



HOME TEAM ACADEMY
ANNUAL REPORT
2022/23

CONTENTS

03

Chief Executive
Foreword

06

About the Home
Team Academy

07

The Core of
the HTA

08

The HTA's
Advisory Panel

10

Organisation
Structure

11

Leadership
Group

13

Year-In-Review

17

Four Centres of
Excellence for
Training and Learning

32

Advancing
Towards a Smart
Campus 2025

35

Stepping Up
Outreach and
Engagement

38

People
Development

43

Corporate
Governance
and Achievements

46

Special Feature:
Home Team Gallery

50

Almanac

52

Courses and
Seminars



CHIEF EXECUTIVE FOREWORD

COVID-19 was declared endemic at the start of 2022. With it firmly in the rear-view mirror, the Home Team Academy (HTA) turned our attention outwards in terms of international partnerships and stepped up our engagement efforts in FY2022.

Among them was the signing of memorandums of understanding (MoUs) with three foreign organisations, including renewing our MoU with the United States of America's (USA) Federal Law Enforcement Training Centers (FLETC). Another highlight was the addition of four new members to our Advisory Panel, two of whom are from overseas – China and the United Kingdom. Having a mix of local and international, professional, and academic members ensures we benefit from rich dialogues with different perspectives.

With the opening of borders, we were able to resume our international engagements, which included conducting the second HTA-FLETC International Programme on Crisis Leadership (IPCL) in November 2022. Jointly organised with our partner, FLETC, the programme was attended by 24 senior law enforcement officers from more than 10 different countries including the USA, Australia, China, Thailand and Brunei Darussalam. IPCL brings together senior law enforcement officers from invited countries and organisations to distil global best practices in crisis leadership and crisis management, as well as strengthen an international network of experts and practitioners.

Yet, even as we built on our international partnerships, we continued to keep our vision and mission firmly in our sights: to be a Centre of Excellence (CoE) in homefront safety and security training and learning (T&L) to nurture skilled Home Team (HT) officers. As part of this commitment, we held the official opening of the Home Team Gallery (HTG) in May 2022. The HTG is an important platform for us to instil and develop a 'One Home Team' mindset and identity among our officers, with shared values, ethos, and ethics. The revamped gallery has already been visited by more than 3,000 HT officers to date.



Those who walk through the two-and-a-half-storey space will witness the HT's contributions to Singapore's homefront safety and security and are given insights on how we strive towards a common mission. The gallery seeks to clearly demonstrate the varied roles, functions and operating challenges, while illustrating the importance of the HT's transformation to be future-ready. Read more about the HTG in this year's special feature story on page 46 of this report.

REINFORCING OUR FOUR AREAS OF FOCUS

As the Corporate University of the HT, the HTA continues to deliver high-impact programmes. These are part of our aim to upskill our HT officers to be exemplars of leadership and trusted, valued, and respected members of our community. Let me recap some of our key initiatives in these areas.

FOUR CENTRES OF EXCELLENCE IN HOMEFRONT SAFETY AND SECURITY TRAINING AND LEARNING

We have continued to deepen our focus in our four key T&L domains of Leadership Development in Public Safety and Security, Simulation Training for Incident Management, Evaluation and Assessment and Online Learning.

In addition to our leadership programmes (including the IPCL), I am proud to share that we led the setup of the first Crisis Management Training Steering Committee in 2023. This establishes oversight and provides strategic direction for the whole of Government as part of its crisis management T&L ecosystem.

Simulation-based T&L also remains a key priority. Our Home Team Simulation System (HTS2) has continued to attract attention and gain global recognition. In September 2022, we shared our award-winning HTS2 system at the XVR Asia User Group Meeting. We were also invited as a panellist to speak on the use of simulation technologies in law enforcement training at the World Police Summit 2023 in Dubai in March 2023.

ADVANCING TOWARDS A SMART CAMPUS BY 2025

We continue our march towards becoming a smart campus where we aspire to deliver a seamless experience for our partners and course participants the moment they enter the HTA. Developments on this front involved working further on our Smart Digital Learning Spaces to elevate the learner experience through digital and collaborative learning. This includes our new multimedia lab that is furnished with soundproof pods and fully equipped with essential Information Technology and studio-quality equipment for HT trainers to deliver online training professionally to our learners. We have also launched the Home Team Learning Management System 2.0, an upgraded e-learning system for HT officers, to better serve their T&L needs and to provide a more seamless, end-to-end learning experience.

In 2022, we developed a Key Performance Indicator Dashboard to enable regular updates on important projects and processes. We collaborated with the Home Team Department (HTD)s to create a new Home Team Training Safety Analytics Dashboard, pulling together training safety data from multiple HTDs. This collaboration culminated in a larger data set, which can serve to facilitate a deeper analysis of training data and strengthen the training safety culture in the HT.

STEPPING UP OUTREACH AND ENGAGEMENT

After operating for 17 years, we have embarked on a holistic brand review exercise that will be rolled out in stages and completed by 2025. The aim is to create a strong and consistent identity that is mutually reinforcing across all our platforms and further establish our role as a leading Corporate University in homefront safety and security. The first phase saw our logo refreshed to portray the HTA as a vibrant, modern, and forward-looking entity. We will be amplifying our branding both on campus and across our digital platforms, so look out for these exciting updates.

The HTA signed two new MoUs, the first one with the Australian Institute of Police Management in February 2023 and the second, with Coventry University in July 2023. These MoUs formalise our shared commitment to developing high quality training programmes with our international counterparts and allow us to gain privileged insights in international and regional developments in homefront safety and security.

PEOPLE DEVELOPMENT

In FY2022, the HTA continued to achieve high staff engagement scores from surveys that measure our officers' satisfaction and engagement levels. We have continued to invest in our people and it remains our key priority to prepare them to be future-ready. The same year saw the HTA adopt a holistic and integrated people-centric approach to develop our officers. We enhanced our Staff Development Framework by mapping out competencies related to our officers' job functions and determining the requisite training to empower them in their roles.

This enables our officers to better take charge of their own learning journeys. We also launched our Digital Upskill Plan and identified courses for HTA officers to raise their digital competencies and fluency.

LOOKING AHEAD

It has certainly been a busy year for us and we hope to keep up the momentum. In the following financial year, we remain committed to developing our four focus areas further. I am proud to share that our achievements so far have already gained us some external validation including international awards such as the Brandon Hall Group (BHG) Awards, a prestigious award programme in the adult learning industry. In August 2023, HTA successfully received three gold and two silver BHG awards for our leadership development programmes and simulation training. With many more exciting initiatives in the pipeline, we are all geared up to take the HTA to fresh heights. I would like to take this opportunity to thank all my officers and our partners for their collective effort. It would not be possible to be where we are today if not for the strong belief, passion and great teamwork demonstrated by everyone.



ABOUT THE HOME TEAM ACADEMY

Established in 2006, the HTA is the Corporate University of the HT, providing leading edge homefront safety and security T&L programmes. HTA plays a pivotal role in the Ministry of Home Affairs' training ecosystem, and provides centralised as well as needs-driven specialised courses.

Enabled by innovative training technologies and driven by a strong safety culture, HTA's programmes provide HT officers with a holistic perspective and appreciation of HT policies, while also inculcating and reinforcing HT ethics, values and ethos. HTA develops trusted, skilled and future-ready HT officers equipped with the professional skills, knowledge, and competencies to keep Singapore safe and secure.

To this end, HTA has also established partnership with various local and international academic and professional institutions and experts to develop quality programmes for HT officers. Fostering a strong HT identity through shared experiences and a good understanding of the HT's heritage and culture is also part of HTA's mission.



The HTA and the Home Team Departments have made good progress, year on year, in building up the training domain. As the Corporate University in homefront safety and security, the HTA plays a crucial role in developing next-generation Home Team officers to be future-ready. The transformation of our workforce requires the close collaboration of the entire Home Team training and learning community.

