTA distributed Well-Being Goodie Bags with essential items to help boost immunity and encourage practising good personal hygiene to all HTA-Enablers. Staff expressed gratitude for the thoughtfully curated items including hand sanitisers, wet wipes and healthy snack.



HTA continued to celebrate festive occasions together as an HTA-Family including a virtual 'Lo-Hei' session for the Lunar New Year. Bento sets were delivered to staff whether they were working from home or in office to enable all HTA-Enablers to enjoy a virtual meal together.



During Blue Sky Fridays (the last Friday of each month), HTA-Enablers are encouraged to end work earlier to enjoy team-bonding activities. Virtual workshops organised for staff during Blue Sky Fridays include leather-making and mask-making workshops. These activities allowed staff to take their minds off work to relax and unwind with fellow HTA-Enablers.

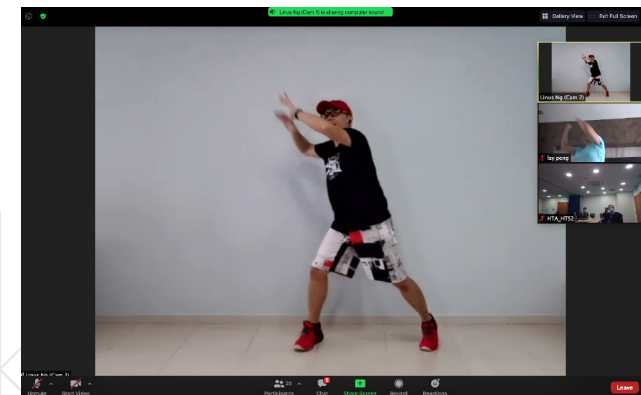


As part of HTA's efforts to look out for the holistic and mental well-being of HTA-Enablers, a HTA Wellness Talk and Staff Dialogue was organised. The Home Team Behavioural Sciences Centre hosted a sharing session on coping with stress while working from home and staff were also given the opportunity to share feedback on HTA's implemented safe management measures.

*Activity: Let's hear from you!* 🗣️

What do you usually do to manage stress?

🤔

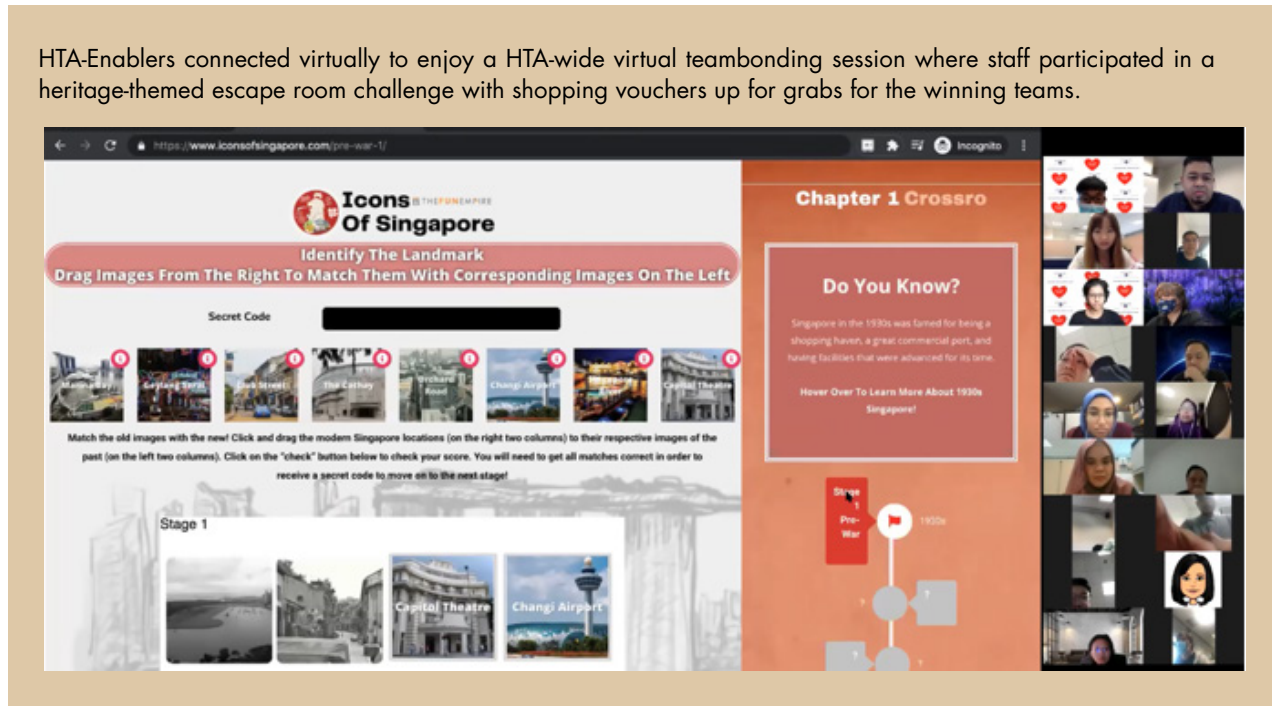


To provide HTA-Enablers with tips on and opportunities for financial planning and keeping fit, HTA organised virtual financial planning and Zumba workshops.