Mrs Josephine Teo

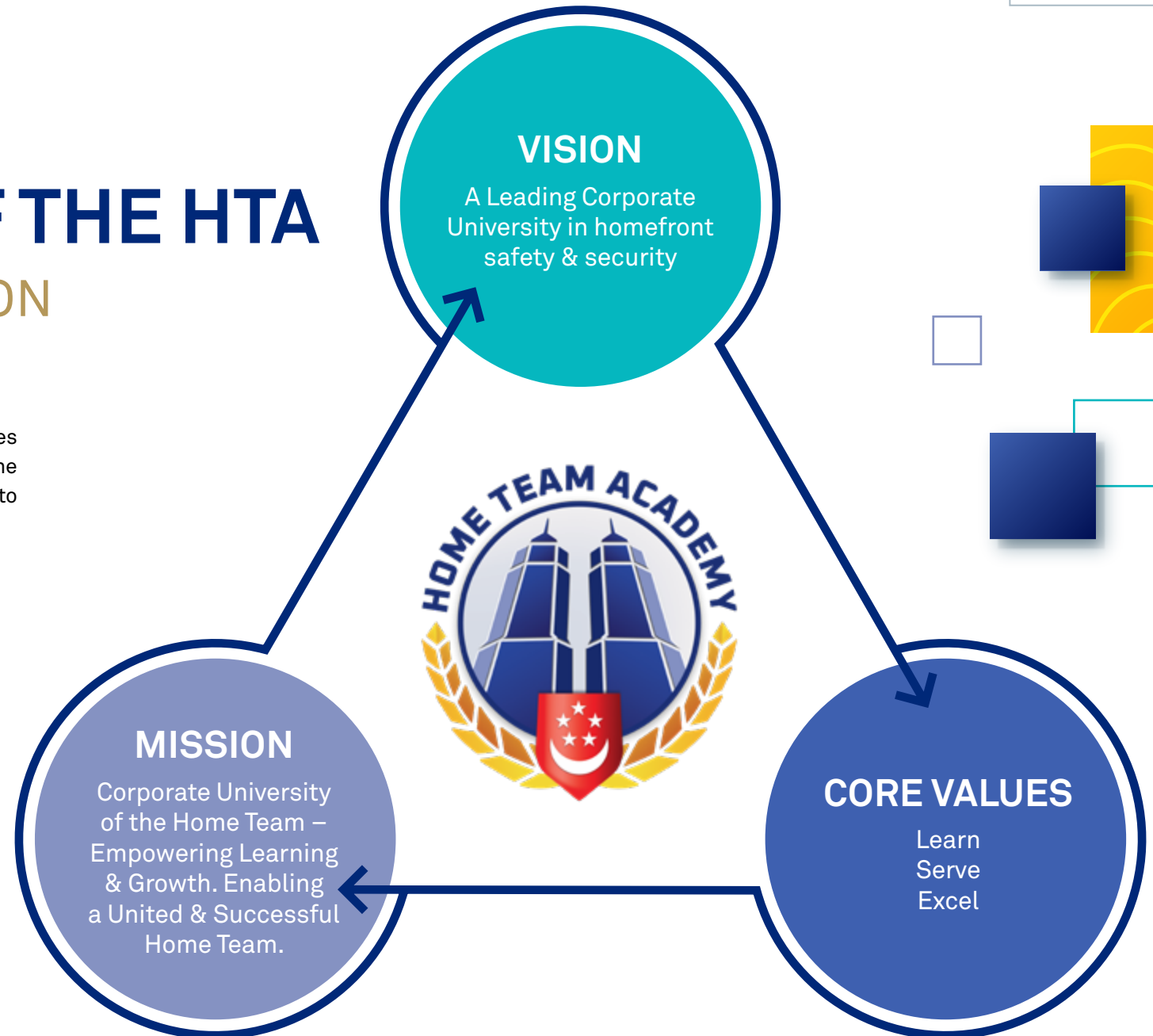
Minister for Communications and Information &
Second Minister for Home Affairs, at the HTA's Workplan Seminar 2023



THE CORE OF THE HTA

OUR VISION, MISSION AND CORE VALUES

The Academy's Vision, Mission and Core Values are known as the core of the HTA. This forms the foundation of the work that our officers do to transform the T&L ecosystem in the HT.



THE HTA'S ADVISORY PANEL

The HTA is supported by an Advisory Panel comprising local, international, professional and academic distinguished members. The Advisory Panel was set up to support the HTA's transformation journey as a leading Corporate University in homefront safety and security. The HTA would also like to put on record our deepest gratitude to Professor Cheong Hee Kiat who has left the Advisory Panel in December 2022. In 2022 and 2023, the HTA welcomed four new Advisory Panel members: Mr Andy Tsang, Professor John Latham, Professor Tan Tai Yong and Professor Susanna Leong.



Chairman

Mr Pang Kin Keong

Permanent Secretary
(Home Affairs)



Mr Andy Tsang

Deputy Commissioner
National Narcotics
Control Commission
China



**Mr Gil
Kerlikowske**

Professor of Practice
School of Criminal
Justice and Criminology
Northeastern University
United States



**Professor
Illian Mihov**

Dean
INSEAD
(From October 2013
– August 2023)



**Professor
John Latham**

Vice-Chancellor
and CEO
Coventry
University Group
United Kingdom



**Ms Ong
Toon Hui**

Dean and CEO
Civil Service College
(From September 2015
– August 2023)



**Mr Khoo
Boon Hui**

Board Member
Certis



**Professor
Tan Tai Yong**

President
Singapore University
of Social Sciences



**Professor
Susanna Leong**

Vice-Provost
(Masters' Programmes
and Lifelong Education)
National University
of Singapore

Mr Andy Tsang

Deputy Commissioner,
National Narcotics Control
Commission, China



“The Home Team Academy is a world class homefront safety and security institution. Its professionalism aside, I am very impressed with its global outlook and futuristic orientation. Obviously, it has a very thorough understanding of its mission, not just in preparing leaders for the civil service for now, but also for the future. As a panel member from another country, I am very honoured to be able to join the Advisory Panel and contribute to this very meaningful cause. I wish the Home Team Academy continued success.”

Professor John Latham

Vice-Chancellor and CEO,
Coventry University Group,
United Kingdom



“As you would expect, the Home Team Academy is a very professional service operation taking the best of both the public and private sectors. The integration of core emergency preparedness training and education alongside a very well-developed, more academic development portfolio created in partnership with other world-class organisations gives it a leading edge delivery of personal and service developments - this linked to its use of new and advanced technology to support the education and operational delivery delivers an impressive multi-faceted operation.

One of the main positives about working with the HTA is its truly impressive engagement in the co-creation of content and joint collaborative approach to working - this gives partners a true feeling of being part of the HTA's operations whilst enabling them to truly understand its needs and aspirations. The clear strategic planning of the HTA also enables partners to properly plan and support operations, giving them opportunities to invest in creating a long-term relationship.”

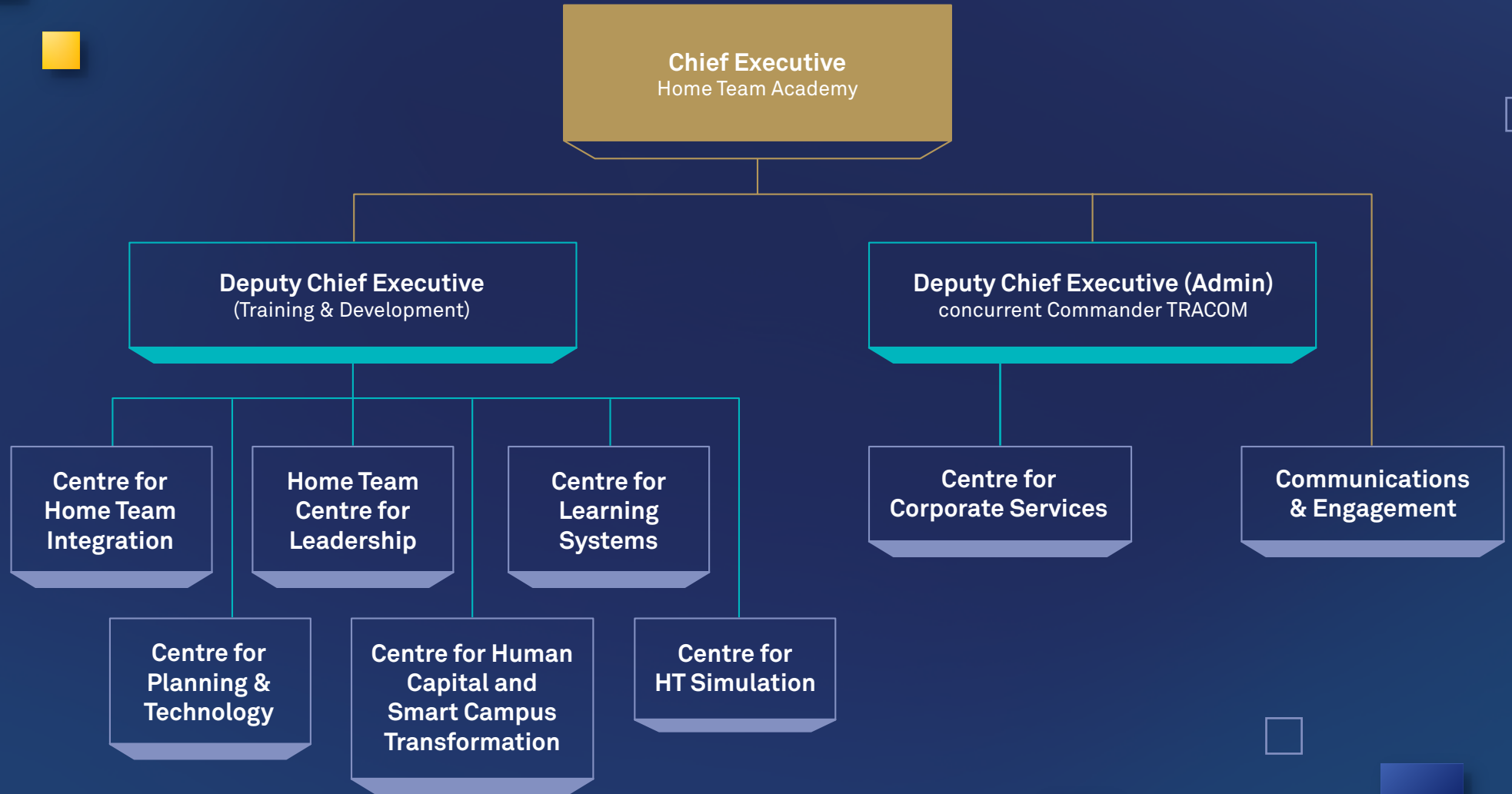
Professor Tan Tai Yong

President, Singapore
University of Social
Sciences



“I am impressed with the care and thoughtfulness that the Home Team Academy has put in to facilitate people development and growth across the Home Team organisations. SUSS is pleased to partner and collaborate with HTA in the CET space. By co-developing relevant courses with the practitioners, we ensure that our course offerings are timely and relevant to the needs of the users.”

ORGANISATION STRUCTURE



LEADERSHIP GROUP



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



Mr Anwar Abdullah
Chief Executive



Mr Wong Sung-En, Winston
Deputy Chief Executive
(Training & Development)



Ms Tay Lu Ling
Director
Centre for
Corporate Services



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



Mr Ng Jyh Pyng
Director
Centre for
Planning and Technology



Ms Kittybond Koo
Director
Centre for
Home Team Integration



Mr Poon Ngee
Director
Centre for
Home Team Simulation



Ms Tanny Ng
2 Director
Centre for
Home Team Integration



Mr Brian Lin Zhiyong
Director
Centre for
Learning Systems



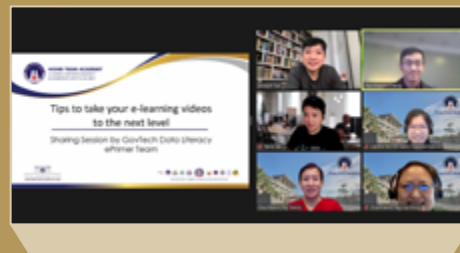
Mr Darius Lim
Director
Centre for
Home Team Centre
for Leadership

YEAR-IN-REVIEW

Apr
2022

VIRTUAL SHARING SESSION ON TAKING E-LEARNING TO THE NEXT LEVEL

The HTA and the Government Technology Agency (GovTech) organised a virtual sharing session on the tips and tricks of the principles of designing e-modules. GovTech also shared how Behavioural Insights can be applied to improve completion rates of the modules.



Click/scan here to view the HTA's Year-in-Review video for FY2022.



Achieved Tier 1 (highest achievable performance) for Corporate Scorecard for FY2022

May
2022

SILVER RIBBON MENTAL HEALTH AWARD

The HTA was awarded the Silver Ribbon Mental Health Award in recognition of its efforts in creating a mentally friendly and healthy work environment.



LAUNCH OF THE REVAMPED HOME TEAM GALLERY

The revamped Home Team Gallery was launched at the HTA's Workplan Seminar 2022. As one of the HTA's key T&L platforms to seed a 'One Home Team' mindset and identity among HT officers, the gallery leverages technology and storytelling to ensure an immersive experience for all visitors.





Jul
2022



Jun
2022

ENHANCED HOME TEAM CIVILIAN MILESTONE PROGRAMME

The HTA launched the enhanced Home Team Civilian Milestone Programme 2.0, which included the new Civilian Support Officer Foundation Course.

VIRTUAL TRAINING EI BI CI

The HTA and the Institute of Adult Learning (IAL) organised 'Virtual Training Ei Bi Ci', the first-ever course to be co-developed and delivered for HT trainers by HTA Training Specialists with the IAL.



SCENARIO BUILDER COURSE

The Home Team Simulation System (HTS2)'s Scenario Builder Course was launched to help HT trainers in conceptualising, designing and creating HTS2 simulation training scenarios.

Aug
2022



**Sep
2022**

MEMORANDUM OF UNDERSTANDING WITH FLETC

The HTA signed a MoU with the FLETC on 20 September 2022 to better facilitate the collaboration between both organisations.



**Oct
2022**

HOME TEAM SENIOR COMMAND AND STAFF COURSE

In FY2022, the HTA held two runs of the Home Team Senior Command and Staff Course for more than 50 public sector officers. The second run concluded in October 2022.



**Nov
2022**

TRAINING SAFETY TALKS

The HTA's Training Safety and Audit Branch organised two safety talks including topics on preventing limb injuries and diet management.



**Dec
2022**

HOME TEAM TRAINING EXCELLENCE AWARDS CEREMONY 2022

At the HTA's annual Home Team Training Excellence Awards ceremony, 17 HT trainers and 10 training units were recognised for excelling in curriculum design and programme delivery.



Jan
2023

LUNAR NEW YEAR CELEBRATIONS

The HTA ushered in the Lunar New Year with a festive celebration and ‘lo hei’ session.



Feb
2023

RENEWAL OF ISO 45001 CERTIFICATION

The HTA successfully renewed its ISO 45001 certification, an international standard for occupational health and safety.

MEMORANDUM OF UNDERSTANDING WITH THE AUSTRALIAN INSTITUTE OF POLICE MANAGEMENT

The HTA signed a MoU with the Australian Institute of Police Management on 23 February 2023 to formalise both organisations’ shared commitment to developing quality training programmes.



PHOENIX PROGRAMME

The seventh run of the HTA’s Phoenix Programme held from 6 March to 14 April 2023 enabled 24 HT and Whole-of-Government (WOG) leaders to upskill, network and discuss the opportunities and challenges of operating in an increasingly complex operating environment.

Mar
2023

FOUR CENTRES OF EXCELLENCE FOR TRAINING AND LEARNING

The HTA is the Corporate University of the HT. It strives to be a competency and capability centre for its T&L by exploring and adopting new techniques, practices and technology. Through partnerships with leading institutions and HTDs, it aims to strengthen its ecosystem and deliver world-class, leading-edge initiatives to ensure the best training opportunities are available to everyone in the HT.

The HTA prides itself as Centres of Excellence in **FOUR KEY AREAS:**

1 LEADERSHIP DEVELOPMENT IN PUBLIC SAFETY AND SECURITY

2 SIMULATION TRAINING FOR INCIDENT MANAGEMENT

3 EVALUATION AND ASSESSMENT

4 ONLINE LEARNING

Through FY2022, various initiatives and programmes were carried out across these four key areas.

1 LEADERSHIP DEVELOPMENT IN PUBLIC SAFETY AND SECURITY

Strong and effective leadership is critical for the HT to stay ahead in an increasingly complex operating environment. In addition to driving leadership development for the HT, the HTA is working towards delivering similar programmes and initiatives that value-add to the WOG leadership ecosystem. These include continual leadership development as well as developing and coordinating crisis leadership and management training. It will also continue to establish its international outreach to build the HT's influence, through deepening of existing partnerships with key stakeholders, while cultivating new ones.

HTA-FLETC INTERNATIONAL PROGRAMME ON CRISIS LEADERSHIP

The HTA-FLETC International Programme on Crisis Leadership (IPCL) was a four-day programme co-organised by the HTA and US FLETC. From 15 to 18 November 2022, 24 senior law enforcement officers from more than 10 different countries, including the USA, Australia, China, Thailand and Brunei, attended the event. The IPCL aims to build global partnerships, share crisis management best practices and hone crisis leadership skillsets.





SPEAKERS INCLUDED:

1. Mr Jeffery Carroll, Assistant Chief of Police, Metropolitan Police Department, Washington D.C.
2. Mr Joe Buffone, Deputy Coordinator General, Emergency Management & Response Group of National Emergency Management Agency (NEMA)
3. Mr Michael Miller, Chief of Police, City of Colleyville, Texas
4. Mr Jonathan McEntee, Director, Operations and Requirements Analysis, Science and Technology Directorate of the Department of Homeland Security (DHS S&T)

Their insights enabled participants to glean important lessons in managing a myriad of crises and how to leverage science and technology to combat them.

CONTINUAL LEADERSHIP DEVELOPMENT SUPPORT FRAMEWORK

HTA has developed and implemented the Continual Leadership Development Support Framework which consists of a structured intervention process and data-driven approach which takes place from pre-programme to 1 year post-programme period. Consisting of structured touchpoints, it offers dedicated opportunities for participants to continuously reinforce and apply their leadership action plans.

As part of the data-driven approach, HTA has designed and collected rich data relating to insights on HT Leadership. Valuable recommendations to improve its leadership development initiatives were derived, as a result. Findings were also shared with the HT's senior management, supervisors and programme alumni.

The HTA has initiated the structured intervention process with the Phoenix Programme 2022 and the Home Team Senior Command and Staff Course (HTSCSC) 2021 cohorts.

ENHANCING THE WHOLE-OF-GOVERNMENT (WOG) CRISIS MANAGEMENT TRAINING AND LEARNING ECOSYSTEM

The unprecedented COVID-19 pandemic uncovered gaps in government agencies, such as their capability to respond to crises and national emergencies. Under the Permanent Secretary's (Home Affairs) direction to drive the review and coordination of the WOG crisis management training, the HTA set up the Crisis Management Training Steering Committee (CMTSC) in 2023. The CMTSC comprises 10 ministries with relevant breadth and depth of exposure across the key crisis dimensions. The CMTSC will focus on steering and enhancing the WOG crisis management T&L ecosystem, starting in 2023, to level up capabilities and enable the stronger coordination of the WOG responses.

PHOENIX PROGRAMME

The seventh run of the HTA's Phoenix Programme was attended by 24 HT and WOG leaders from 6 March to 14 April 2023. It serves as a key platform for leaders from the various HTDs and across the public sector to upskill and network together over six weeks. They also proactively discussed and addressed the opportunities and challenges of operating in an increasingly complex operating environment.

Participants attended INSEAD modules that focused on areas such as communicating as a leader and leading organisational and cultural change. They actively participated in the programme's signature fireside chats with government leaders, including Deputy Prime Minister and Minister for Finance, Mr Lawrence Wong and Senior Minister and Coordinating Minister for National Security, Mr Teo Chee Hean.

Among the benefits were rich insights and valuable takeaways from public and private sector leaders within the programme, who shared candidly on pertinent issues. These included geopolitical, social and technological developments in Singapore's economy, the changing security and media landscape, and organisational transformation in the public and private sectors.



A study trip to Paris made up an important part of this run. Participants gleaned insights from the relevant HT counterparts, such as the Institute of Advanced Studies of the Ministry of Interior (IHEMI), National Gendarmerie, French National Police, Paris Fire Brigade and with private sector companies such as Thales and Sanofi.