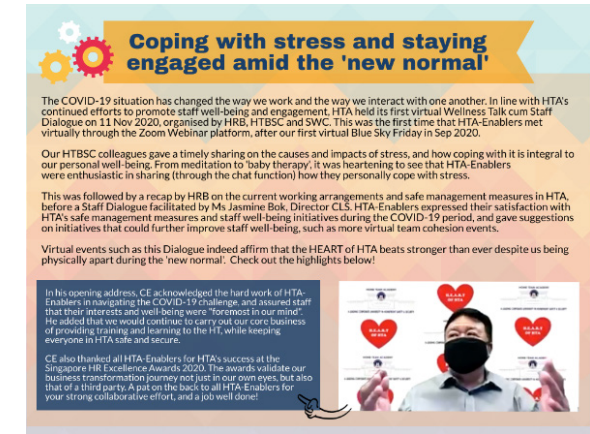
## ♥ Engaged Officers

We continued to engage our HTA-Enablers through virtual platforms such as through HTA's town hall, regular communications broadcasts and a HTA-wide virtual teambonding session.

HTA-Enablers connected virtually to enjoy a HTA-wide virtual teambonding session where staff participated in a heritage-themed escape room challenge with shopping vouchers up for grabs for the winning teams.



Regular communications broadcasts were sent to keep HTA-Enablers updated on the latest developments including the COVID-19 situation, celebrating HTA's achievements and sharing messages from senior leaders.



HTA held a virtual town hall to share and discuss HTA's latest updates, plans and objectives. Staff were also given the opportunity to ask questions and share feedback during the virtual Q&A segment.





## ♥ A Valued Partner

Outstanding HTA-Enablers 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

Public Administration Medal (Bronze)



**SUPT Eu Kok Keong Ricky**

Deputy Commander (Cluster C) Singapore Prison Service (former Deputy Director Cross Cutting Skills Centre for Home Team Skills Transformation from November 2017 to March 2020)

The Commendation Medal



**Mr Chia Huang Pin**

Senior Assistant Director Centre for Learning Systems

The Efficiency Medal



**Mr Ong Eng Chye**

Executive Estates, Logistics & Procurement Branch

### Minister for Home Affairs National Day Award 2020



**Ms Huang Seling**

Senior Executive (Planning & Organisation) Centre for Planning, Technology & Communications

### Psychologist of the Year Award



**Ms Chai Xiau Ting Whistine**

Assistant Director (Crime, Investigation and Forensics Psychology) Lead Psychologist Home Team Behavioural Sciences Centre

### Chris Hatcher Award

for Best Presentation at Society for Police and Criminal Psychology Conference



**Ms Eunice Tan**

Senior Assistant Director (Principal Psychologist) Operations and Leadership Psychology Branch Home Team Behavioural Sciences Centre



**Ms Charmaine Lee**

Psychologist Operations and Leadership Psychology Branch Home Team Behavioural Sciences Centre

### CE's Award

#### Individual

Poon Ngee  
Mohammed Ilkhan Bin Mohammed Ayooob Khan  
Jason Choo  
Mohd Faizal Selamat  
Mustafa Bin Abdul Razak  
Tay Kai Ying  
See Pei Jun  
Chua Ban Joo  
Francis Lim

#### Team

Chia Huang Pin  
Gao Zhihui  
Jazprith Kaur D/O Jagdev Singh

### CE's Pat-on-the-Back Award

#### Individual

Wong Sung-En Winston  
Hannah Wong  
Jasmine Bok  
Teo Heng Shi  
Leena Rajan  
Nicholas Tan  
Patrick Chua  
Desmond Yap  
Cheng Peng Peng  
Zulfadhli Fahim Bin Suratman  
Abubakar Siddiq Bin Mohamed Bin Idier  
Ng Lay Peng  
Lee Jia Ying

#### Team

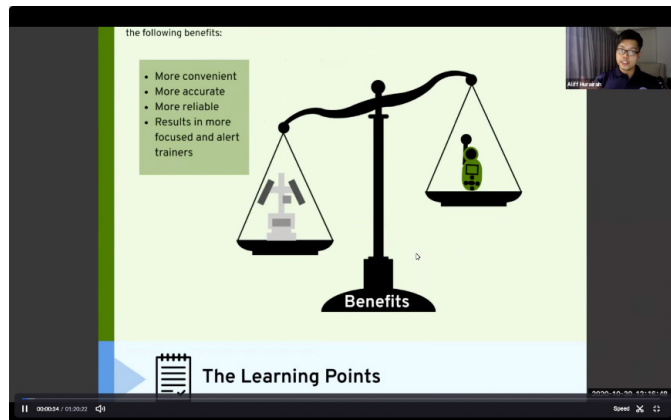
Darryl Ong  
Tay Kai Ying  
Nur Hazirah Binte Mohamed Yusoff  
Atiqah Binte Roslee  
Poon Ngee  
Jerlyn Tan  
Benjamin Goh  
Thomas Yeo  
Muhammad Iqbal Bin Nasron

## ♥ Respected Professionals

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

In FY2020, HTA-Enablers achieved an average of 121 hours of training hours per officer.

As part of MHA's Innovation Month in October 2020, HTA organised a virtual Lunch & Learn with sharing sessions on driving innovation.



## ♥ Technology-enabled Workforce

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

In addition to the iFAST thermal scanner at HTA's entrance and the new RBS to allow HTA-Enablers to conveniently book resources and register visitors, HTA has also been regularly sharing tips on IT tools and cybersecurity with all HTA-Enablers.

### Cyber Security Tips when Telecommuting

When telecommuting, it is important to ensure classified information is kept secure. Follow the tips below to stay cyber-safe!

- 1. Stay Vigilant**  
Be wary of phishing emails from unknown emails that request for sensitive information. During this period, this may include COVID-19 themed emails asking for your personal details.
- 2. Only use Secure Networks**  
Make sure that you connect only to trusted secure networks and do not use public Wi-Fi networks such as at cafes. Important information should only be sent over the VPN network.
- 3. Secure your Home's Wi-Fi Network**  
Change your Wi-Fi's default password and ensure your anti-virus software is updated.
- 4. Keep ICT informed**  
When in doubt or if you detect any unusual activity on your laptop/email system, update ICT by contacting HTA's Service Desk.
- 5. Secure your Laptop**  
Work from a secure location and ensure your laptop and screen are locked whenever you step away so that no one else can access your laptop.

### Telecommuting Guidelines

**While you are telecommuting, please follow the guidelines below:**

- 1) Log on to Skype and your email during your current reporting time.** Remain connected and contactable during your regular working hours. Inform your supervisor and teammates if you will be away for an extended period, before your lunch break and before you log off for the day.
- 2) Ensure you are logged off before leaving your laptop unattended.** Please do not allow anyone else to use your laptop.
- 3) Practise social distancing and do not mingle with your colleagues from the other teams** during lunch or outside office hours. If you happen to meet colleagues from the other teams, please alert your Centre/Branch heads.



# UPCOMING PLANS

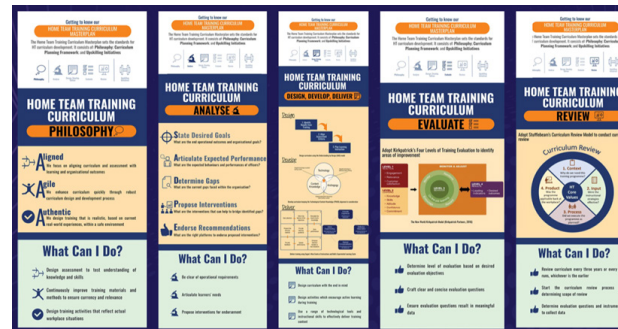
## Structured development for HT civilian officers at career milestones

The HT Civilian Training School currently manages the full suite of HT Civilian Milestone Programme i.e. Step-Beyond, Step-Up, and Step-In courses for civilian officers. This is aimed at building a competent civilian workforce and strengthening networks among civilian senior officers. Moving forward, the Civilian Training School will also develop a training programme for civilian support officers to upskill themselves. HTA completed a review of the milestone programmes in 2020 and will incorporate recommendations from the review from FY2021 onwards, such as adopting a blended learning approach and incorporating new topics such as analytical and critical thinking and workload management, for the new programmes. HTA will also continue to work with the Training Competency Division, Ministry of Home Affairs Headquarters, to develop training roadmaps for HT civilian officers to guide targeted Training & Learning (T&L) interventions for civilian officers.



## Implementation of HT Curriculum Masterplan

HTA developed the HT Training Curriculum Masterplan (HT TCM) to guide curriculum design efforts across the HT. Through the HT TCM, HT Departments (HTDs) will be able to raise curriculum design capabilities and develop learning-centric curriculum that optimises training. The TCM articulates principles and processes in designing training curriculum. HTA will continue to work with HTDs on the application of the framework, guidelines, and processes. Continuous Education and Training (CET) initiatives will also be introduced to upskill curriculum developers in the HT.



## Review of the HT Trainers' Competency Development Roadmap

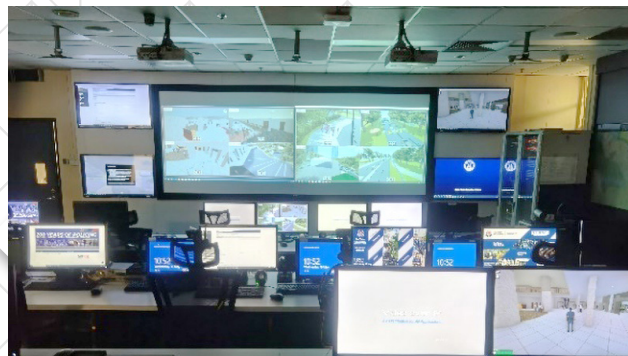
The HT Trainers' Competency Development Roadmap articulates a systematic pathway to guide HT trainers in deepening competencies and developing professionally. In the new normal, there is an accelerated need for HT trainers to adopt new instructional strategies to engage learners, build connections and nurture digital learning. HT trainers will need new competencies, tools, and resources to facilitate digital learning effectively. HTA will review HT trainers' competencies particularly in the area of digital learning delivery and develop new CET initiatives to equip trainers with the skills to facilitate digital learning. Strategic partners such as Civil Service College and National Institute of Education International will be engaged to learn best practices in digital learning.