The HTA also organised a study trip to Dubai and Abu Dhabi for the participants of the Phoenix Programme's sixth run from 21 to 25 November 2022. Participants had strategic engagements with law enforcement, training agencies and private sector companies in the United Arab Emirates. These included visits to the Abu Dhabi Police Headquarters, Ministry of Interior, UAE Civil Defence Academy, Dubai Police, Dubai Digital Authority, Burj Khalifa and DP World Port Operator.



HOME TEAM SENIOR COMMAND AND STAFF COURSE

Held to enhance senior leaders' proficiency in keeping up with the rapid pace of change and transformation to keep up with the pace of change and transform in an agile manner, the six-week HTSCSC saw two runs in 2022. More than 50 government officers attended the 17th and 18th editions that concluded on 5 August and 28 October respectively.

Participants broadened their perspectives through dialogues with public and private sector speakers. These included Mrs Josephine Teo, Minister for Communications and Information & Second Minister for Home Affairs (MHA); Ms Sun Xueling, Minister of State (MOS), MHA and Ministry of Social and Family Development; Mr Pang Kin Keong, Permanent Secretary, MHA; Mr Albert Chua, Permanent Secretary, Ministry of Foreign Affairs; Heads of HT Departments and Mr Lim Kiang Tong, Group Chief Operating Officer, OCBC and Mr Loh Wee Lee, CEO, Lazada.

Complementing the course were academic insights gained from modules that were conducted by INSEAD, the Lee Kuan Yew School of Public Policy and the S. Rajaratnam School of International Studies. Intrinsic to the programme is HTSCSC being a platform for participants to network and learn from each other through group reflection and informal peer-sharing sessions.

The 17th and 18th HTSCSC included study trips to Sydney, Australia and Seoul, South Korea respectively, for strategic engagements with law enforcement and training agencies. In Sydney, visits were paid to the Australian Federal Police, the Australian Institute of Police Management, the Fire and Rescue New South Wales, the Corrective Services New South Wales, the New South Wales Police Force and the Australian Border Force.

In Seoul, participants met with law and training agencies, such as the Seoul Metropolitan Police Agency, Korea Correctional Service (KCS), Seoul Metropolitan Fire and Disaster and Incheon Airport Immigration Service. They also visited private sector companies, such as the Samsung Electronics headquarters.





ALUMNI REFLECTION DAY EVENTS

Held over four dates in the third quarter of 2022 and first quarter of 2023, the Alumni Reflection Day events were attended by various cohorts of the Phoenix Programme and HTSCSC. As the name suggests, these are structured touchpoints organised as part of the Continual Leadership Development Support Framework for participants to enhance their leadership insights and reflections after attending the courses.

Each Alumni Reflection Day event comprises two segments: the LEAD (Leadership Excellence Amid Dynamism) Seminar Series held in the morning and Alumni Reflection Session held in the afternoon. In the LEAD Seminar Series, guest speakers included Professor Lim Siong Guan and Professor Leonard Lee, from the Lee Kuan Yew School of Public Policy; and Professor Ko Kuwabara and Professor Eric Luis Uhlman from INSEAD Business School. They delivered the LEAD seminars on topics such as leadership in today's complex world, effective negotiation and team communication techniques, and behavioural insights and leadership in public policy.



2 SIMULATION TRAINING FOR INCIDENT MANAGEMENT

As a CoE in Simulation Training for Incident Management, the HTA aims to bring realistic and effective training in this area to the HT, WOG and at an international level. Specifically, HT officers are trained in managing large-scale security incidents and joint operations in a safe and realistic setting, with lower manpower and operational costs.

INCREASE IN SIMULATION TRAINING AND JOINT EXERCISES

The financial year saw a substantial increase in the number of simulation training courses held. A total of 132 were conducted, up by 71 percent from the previous year. As its efficacy became more evident, several specialist units from the Singapore Police Force (SPF) joined the community, including the Police Coast Guard, the Home Team School of Criminal Investigation, Gurkha Contingent and the Centre for Protective Security.

In response to the demand, HTA's Centre for Home Team Simulation (CHTS) increased the number of simulation training scenarios to about 50. These are used as part of leadership training and for the assessment of command officers



and senior leaders. Some examples were the SPF Command and Staff Course (a multi-tier command post exercise for the SPF Commanding Officers), SCDF Advanced Commander Course and the Prison Superintendent Course.

On the joint exercise front, the CHTS conducted nine, which enhanced and supported the opportunities for collaboration across organisational boundaries. Participants gained insightful knowledge of the strength and capabilities of the different units and improved their communication and coordination efforts. For example, the ICA used the Home Team Simulation System (HTS2) to conduct joint exercises with the SPF to prepare their officers for the transition to take over the incident management of security incidents at Singapore's land checkpoints.



SHARING OF SIMULATION TRAINING EXPERIENCE WITH THE RHINELAND-PALATINATE POLICE UNIVERSITY

HTA was invited to visit the Rhineland-Palatinate Police University at the Hahn Campus in Germany on 23 June 2022. Ideas were exchanged on simulation training and shared on how the HT designs and conducts them for first responders, command-post operations and on-scene investigations. Both organisations recognised the need to conduct inter-department simulation exercises to train the coordination and multi-agency response to an incident. The German University also showcased their equipment and how they were integrated with the simulation system to make the training more realistic. The consensus was that the visit had many fruitful takeaways.



SHARING BY THE HTA ON THE USE OF XVR AT XVR USER GROUP MEETING (ASIA)

The XVR Asia User Group Meeting was held in Singapore on 2 September 2022 and as part of the HTA's thought leadership initiatives, the CHTS presented the HTS2's key capabilities and how it was used to conduct multi-departmental simulation trainings. The UGM was attended by XVR users from government agencies and private sectors from various countries in the region, such as Korea, Australia, Thailand, Malaysia and China. The CHTS also used the opportunity to network, exchange ideas and learn how other XVR users conduct their simulation trainings.

After the conclusion of the event, XVR invited the CHTS to conduct another round of sharing on HTS2 training methodologies, specifically for the management and research and development team of XVR Simulation.



SCENARIO BUILDER COURSE

A key goal of simulation training is to create an authentic learning experience, and it starts with good scenario design. This can also stimulate fruitful discussions, which allow reflective learning, generate research data and provide opportunities for assessment.

CHTS created the novel HTS2 Scenario Builder Course to help HT trainers in conceptualising, designing and creating HTS2 simulation training scenarios. Consequently, the HT trainers can put their operational knowledge into practice with real-life case scenarios and create endless possibilities of scenario designs.

The Scenario Builder course was created as an impetus to drive joint HT simulation exercises and to improve operational readiness. In FY2022, CHTS conducted nine joint HT simulation exercises. With more joint training scenarios built, this number will continue to grow. Following favourable feedback on the training efficacy of the curriculum, the CHTS will continue to explore and adopt the “train the trainer” concept, ensure self-sustainability in the long run and expand the HTS2 Scenario Builders’ community effectively.



PARTICIPATION AT THE WORLD POLICE SUMMIT 2023

In March 2023, the HTA was invited as a panellist to speak on the use of simulation technologies in law enforcement training at the World Police Summit 2023 in Dubai. The topic was “Policing in The Age of Metaverse”. Hosted by the Dubai Police at the emirate’s World Trade Center, the Summit brings together leaders, thinkers, practitioners, innovators and technologists from the global policing community. It acts as a focal point for fresh ideas, where participants can discover new strategies, share experiences and best practices, explore new technologies and develop communal approaches to the constantly evolving challenges faced by police and law enforcement agencies worldwide.

The CHTS shared about the challenges it faced when setting up the simulation system and getting people on board with this new methodology of training. Through virtual reality training, it provided the possibility of allowing officers to be exposed to rare but important incidents that do not happen on a daily basis. Another key benefit was that it allowed the participants to see the consequences of their actions, depending on their decision, without waiting for a debrief, making it a powerful training tool.

The HTA will continue to fly the HT flag high by demonstrating how it is a leader in simulation-based training.



3 EVALUATION AND ASSESSMENT

As a CoE in Evaluation and Assessment, the HTA aims to ensure that the evaluation and assessment practices of the HTA's Centres, and eventually across the whole of the HT, are robust, valid and reliable. To achieve this, the HTA deep dives into their robust methodologies and keeps abreast of developments in these areas.

HOME TEAM ASSESSMENT FRAMEWORK

The Home Team Training Curriculum Masterplan (HT TCM) has been the guiding principle for curriculum design and development since 2020 and the assessment aspect became an area of focus in FY2022. In the next phase of the HT TCM adoption, the HTA has identified that it is important to ensure a holistic assessment framework to support a learner-centred curriculum, and that assessment approaches undertaken by the HTA's Centres and HTDs are robust.



The Home Team Assessment Framework consultancy project was therefore launched on 26 September 2022 to identify the knowledge gaps and challenges faced in developing assessment capabilities. It also earmarked areas for improvement, such as the need for a common understanding of assessment and evaluation concepts, principles and applications to enhance practice and the provision of guidelines to specify the steps and processes involved in developing quality assessments. The HTA is currently working on the resource guide iteration, and will engage its Centres and the HTDs on the next steps to ensure all assessment systems are robust, valid and reliable.



CURRICULUM COMMUNITY OF PRACTICE

The HTA's Centre for Learning System (CLS) organised its third virtual Curriculum Community of Practice (CoP) session on 9 February 2023 with the aim of building networks and sharing best practices among HT trainers and curriculum developers. The theme, "Designing Quality Evaluation and Assessment", served to underscore the next phase of development of the HT TCM to strengthen the HT's capabilities in developing robust, valid and reliable evaluation and assessment systems.

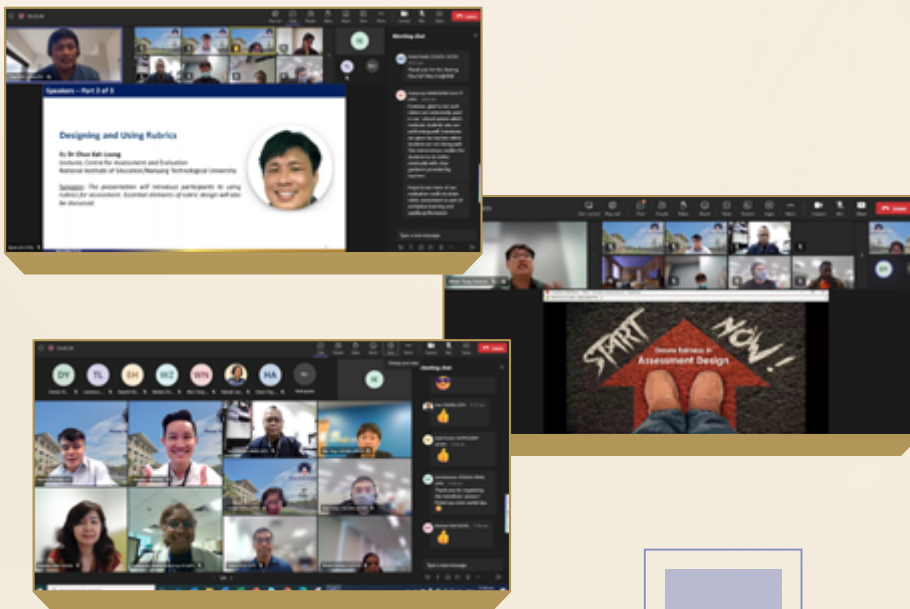
The event saw a record number of over 200 HT curriculum developers and trainers in attendance. It also marked the first time that speakers from local and overseas institutions of higher learning and the industry, such as the National Institute of Education International, the Singapore Examinations and Assessment Board, and the FLETC, were invited to share their knowledge and expertise on evaluation and assessment topics.



HTA-SUSS CURRICULUM DESIGN AND DEVELOPMENT PROGRAMME

The HTA-Singapore University of Social Sciences (SUSS) Curriculum Design and Development (CDD) programme is a bespoke initiative catered to the learning and upskilling needs of HT Curriculum Developers. The programme equips Curriculum Developers with the skills and competencies needed to plan, design and develop learner-centric curriculum. The programme was launched on 7 December 2022 and received good feedback from HT participants on the use of active-learning approaches and industry-benchmarked frameworks that are relevant for application in the HT's diverse T&L contexts.

It also includes components on evaluation and assessment. Learners are exposed to common and best practices within the T&L industry and are introduced to concepts such as the principles of assessment, assessment data analysis and curriculum review. There are also many opportunities for hands-on activities to apply the knowledge and skills learnt during the programme. For example, learners are engaged with tasks that require them to design assessments appropriate to their training contexts and devise course survey questionnaires using industry-recognised models, such as the Kirkpatrick evaluation model, that they can apply back in their workplace.



4 ONLINE LEARNING

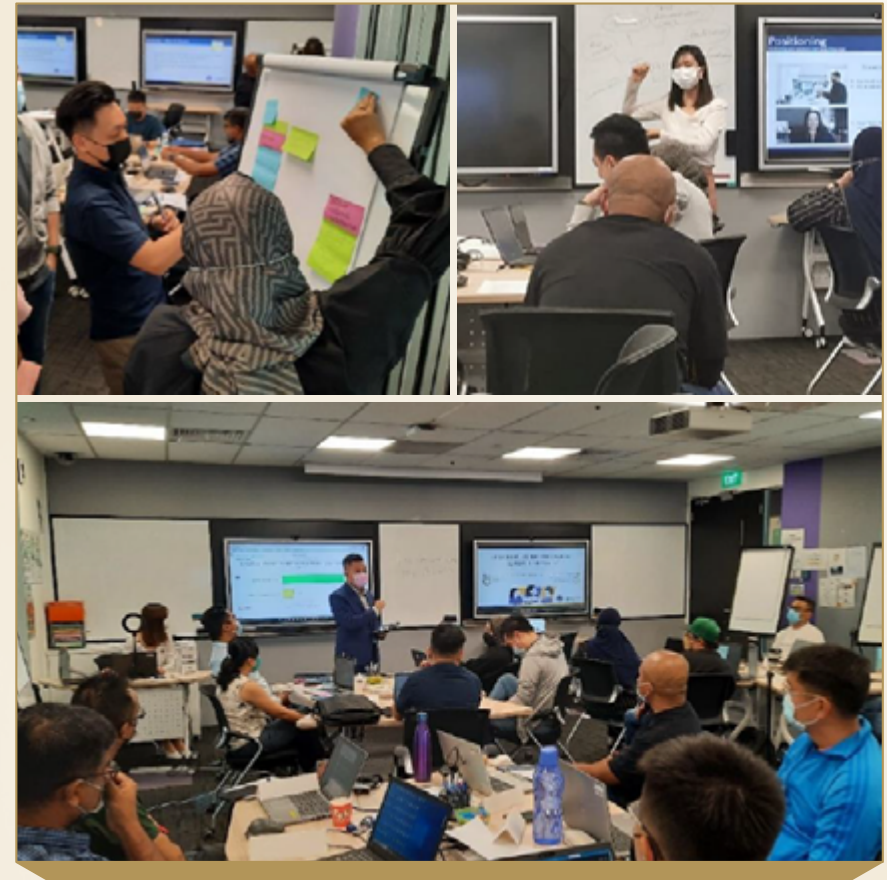
Technology disruptions and COVID-19 has accelerated the need for HT trainers to possess online andragogy skills as online learning becomes a key training modality. As a CoE in Online Learning, the HTA leads the building of this capability in HT officers and strengthens the rigour of such applications within the HT. This is achieved through the three key strategies of deepening the HT trainers' competencies, enhance online learning systems and spaces, and cultivating online learning habits in HT officers.

EQUIPPING HOME TEAM TRAINERS WITH ONLINE LEARNING COMPETENCIES

As part of the Academy's efforts to develop trainers and equip them with skills to facilitate online learning synchronously, the HTA partnered with the Institute of Adult Learning (IAL) to design, develop and deliver two one-day workshops.

On 1 July 2022, 'Virtual Training Ei Bi Ci', the first-ever course to be co-developed and delivered by HTA Training Specialists with the IAL, was held. HTA and IAL had worked together on this programme since an Implementation Agreement was signed in January 2022 to jointly develop and deliver bite-sized training courses. This course was designed for HT trainers who were conducting or intending to conduct virtual training and aim to apply more extensive digital tools in their production and delivery. Participants learnt to integrate the use of online tools with Microsoft Teams to enhance the learners' engagement during virtual training.

A second workshop titled 'Be A Virtual Training Ninja' was held on 19 September 2022. This course was designed for HT trainers were conducting or intended to conduct virtual training and aim to apply more extensive digital tools in the production and delivery of their virtual training class.



SUPPORTING THE DEVELOPMENT OF ONLINE LEARNING PACKAGES

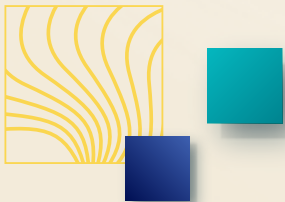
As part of the HTA's efforts to galvanise the HT to develop and use online learning packages, it implemented a Demand Aggregate Framework Agreement. This commenced on 1 April 2023 and allows HTDs to design and develop e-learning packages for four different interactivity levels (including gamification and game-based learning). The HTA has also created an Online Learning Asset Portal and will use Behavioural Insights to study an officer's motivation, attitudes, profiles and barriers to encourage self-directed online learning habits.

SEEDING A 'ONE HOME TEAM' MINDSET

Through its role as the Corporate University of the HT, the HTA is the central touchpoint of all its officers as they rise through the ranks, playing a fundamental role in promoting integration through training and values inculcation. A key strategy in doing this is by seeding a 'One Home Team' mindset in HT officers to build a sense of pride and identity through training and heritage.

HOME TEAM FOUNDATION COURSE

The Home Team Foundation Course (HTFC) is a 10-day residential course for new senior officers to promote integration and collaboration. The course has evolved to new training methods such as peer-to-peer learning and mission-based activities, in addition to the experiential learning components, visits to HT agencies, leadership dialogues, and classroom sessions. There were eight runs of the HTFC in FY2022, with highly positive ratings and feedback.



HARMONISING TRAINING EFFORTS RELATED TO HOME TEAM VALUES AND PRINCIPLES

In FY2022, the HTA rolled out the Home Team Guiding Principles in the HTA Milestone Programme. It created a repository of case studies, articles and other resources related to the HT's driving forces of values, principles and culture for trainers. These provide trainers with a rich collection of case examples to support their training delivery.

The HTA will conceptualise a whole-of-HT training framework to harmonise existing training efforts on HT Values and Principles, as well as future training efforts on HT Culture. This training framework will help strengthen the nexus between training and operations across HTDs.

The HTA will also work with MHA's Training and Competency Development Division and the HT Training Schools to integrate HT Values, Principles and Culture with departments' training curricula. This involves developing, implementing, and reviewing training strategies, content and curricula, and conducting evaluation of training courses.

TRAINING HOME TEAM CIVILIAN OFFICERS

The Home Team Civilian Training School was established in 2020 to develop future-ready civilian officers who can work collaboratively with a 'One Home Team' mindset.