### Extension of HT Simulation System (HTS2) Satellite Centres to HT Departments

HTA has continued to harness the potential of simulation training across the HT with the set-up of a HTS2 satellite centre at Tanglin Police Division as a Proof-of-Concept. Thereafter, HTA plans to develop more connected satellite centres for the other HTDs. This is our first step in building a network of command simulation systems in the HT to promote joint trainings and HT-wide exercises.



### Refurbishment of the HT Training Village

The HT Training Village, a purpose-built training facility, houses simulated facilities for scenario-based training for HT officers. HTA is working with the HTDs on the refresh of the Training Village, to ensure that the facility remains relevant and effective in supporting the HTDs' training. HTA is working with SPF on a Proof-of-Concept to develop a Live Instrumentation Training System which allows users to conduct live instrumented training in tactical scenarios in a built-up location, to mimic ground operational environment. This enhances training realism and facilitates recording of performance data for analytics and review.

### Revamping the Smart HT Gallery

As part of the HT Gallery refresh, HTA will harness technologies to inject interactivity, create high impact learning and provide a more immersive and experiential learning experience for visitors. Chatbots will interact with visitors, handle routine enquiries, and convey information about the gallery and exhibits.

Some of the new key features will include:

- RFID tags for visitors, for a more personalised and interactive visit;
- Storyboxes providing layered content through interactive screens and QR codes;
- Data analytics to facilitate studies of visitor flows, movement patterns and behaviours; and
- Online access to a virtual gallery, as part of HTA's digital strategies to extend our outreach beyond HT and local audiences.

Sensors and Data Analytics will be leveraged to study visitor flows, movement patterns and visitor behaviours which will guide future enhancements for the Gallery.





# CORPORATE GOVERNANCE AND ACHIEVEMENTS

HTA's continued strive towards organisational excellence, implementation of eco-friendly initiatives and innovative transformation efforts were recognised through a range of local and international awards. In addition, HTA achieved Tier 1 in our Key Performance Indicators scorecard, for the fifth year running.

## HT Innovation Award for Live Wet Bulb Globe Temperature (WBGT) Panel

In October 2020, HTA was awarded the HT Innovation Award for our Live WBGT display panel, installed at the HTA Stadium. The WBGT panel is used to determine the Work-Rest Cycle (WRC) to be applied during training sessions, to prevent heat injuries. This ensures that prolonged strenuous activities are conducted in a sustainable and safe manner. According to the National Environment Agency, HTA is the first in the HT to have such a display panel.



## Civil Service College Institutional Partner Award

HTA was presented with the CSC Institutional Partner Award 2020 on 29 January 2021 to recognise our strong partnership with CSC in training and developing officers for a first-class Public Service. As co-chairs of the non-HT Enforcement Programmes Review Committee, HTA and CSC reviewed and enhanced the curriculum of four core enforcement programmes for non-HT enforcement officers.

HTA and CSC also jointly curated and conducted courses for different groups of HT officers at different levels. This includes Data Analytics courses, the Facilitator-in-Training course for HT trainers, the 'Think, Experience and Design' course.

## Singapore HR Excellence Awards 2020

As part of HTA's continuous improvement journey, HTA achieved the Silver Award and Bronze Award for Excellence in Business Transformation and Excellence in Workplace Culture respectively at the Singapore HR Excellence Awards 2020. HTA was also shortlisted as finalists in the Excellence in Leadership Development and Excellence in Workplace Wellbeing categories. The achievement of these awards is a milestone in HTA's pursuit of organisational excellence and our efforts in people development.



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

As part of HTA's ISO 45001 certification, an international standard for occupational health and safety, HTA underwent a surveillance audit successfully in February 2021, with two more to go before the next recertification in 2023. These efforts will continue to validate the robustness of HTA's training safety system. To reinforce the importance of training safety, HTA will be organising an HTA Safety Week in FY2021. Workshops will be conducted to equip HT officers with practical skills on training safety.



## HTA's Environmental Sustainability Efforts

As part of an MHA-wide re-lamping project, HTA replaced fluorescent lights throughout its campus with energy-efficient LED lights, which have a longer lifespan and consume less energy with the same amount of brightness. This is in line with HTA's efforts to achieve environmental sustainability goals, with electricity consumption being reduced by about 5%.

HTA also installed energy-efficient chillers that have brought about annual cost savings of about \$300,000. This is part of a larger plan to reach the nation's long-term goal of net zero CO<sub>2</sub> emissions as soon as possible and was highlighted in Deputy Prime Minister and the then-Minister for Finance Mr Heng Swee Keat's Budget 2021 speech.

HTA will continue to leverage data collected from Internet of Things (IoT) devices to improve the energy efficiency of our buildings. The insights generated on the usage and reliability of facilities and resources will also facilitate better planning of services and maintenance.

Moving forward, HTA will also install a 500kg food waste digester on its premises to reduce food waste as part of our commitment to the Public Sector's GreenGov.SG initiative.