HOME TEAM CIVILIAN MILESTONE PROGRAMME

The Home Team Civilian Milestone Programme (HTCMP) serves as the core suite of training programmes aimed at developing civilian officers at key stages of their careers. In FY2022, the HTA launched the enhanced CMP2.0, which included the new Civilian Support Officer Foundation Course for assistant executives. HTCTS also focused on using digital and online tools for training, leveraging on the Home Team Learning Management System (HTLMS). In addition, HTCTS has been working with other units in HTA to develop a data dashboard to better review feedback from course participants on their learning experiences.



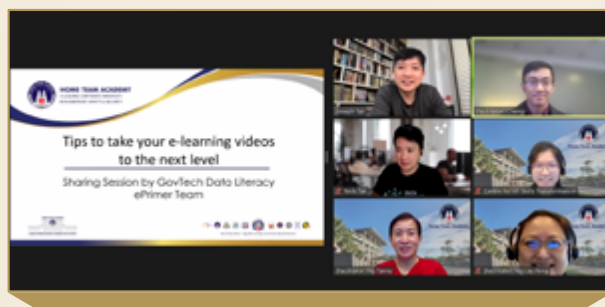
TRANSFORMATIONAL AND STRATEGIC CROSS-CUTTING SKILLS

From FY2018 to FY2022, the HTA focused on building the capabilities of HT officers in transformational and strategic cross-cutting skills, with some examples of key skills listed below. Moving forward, the HTA will be collaborating with SkillsFuture Singapore (SSG) to identify relevant emerging skills for the HT through the development of HT Emerging Skills Survey and Learning Styles Survey for HT officers. This will bridge learning gaps and provide targeted training interventions for HT officers effectively for the next 3 years.



CROSS-CUTTING SKILLS COURSES FOR HOME TEAM OFFICERS

HTA successfully rolled out 39 data analytics virtual classroom courses in FY2022 for HT officer of varying profiles. To promote upskilling, it also contributed three series of cross-cutting skills content to the MHA's HT Learning Circle for the months of May, July and November 2022. Moving forward, the HTA will further enhance upskilling efforts by collaborating with SSG to identify emerging skills for HT officers. The insights gleaned during this process will be incorporated into targeted training intervention plans.



TAKING E-LEARNING DESIGN TO THE NEXT LEVEL

Held in April 2022, 38 participants from across the HT and the Auditor-General's Office attended a virtual session held by the HTA and GovTech. The session covered tips and tricks of the principles of designing e-modules, such as using fun titles, introducing light-hearted jokes and having minimal and compartmentalised content. GovTech shared how Behavioural Insights are applied to improve completion rates of the modules, using the EAST (Easy, Attractive, Social, Timely) conceptual framework to design messages to nudge officers towards the finish line.

SUPPORTING CONTINUING EDUCATION AND TRAINING

REVAMPED CURRICULUM OF DEGREE IN PUBLIC SAFETY AND SECURITY

Developed by the SUSS and supported by the MHA, the Bachelor of Public Safety and Security Programme was launched in 2020. It provides students with theoretical knowledge and training in intervention strategies in the areas of policing, emergency management, investigation, rehabilitation, crime reduction and terrorism.

To better prepare students for the fast-changing world of work, SUSS, with the support of MHA, revamped the curriculum of the degree. This will be continuously reviewed to ensure their relevance and value to the security industry. The first batch of MHA-sponsored officers will graduate from the programme in October 2023.



TRAINER DEVELOPMENT

The HTA invests in the HT's trainers through organising upskilling programmes, developing training roadmaps and implementing innovative learning technologies for their needs.

TRAINERS' DAY 2022

The annual Trainers' Day is dedicated to enabling trainers from across the HT to enhance their teaching skills and pick up the latest best practices and tips. Developing skilled and proficient trainers is a key aspect of ensuring HT officers receive the upskilling they need to keep Singapore safe and secure.

In FY2022, Trainers' Day was held in conjunction with the inaugural HTA Day that celebrated the HTA's 16th anniversary on 2 September 2022 and featured four different workshops for 97 Home Team trainers. They explored the use of virtual learning tools to facilitate active and collaborative learning and learnt how to design effective course assessments to better contribute to learning and performance. They also attended workshops to be exposed to how they could apply teaching strategies, proven by behavioural science studies, and how to coach learners of different dispositions based on the DISC (Dominance, Influence, Steadiness, Compliance) personality test.

HOME TEAM TRAINING EXCELLENCE AWARDS CEREMONY 2022

A total of 17 HT trainers and 10 training units received awards at the Home Team Training Excellence (TraX) Award Ceremony 2022 held on 6 December 2022. Given out by the HTA annually, this is the pinnacle achievement in the HT training community. It recognises exemplary trainers and training units for excelling in their curriculum design and delivery of quality programmes.



ADVANCING TOWARDS A SMART CAMPUS 2025

To be a digitally empowered and future-ready Corporate University of the HT, the HTA leverages technology to deliver seamless campus experience and effective learning outcomes. The HTA is enhancing its capabilities in three areas: Smart Digital Learning Spaces; Smart Safety and Security; and Smart Infrastructure.



SMART DIGITAL LEARNING SPACES

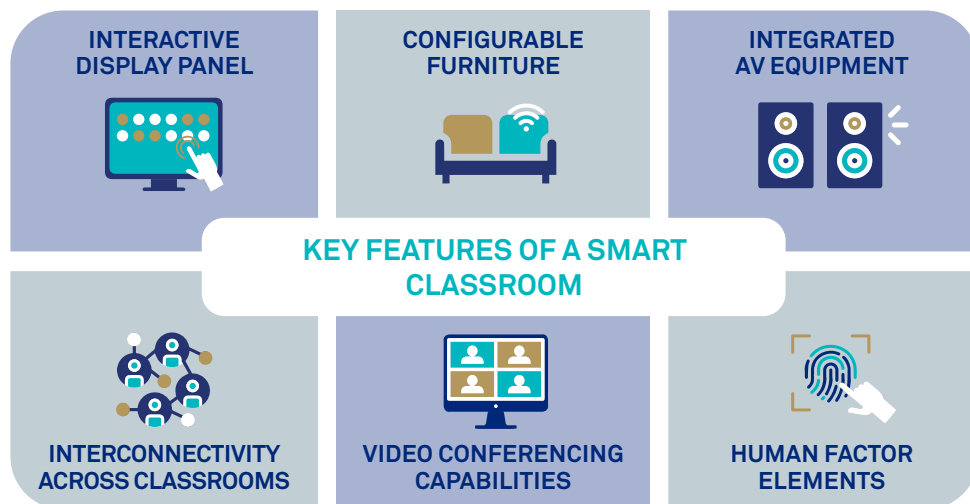
The HTA is committed to provide a seamless and integrated learning experience for learners.

MULTIMEDIA LAB

The HTA has developed the Multimedia Lab that facilitates HT trainers and curriculum developers to come together for curriculum production discussion and the delivery of online training. The space is designed as a café concept with conducive areas for groups to gather and collaborate. It is also furnished with soundproof pods and fully equipped with essential Information Technology and studio-quality equipment to conduct professional online training.

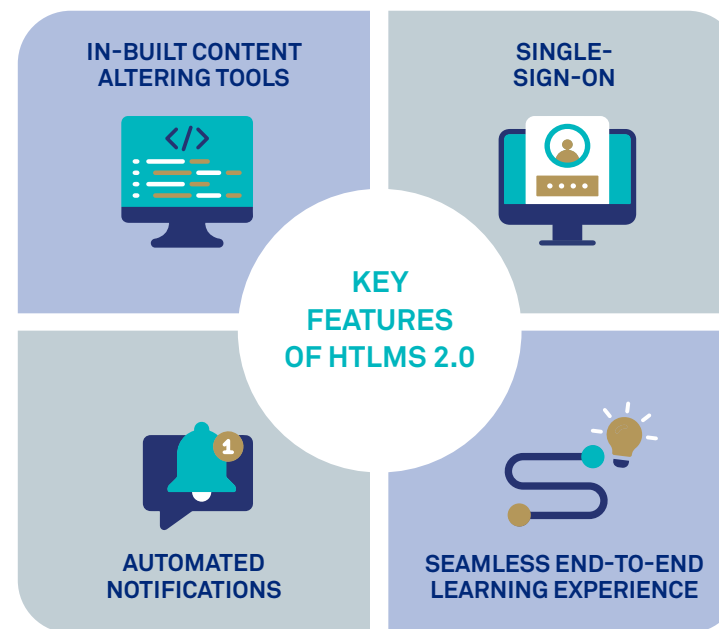


HT officers can also look forward to the progressive refreshing of HTA's classrooms over the next few years. The classrooms will be equipped with tools to support hybrid learning and enhance learners' experience. The classrooms will also include interactive display panels and enhanced audio output.



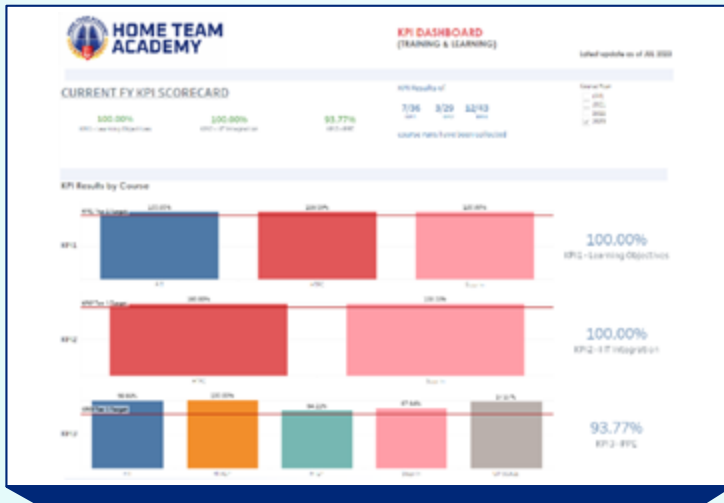
HOME TEAM LEARNING MANAGEMENT SYSTEM 2.0

The Home Team Learning Management System (HTLMS) has been the principal e-learning platform since its launch in 2016. It serves more than 60,000 HT officers and National Servicemen to develop skills important for today's operating environment, such as data analytics and design thinking. The HTLMS also hosts courses that provide the academic foundation for operational skillsets, including firefighting, the use of firearms and vehicle examination. Version 2.0 is an upgraded e-learning system for HT officers launched in 2023 to better serve their T&L needs and provide a more seamless, end-to-end learning experience. It offers everything from content development to lesson delivery, learner assessment and course evaluation. The HTLMS 2.0 caters to a more diverse range of users, including the HT's content developers, trainers and learners.



SMART SAFETY AND SECURITY

The HTA developed a dashboard to track its key performance indicators at monthly meetings. It also collaborated with HTDs to create a Home Team Training Safety Analytics Dashboard to facilitate the diagnostic analysis of training safety data and strengthen training safety culture in the HT.



SMART INFRASTRUCTURE

To drive Smart Campus Transformation, the HTA's Centre for Human Capital and Smart Campus Transformation organised various technology exploration visits in 2022 to enable officers to keep abreast of mature or emerging technologies. These included simulation, virtual reality, augmented reality and artificial intelligence, where they learnt how to leverage them to advance its smart campus initiatives.



STEPPING UP OUTREACH AND ENGAGEMENT

The HTA's outreach and engagement efforts showcase how the HT is well trained and prepared in keeping Singapore safe and secure. This is done through leading-edge T&L, enabled by innovative technologies and driven by a strong safety culture. Using a range of initiatives both on the local and international front, it aspires to be a thought leader in homefront safety and security, gaining access to deep expertise and resources as well as privileged insights in international and regional developments.



JOINT EXHIBITION WITH HOME TEAM DEPARTMENTS AT THE HTA'S WORKPLAN SEMINAR 2022

The HTA's Workplan Seminar 2022 was held on 11 May 2022 at the HTA's Harmony Hall. Mr Desmond Tan, then-Minister of State at the MHA & Ministry of Sustainability and the Environment, was the Guest-of-Honour.

The seminar spotlighted the HT's latest T&L developments and capabilities, including the Singapore Police Force's StressVest; the Singapore Civil Defence Force's Road Traffic Accident Extended Reality Training Simulator; the Immigration & Checkpoints Authority's use of augmented reality for Document Examination Training; the Singapore Prison Service's Oleoresin Capsicum Delivery System Accuracy Sensor Prototype; the Central Narcotics Bureau's one-stop Training Library that consolidates all its learning resources; and the Yellow Ribbon Singapore's Digital Upskilling MasterPlan.

The revamped Home Team Gallery (HTG) was also launched by Minister Tan at the same event. Closed since February 2021 for redevelopment works, it is one of the key T&L platforms to build a 'One Home



Team' mindset and identity among HT officers. The HTG showcases the HT's contributions to Singapore's homefront safety and security. It provides insights into the work of HT agencies, the significance of their integration and community partnerships, operating challenges and the importance of the HT's transformation to be future-ready.



THE HTA'S REBRANDING JOURNEY AND REFRESHED LOGO

The HTA has changed significantly since it embarked on a transformation journey in 2016. Outreach efforts are now more public-focused to assure the community that the HT is highly skilled and worthy of their trust and confidence. In 2022, it began a holistic brand review exercise, which aims to position the HTA as a leading Corporate University in homefront safety and security. A refreshed logo was launched at the Workplan Seminar 2022 and portrays the HTA as a vibrant, modern and forward-looking department of the HT.



HOME TEAM JOURNAL ISSUE 12



The HTA works with researchers, the MHA and practitioners from the HTDs to publish the Home Team Journal that provides insights on safety and security matters. Issue 12 was published in February 2023, themed on emerging threats and highlights how the HT and its partners are combating them even as they evolve.

The HTA contributed an article on its data analytics upskilling efforts to develop future-ready HT officers. It highlights the key strategies the HTA has adopted to successfully implement such programmes. Issue 12 also features the Commissioner of the Immigration & Checkpoints Authority, Marvin Sim, in the Leadership Interview, who shared his management journey, including what he learnt from the COVID-19 pandemic.

MEMORANDUMS OF UNDERSTANDING WITH OVERSEAS STRATEGIC PARTNERS

The HTA signed a new MoU with the FLETC on 20 September 2022 to further facilitate the collaboration between both organisations. The FLETC serves as the United States' enterprise resource for federal law enforcement training. It offers fully reimbursable training programs to law enforcement partners worldwide, including Singapore.



The first MoU was signed in 2016 to exchange expertise and best practices in law enforcement training, leadership development and capacity building. The refreshed MoU facilitates knowledge-based sharing, exchanges best practices and allows for consortiums, joint projects, staff exchanges and more.

On 23 February 2023, HTA also signed an MoU with the Australian Institute of Police Management (AIPM) to formalise both organisations' shared commitment to developing quality training programmes. The AIPM is an educational organisation with an extensive history in educating public safety leaders. Since the early 1960s, it has been integral in developing more than 6,500 senior officials from policing, law enforcement, public safety, emergency services and other like-minded organisations.



The HTA and AIPM have shared a longstanding partnership since 2012 and this MoU kickstarts the next chapter where there will be more collaborations in mutual areas of interest, such as leadership development.

PEOPLE DEVELOPMENT

At the HTA, people are its greatest asset. HTA takes pride in anchoring its key HR strategy on its “HEART of HTA” framework. This develops its officers holistically, in a deliberate and systematic manner, builds their capabilities and ensures they are future-ready. Through the “HEART of HTA” framework, officers proactively learn and upskill to enhance their personal and functional competencies. They serve one another to achieve the HT’s organisational objectives, and excel by leveraging technology to enhance their T&L capabilities. The HTA grows and sustains a team that is well-taken care of, engaged, treated as valued partners and respected professionals, and technologically enabled to be future-ready.



H

OLISTIC WELL-BEING

The HTA takes care of its team's well-being by ensuring a safe and secure working environment, organising team-bonding activities and implementing helpful initiatives to cater to their needs.

STAFF WELFARE INITIATIVES

After COVID-19, the HTA resumed its in-person events and activities to foster team-bonding and build camaraderie among staff in an informal setting.



FABULOUS FRIDAYS

The HTA implemented FABulous Fridays (Focus Afternoon Buffer) to ringfence every Friday afternoon and discourage meetings. This enables staff to focus on self-directed learning or their key work deliverables.



ENGAGED OFFICERS

The HTA has continued to engage its staff through various channels to keep them updated on its key developments and solicit feedback to improve the work environment.

ENGAGEMENT SESSIONS

Staff of the HTA know that they always have access to senior management through various platforms. These include one-to-one engagement sessions, town halls and corporate retreats. It encourages them to contribute feedback and enhances the openness of communication channels.

MENTAL WELL-BEING TALKS

Mental well-being talks were organised to share tips on how to stay resilient. Participants also learnt how supervisors and colleagues can render greater support to one another.



A**VALUED PARTNER**

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

CE'S AWARDS 2022**INDIVIDUAL**

Ms Cheng Peng Peng

TEAM

- Mr Jason Choo, Mr Mustafa Bin Abdul Razak, Ms Nabilah Bte Razaile, Mr Asyraf Bin Abdul Hamid
- Ms Vionna Lee, Mr Dylan Teo, Ms Ng Lay Peng, Ms Wee Huey Hui, Mr Darryl Ong, Mr Mohd Faizal Bin Selamat,

Mr Aliff Hurairah, Mr Ong Eng Chye, Mr Gao Zhihui, Mr Jason Khong, Mr Chua Tze Hau, Ms Charmaine Ang, Mr Tan Hong Wei, Mr Ho Jun Liang

- Mr Benjamin Goh Leck Wei, Ms Wee Huey Hui, Mr Chen Guanzhong Gilbert, Ms Charlene Ong Liam Yen, Mr Leong Xiu Zhen, Mr Muhammad Iqbal Bin Nason

CE'S PAT-ON-THE-BACK AWARDS 2022**INDIVIDUAL**

Ms Hazel Chan
Muhammad Taufiq Omar
Ms Evelyn Gwee Siow Chui
Ms He Peifen Rachelle
Ms Sheila Loh Li Hui

TEAM

- Mr Clayton Ng, Ms Yao Siying, Ms Stephanie Ng, Ms Sheila Loh
- Mr Darryl Ong, Ms Tay Kai Ying, Ms Seow Jia Ying, Ms Jennifer Wang, Ms Zoey Chew
- Mr Mohd Faizal Bin Selamat, Ms Tan Siyun
- Mr Aliff Hurairah, Mr Chua Ban Joo
- Ms Ng Lay Peng, Ms Lim Lai Hui, Mr Thomas Yeo
- Mr Ong Eng Chye, Mr Abubakar Siddiq Bin Mohamed Idier
- Ms Wee Huey Hui, Ms Charlene Ong
- Ms Tay Kai Ying, Ms Hazel Chan, Ms Sia Yu Ting, Ms Eng Hui Yi, Ms Zoey Chew, Ms Jennifer Wang, Mr Jason Choo, Mr Asyraf Bin Abdul Hamid
- Ms Tay Kai Ying, Ms Hazel Chan, Ms Seow Jia Ying