**SPECIAL FEATURE**

# **HTA'S TRIPLE OPERATIONS IN SUPPORT OF THE NATIONAL EFFORT TO DEAL WITH THE COVID-19 CRISIS IN SINGAPORE**





**HTA was one of the first government agencies to operate a Government Quarantine Facility, an alternative housing for relocated migrant workers, and a Dormitory Isolation Facility concurrently at its dormitory blocks in support of Whole-of-Government efforts to deal with the COVID-19 crisis – all while continuing to play our role as the Corporate University of the HT.**

As the COVID-19 situation evolved in 2020, so did HTA's involvement in the Whole-of-Government efforts to mitigate the spread of the virus.

On 4 February 2020, HTA received its first Person-Under-Quarantine (PUQs) after one of its six dormitory blocks, used by trainees, was activated as a Government Quarantine Facility (GQF) on 28 January 2020. When migrant workers from essential services had to be relocated from their dormitories, an additional dormitory block was activated on 7 April 2020 as alternative housing. Subsequently, a third dormitory block was activated as a Dormitory Isolation Facility on 16 April 2020.

By the end of the circuit breaker on 1 June 2020, more than 500 migrant workers were housed in HTA. By 2 June 2020, the dormitory blocks used to house the relocated migrant workers and as a Dormitory Isolation Facility were reinstated for trainees, allowing HTA to resume basic training for full-time Police National Servicemen. On 9 July 2020, HTA ceased its GQF operations, which saw a flow-through of about 700 PUQs.

This marked the end of HTA's dormitory operations in 2020, which was made possible through the dedication of HTA staff, officers from the co-located HT training schools and auxiliary security officers.

### **All Hands on Deck and Round the Clock**

There were no ready blueprints for what HTA had to accomplish.

Both uniformed and civilian officers from HTA took on additional responsibilities on top of their day-to-day work to manage operations at these dormitories. Their primary mission was to ensure the safe stay of PUQs and migrant workers, so that they could be isolated safely, or for those who were not infected, to continue providing essential services in Singapore.



HTA officers running the daily operations such as tracking the migrant workers' movements in and out of HTA with support from officers from the HT Training Schools co-located at HTA

It was all hands on deck. HTA set up a Watch Commander Operations Team to oversee 24/7 daily internal operations and issues related to all individuals under its care. An operations planning team was also set up to facilitate coordination with external parties including other agencies within the Joint Task Force, and to provide the Operations Team with timely information.

HTA's Security Branch, HT Training Schools co-located at HTA (i.e. the Police Training Command, the ICA Training Command, and the Singapore Prison Training Institute), auxiliary police officers and the facilities management vendor also worked together to ensure everything ran smoothly.



## Taking On Multiple Roles in Support of Dormitory Operations

The officers worked round the clock to get the facilities ready in time to receive PUQs and migrant workers. This included procuring essential logistical equipment such as toiletries and kettles, and putting in place safety measures in line with Ministry of Health and Ministry of Manpower guidelines, such as allocating designated pathways to minimise crossing of paths.

Even with the many tasks to juggle, the residents' welfare remained top priority at all times. HTA's officers ensured the comfort of the PUQs, such as by providing them with iPads and access to Wi-Fi, magazines and games to occupy their time. Officers also took care of the residents' sundry needs such as providing pails and detergent for laundry, and supported requests to contact employers and arranged to send them for medical checks when needed.

To make sure that migrant workers at both the isolation facility and alternative housing area felt at ease, HTA officers proactively engaged with them and their employers. To bridge language barriers, HTA also designed and produced illustrated posters in English, Bengali and Tamil to remind the migrant workers to observe personal hygiene and safe distancing.



HTA-Enablers preparing the dormitory block for the next intake of migrant workers

## Creating Living Spaces That Felt Like Home

**Mr Marcus Chow,**  
**Assistant Director Security,**  
**Centre for Corporate Services**

It all started on the morning of 28 January 2020, when HTA received a notification that it had 48 hours to ensure that one of its blocks is ready for use as a GQF.

Marcus from HTA worked with the Police Training Command to vacate the relevant residential dormitories, and set up security measures such as fencing and installing CCTV cameras. Essential supplies were secured, and telephone lines and LAN ports were installed to provide connectivity despite it being the Chinese New Year festive period.

With the team's quick-thinking and cooperation, the block was ready to receive its first PUQ within 40 hours.

Marcus assisted with coordinating the GQF at HTA, and its safety and security aspects. His team ensured the well-being of GQF residents – be it providing meals, laundry needs, medical queries and so on.

Ensuring smooth operations at the GQF was like "running a hotel", said Marcus. From transport (coordinating arrival), concierge service (registration), room service, to even booking Grab vehicles for those who 'checked out' – all while ensuring their safety and security.

"We purchased games such as Snakes and Ladders to keep a young child better occupied during his stay here. Upon leaving the GQF, his mother expressed her gratitude and our team was happy to have been able to help," said Marcus.



Marcus (centre) giving instructions to the ground team. He coordinated the set-up of the Government Quarantine Facility at HTA and its safety and security

Marcus also helped operationalise two more dormitories at HTA to house migrant workers. Ever resourceful, he proposed hiring retired police officers as dormitory managers.

With no prior experience running or setting up such facilities, the team had to respond to surprises along the way. For example, Marcus loaned his personal bar fridge to a resident who needed to store his insulin medication, while the team sourced for more fridges.

Ultimately, the team was spurred on to create living spaces that feel like home for all residents under their care.

Marcus reflected: "It was meaningful as it was a cause beyond our regular work, and it was part of a national effort. These migrant workers have contributed to Singapore, so it's the least that we could do to take care of their needs."

Officers also took care of their dietary needs and arranged for meal treats like 'murukku' and 'briyani' during festive holidays such as Pongal and Hari Raya Puasa, as well as snacks during weekends to keep their spirits up.

These efforts paid off and a bond was forged with the migrant workers. Some of the migrant workers even produced a light-hearted video skit to remind their fellow workers to practise personal hygiene and safe distancing.

### Together as One HT and One HTA-Family

Throughout the five months of dormitory operations, HTA officers, with the support of the HT training schools co-located at HTA, were committed to playing their part to support the national response to COVID-19.

## Leading on the Ground with A Personal Touch

**Ms Tanny Ng,  
Director,  
Centre for HT Skills Transformation**

As a seconded officer from the SPS, Tanny was familiar with operations. A COVID-19 dormitory operation, however, proved a different proposition.

Tanny was one of 4 Watch Commanders of the operations team rostered for duty. She supervised critical incidents that occurred during her shift, and communicated critical information to HTA management and ground officers.

She also worked with the operations planning team to put in place measures such as HTA-designed and translated posters on rules at the dormitories and for safe distancing, to ensure the safety of the migrant workers at HTA.

Tanny's team, which was activated on short notice, faced some teething challenges. "Within three days, we had to establish key processes such as manpower deployment, registration for incoming residents and database instructions. Many of us worked beyond 24 hours straight as we transited from 'peacetime' to full operations," she said.



As a Watch Commander of the operations team, Tanny (second from left)'s team oversaw daily operations at the dormitories, and ensured that the welfare of migrant workers was taken care of.

Tanny's team proactively engaged the residents and their employers to understand their needs. They fine-tuned the way they worked and alleviated concerns better; for example, improvising when employers were unable to personally deliver essential items to their workers.

"Our officers sourced for items such as toiletries and snacks from generous donors. We even received a donation of 100 pieces of sarongs for the migrant workers just before Hari Raya Puasa," she said.

To keep spirits up, Tanny regularly engaged with staff on the ground. The officers on duty also had group chats to keep everyone updated

on the latest news regarding the residents, to share self-care tips and to encourage one another. Tanny would also buy snacks to motivate her team.

"This helped develop a sense of camaraderie. I experienced an especially heart-warming moment on Mother's Day when my team wished me a resounding "Happy Mother's Day" before I went home. As the only woman officer on the team, I was touched by their gesture," she said.

The dormitory operations had also given her a deeper sense of appreciation for her support system at home.



# Overcoming Tough Times through Teamwork

**Mr Mohd Faizal bin Selamat, Assistant Director (Programme Planning & Development), Centre for HT Foundation Training & Heritage**

With the dormitory operations being drawn out, a capable planning unit was set up to ensure all the different moving parts ran smoothly. Faizal was one of 8 HTA officers tasked to provide support to ground operations and updates to management.

As the brain of HTA's dormitory operations, the operations planning team coordinated with other agencies in the Joint Task Force (JTF) on matters pertaining to the migrant workers. They also handled queries and requests from the migrant workers and their employers. They needed up-to-date and accurate information to plan ahead, and provided necessary data to other agencies and teams involved in the national response to the COVID-19 crisis.

To say it was an onerous task would be an understatement. Before the migrant workers arrived at HTA, Faizal and his team ensured that the dormitory facility was properly cleaned and ready to accept them. Next, they arranged the bunk layout to adhere to safe distancing, and ensured there was minimal crossing of paths in common facilities. This was on top of catering meals for the different profiles of workers and arranging for healthcare support, among other logistical arrangements.

Despite the relentless hours on top of his own day-to-day work, the operations planning team's positive attitude kept Faizal going. "I was in awe of everyone's dedication and unselfishness.



As part of the operations planning team, Faizal managed information related to the migrant workers, such as their personal details, movement in and out of our premises, health status and duration of their quarantine orders

None of them made a single complaint, and everybody was willing to help," said Faizal.

They were well supported by other HTA colleagues as well as HT Training Schools co-located within HTA. They also collaborated with their counterparts from the JTF to work out the best plan together, sometimes discussing till the wee hours.

He concluded: "The most heartening lesson was knowing that there are many people whom we can depend on in challenging times. This was a collective HTA effort, and I am just happy to have been a part of it."



Posters designed by in the migrant workers' native language on rules and instructions for their safety and of those managing the dormitories

It helped that officers were already familiar with one another, which facilitated coordination work greatly. A strong rapport was quickly established among the officers to demonstrate a "One HT" spirit and effort. HTA also worked closely with other government departments such as the ministries of manpower, health and national development in setting up the quarantine and isolation facilities.

HTA's adept response as an organisation was integral to its successful dormitory operations in 2020, and will continue to be key as the global COVID-19 situation evolves. In May 2021, HTA was activated again to standby to serve as a GQF and is ready to resume similar operations when required – only this time, with valuable experience to tap on.

One thing is for sure: the national COVID-19 challenge unleashed the collective power of the HTA-Family as it successfully ran a 24/7 triple-operation, while continuing to carry out its role as the Corporate University of the HT.

# COVID-19 OPERATIONS - AT A GLANCE



**291**  
Number of  
dormitory  
rooms occupied



**1,300**  
Sets of pillows  
and mattresses  
replaced



**86**  
Number of  
Personal Protective  
Equipment (PPE)  
suits utilised



**1,261**  
Total number of  
admissions to HTA's  
dormitory blocks



**37**  
Number of  
HTA staff on  
the ground



**75**

**On-site medical  
visits and support  
from Apr to May 2020**  
(On-site visits were made by HT  
Medical Services Division and HTA  
Medical Centre doctors and medics)



**500**  
Sarongs distributed



**380**  
SIM cards handed out



**8**  
PPE Training and  
Mask Fitting sessions  
conducted by SCDF  
training team



**13,469**  
Number of surgical  
masks used



**90,509**  
**Meals prepared (breakfast,  
lunch, dinner, supper)**  
(cup noodles, biscuits, muruku  
and soft drinks were also  
provided to the migrant workers)



**376**  
**Care packages/  
goodies enjoyed**  
(distributed by a donor in  
support of migrant worker  
well-being)



**3,050**  
Pairs of gloves used



# ALMANAC

## PUBLIC SERVICE NATIONAL DAY AWARD

**The Public Administration Medal (Bronze) / Pingat Pentadbiran Awam (Gangsa)**  
Eu Kok Keong Ricky

**The Commendation Medal / Pingat Kepujian**  
Chia Huang Pin

**Efficiency Medal**  
Ong Eng Chye

## LONG SERVICE AWARDS

**35 Years**  
Lim Guan Seng Francis

**20 Years**  
Lim Kwo Yin Darius  
Wong Hui Hannah  
Teo Khee Wuang

**10 Years**  
Birentha Dhevi d/o Thiagaraja  
Yeo Jian Hong Thomas  
Shamala d/o Gopalakrishnan

**25 Years**  
Wong Sung-En Winston

**15 Years**  
Tan Shu Lin Jerlyn  
Wong Sui Quan Malvin

**5 Years**  
Tan Hong Yao  
Aliff Hurairah Bin Abu Jalal  
Abubakar Siddiq Bin  
Mohamed Idier

## MINISTER FOR HOME AFFAIRS NATIONAL DAY AWARD

Huang Seling

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

**Leadership Development Centre, Civil Defence Academy, Singapore Civil Defence Force**

### Team Members

Lee Soon Huat,  
Wong Kwok Ken,  
Khairudin Bin Osman,  
Ong Jun Hao,  
Ng Kai Yong,  
Reuben Chia,  
Ron Chua,  
Jadyn Toh,  
Boon Jie Kang,  
Irianto Bin Marino,  
Rusli Bin Tanjong,  
Alvin Hu,  
Suhaimi Bin Ramli

**Identity Authentication and Document Analysis Branch Intelligence Division, Immigration & Checkpoints Authority**

### Team Members

Hashim Sheik Ahmad,  
Sin Kai Leng Candice,  
Zhang Chengyao,  
Fan Huiyun

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

**Training Unit Operations Division, Central Narcotics Bureau**

### Team Members

Peh Zhen Hao, Liang Duanting  
Tan Jin Yuan Victor, Choo Thiam Hock Sam,  
Muhamad Azmi Bin Abdul Rahman,  
Seah Wang Ling

**Singapore Prison Training Institute**

### Team Members

Lim Hoe Leong, Felicia Chee Yi Tian  
Teng Song Guan, Theepan Prakash s/o  
Ravintheran

## HOME TEAM TRAINING EXCELLENCE AWARD

**Home Team Trainer of the Year (Full-Time)**  
Venu Arsh, Singapore Prison Service

**Home Team Trainer of the Year (Adjunct)**  
Seah Wang Ling, Central Narcotics Bureau

**Home Team Training United of the Year**  
Police Coast Guard  
Training Centre,  
Singapore Police Force

**Team Members**  
Ahamed Gouse Hameed  
Basha,  
Lee Hong Tat,  
Razali Bin Raimi,  
Ivan Zhang Xukun,  
Soh Han Cheow

## HOME TEAM TRAINING EXCELLENCE AWARD (MERIT)

**Home Team Trainer of the Year (Full-Time)**  
Muhammad Sheedy Bin Sies, Singapore Civil Defence Force

**Home Team Trainer of the Year (Adjunct)**  
Wong Ming Liang Wendy, Singapore Police Force

Gayathri Raja Rajeswara Sarma, Singapore Prison Service

Lim Song Heng, Singapore Police Force

## MINISTRY OF HOME AFFAIR AWARDS

**Home Team Innovation Award (Wet Bulb Globe Temperature)**

Lin Zhiyong Brian  
Aliff Hurairah Bin Abu Jalal  
Chua Ban Joo

**Star Service**

Wong Sui Quan Malvin

## PSYCHOLOGIST OF THE YEAR AWARD

Chai Xiau Ting Whistine

## HOME TEAM TRAINING EXCELLENCE AWARD (SPECIAL COMMENDATION)

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

Gideon Manaseh, Singapore Police Force

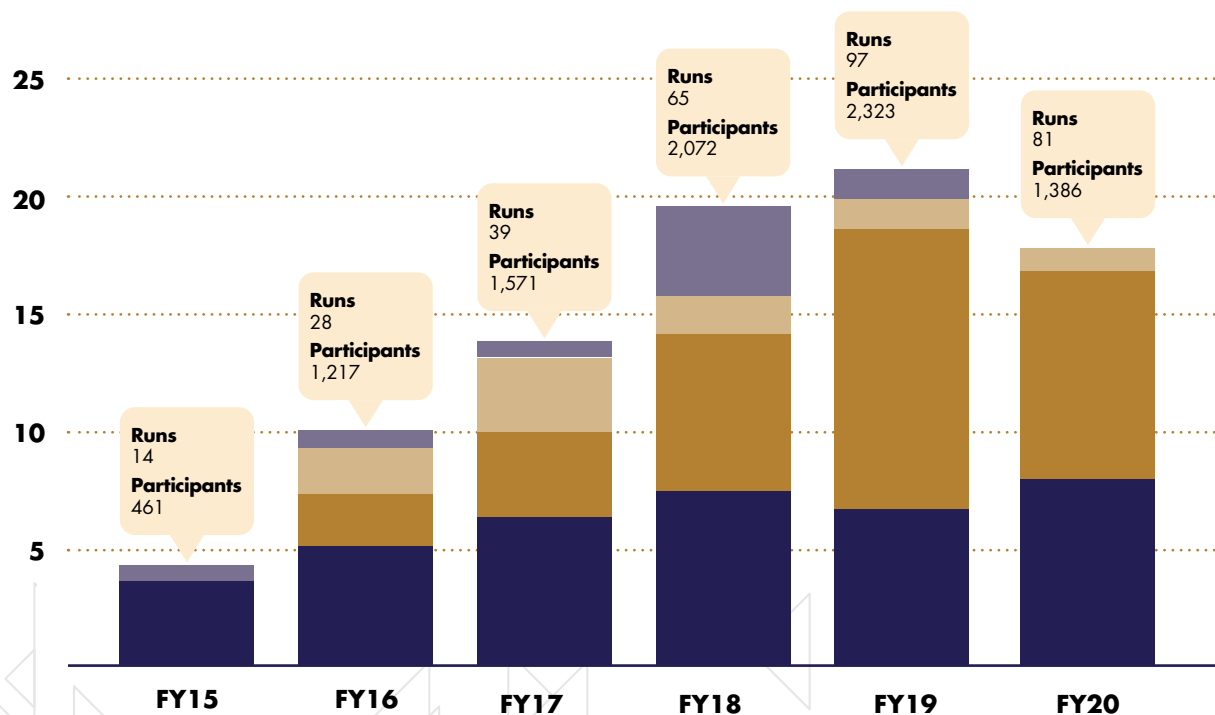
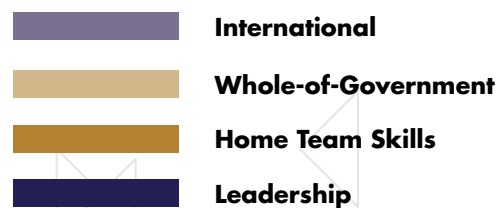
Muhammad Bin Latiff, Immigration & Checkpoints Authority

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

Kannan s/o Selvaraj

# COURSES AND SEMINARS

Although FY2020 saw fewer course runs of due to the pandemic, HTA continued to deliver our courses and programmes through fully virtual or blended learning platforms.





## HTA COURSES AND SEMINARS IN FY2020

Programme	No of Run(s)	
<b>LEADERSHIP PROGRAMMES</b>		
1	Civilian Milestone Programme - Step-Beyond	2
2	Civilian Milestone Programme - Step-Up	4
3	Home Team Advanced Leadership Programme	3
4	Home Team Leadership Programme	4
5	Home Team Leaders-in-Development Programme	1
6	Home Team Lectures	2
7	Home Team Senior Command & Staff Course 2020	1
8	Phoenix Programme 2020	1

Programme	No of Run(s)	
<b>HOME TEAM SKILLS PROGRAMMES</b>		
9	Basic Data Analytics	1
10	Civilian Milestone Programme - Step-In	6
11	Data Analytics - Basic Principles and Applications Course	10
12	Data Analytics for MHA Management	3
13	Facilitator-in-Training	23
14	Home Team Simulation System Instructor Course	4
15	Home Team Foundation Course	4
16	Think, Experience, Design	6
17	Upgrading Professionally - Through Specialist Certificate in Adult Learning and Education	5

Programme	No of Run(s)	
<b>WHOLE-OF-GOVERNMENT PROGRAMMES</b>		
18	Leaders in Enforcement Management Programme	1

**HOME TEAM ACADEMY**



**A LEADING CORPORATE UNIVERSITY IN HOMEFRONT SAFETY & SECURITY**

**HOME TEAM ACADEMY**

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