NATIONAL AWARDS 2022 (COVID-19)**THE PUBLIC ADMINISTRATION MEDAL (SILVER)**

Mr Anwar Bin Abdullah

THE PUBLIC ADMINISTRATION MEDAL (BRONZE)

Mr Teo Tze Fang

COMMENDATION MEDAL

Mr David Scott Arul
Ms Tay Lu Ling
Mr Lim Guan Seng, Francis
Mr Poon Ngee
Mr Norhisham Bin Mohamed Jumahin
Ms Tanny Ng
Mr Darius Lim Kwo Yin

Mr Chong Keng Fai, Raymond
Mr Lau Kian Keong
Mr Mohammed Ilkhan Bin Mohammed Ayoob Khan
Mr Jason Choo Woon Jake
Mr Chow Keng Hong, Marcus
Mr Lok Hai San

PRESIDENT'S CERTIFICATE OF COMMENDATION

Home Team Academy
(part of COVID-19 Isolation and Accommodation Facilities)

COVID-19 RESILIENCE CERTIFICATE

Home Team Academy
(part of MHA in-situ COVID-19 Vaccination Centres)

NATIONAL DAY AWARDS 2022**PUBLIC ADMINISTRATION MEDAL (SILVER) (BAR)**

Mr Teo Tze Fang

COMMENDATION MEDAL

Ms Tanny Ng

EFFICIENCY MEDAL

Mr Asyraf Bin Abdul Hamid

MINISTER FOR HOME AFFAIRS NATIONAL DAY AWARD 2022

Mr Jason Choo Woon Jake

MINISTRY OF HOME AFFAIRS HOME TEAM ACHIEVEMENT AWARDS 2022

Ministry of Home Affairs Finance Transformation

MINISTRY OF HOME AFFAIRS OPERATIONS EXCELLENCE AWARD 2022

Inculcation of Home Team Values and Principles

R ESPECTED PROFESSIONALS

The HTA regularly identifies and suggests courses to help officers develop their professional and personal skill sets.

TRAINING ROADMAP

To better support its officers' development, the HTA implemented a Training Roadmap to guide them in the acquisition of core, functional and leadership competencies.



DEDICATED TRAINING HOURS

Each officer aims to set aside at least 100 training hours each year for professional development. In FY2022, an average of 123.5 hours of training hours per individual was achieved.



AN AVERAGE OF
123.5
TRAINING HOURS

T ECHNOLOGY-ENABLED WORKFORCE

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

DIGITAL UPSKILL PLAN

The HTA launched the Digital Upskill Plan and identified courses for its officers to raise their digital competencies and fluency. A group of Data Analytics and Robotic Process Automation Champions were appointed to identify suitable projects to digitalise, or processes to automate, to reduce manual processing and free up time for staff to focus on more high-value work. This also facilitates the building of a ground-up culture of problem-solving and creative-solutioning.



CORPORATE GOVERNANCE AND ACHIEVEMENTS

In FY2022, the HTA continued to strive towards organisational excellence, including maintaining high training safety standards. Notably, it achieved a Tier 1 rating in its HT Key Performance Indicators scorecard, the highest possible. This was first introduced in 2015 to systematically measure each HTD's performance in achieving five desired outcomes:

- 1 Operational excellence
- 2 Operational preparedness
- 3 Operational capabilities for the future
- 4 Strong community partnerships
- 5 A high-performing Home Team



SILVER RIBBON MENTAL HEALTH AWARD 2022



In May 2022, the HTA was awarded the Silver Ribbon Mental Health Award for the first time. It recognises the HTA's efforts in creating a mentally friendly and healthy work environment. Among the ways it does this is through flexible work arrangements and a range of well-being and team-bonding initiatives to encourage work-life balance.

TRAINING SAFETY AS A PRIORITY

The HTA's Training Safety and Audit Branch (TSAB) organised two safety talks in November 2022, attended by about 60 participants from the co-located schools. In the first session, speakers from Tan Tock Seng Hospital talked about how to prevent and manage the Triple-Highs of hypercholesterolemia, hypertension and hyperglycaemia. A dietician from the department of Nutrition & Dietetics also provided tips on how to reduce the possible risk factors for cardiovascular diseases through diet management. A second session, conducted by Changi General Hospital, saw talks on the management of common upper limb injuries and the ways to prevent and treat them.

SAFETY SEMINAR 2022
16 Nov 2022 • 3-5pm • Zoom (Virtual)

Preventing and Managing Triple High's with Exercise

(Hypercholesterolemia, Hypertension, Hyperglycaemia)
by Ms Jolyn Ee, Senior Physio (Tan Tock Seng Hospital)

- The talk will discuss the role of exercise and physical activity in preventing and managing risk factors for cardiovascular disease
- It will also help the participants to learn and apply the FITT (Frequency, Intensity, Time and Type) principles of exercise prescription in managing these risk factors

SAFETY SEMINAR 2022
30 Nov 2022 • 3-5pm • Zoom (Virtual)

Understanding Common Upper Limb Injuries

(as conducted by Changi General Hospital specialists)

A comprehensive and insightful talk on common upper limb injuries with emphasis on:

- Effective management
- Training progression and regression
- Usage of kinesiology tape

What is considered a heart healthy diet?

Meal	Items
Breakfast	2 slices wholemeal bread Thin layer margarine/olive-based spread 2 sliced banana 1 large Kiwi
Lunch	1 cup wholemeal spaghetti 1 palm size grilled chicken breast without skin 2 serves non-starchy vegetable (1 cup salad, 10 pieces baby tomatoes, 1/2 cup cherry tomatoes)
Afternoon tea	50g (1 handful) of unsalted baked cashews
Dinner	1 bowl wholegrain (or available) rice noodle 1 egg 2 serves non-starchy vegetable (broccoli, carrot, bean sprouts, mushrooms, green beans)
Dessert	1 apple 3 pieces multi-grain crackers

The TSAB also launched a Heat Injury Education E-learning Package on the Home Team Learning Management System in February 2023. This aims to refresh trainers on identifying the signs and symptoms of heat injuries early and to quickly provide first aid. All HT trainers have completed the e-learning.

Learning Objectives

At the end of the module, you should be able to:

- ✓ Explain what is heat injury and its implications
- ✓ Recall the types of heat injuries and their symptoms
- ✓ Describe the common causes of heat injuries
- ✓ Recognise trainees that are at higher risk of getting heat injuries
- ✓ State the actions that could prevent heat injuries during trainings
- ✓ Describe the actions required when responding to heat injury incidents

ACTIVITY 2/11 TYPES OF HEAT INJURIES AND THEIR SYMPTOMS

Heat Cramps	VS	Heat Exhaustion
Symptoms include muscle pain or spasms (abdomen, arms and legs)		If not managed appropriately, it can progress to heat stroke
Associated with muscle overuse, dehydration, and loss of fluid and sodium		Core body temperature is usually between 38.0 to 40.0

Place the correct answers on the left into the boxes on the right accordingly

INTERNATIONAL ORGANISATION FOR STANDARDISATION (ISO) ISO 45001 CERTIFICATION FOR MANAGEMENT OF TRAINING SAFETY AND FACILITIES

The HTA ensures a high standard of workplace safety and health by adopting a zero tolerance for workplace accidents and compliance with the risk management procedures stipulated in the Workplace Safety and Health Act. This also applies to all officers who work and train at the HTA campus. In February 2023, it successfully renewed the ISO 45001 certification, an international standard for occupational health and safety.



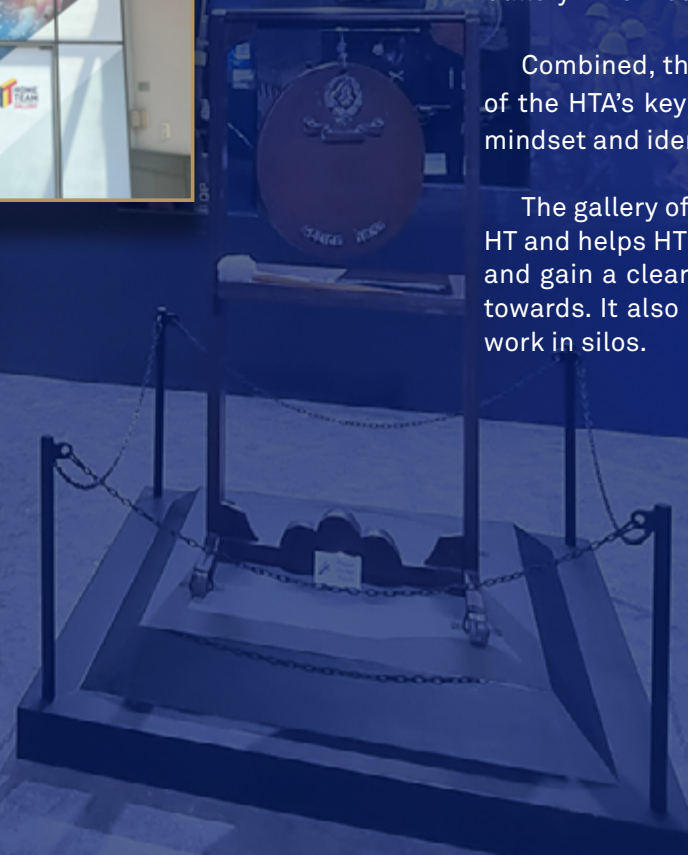


SPECIAL FEATURE: HOME TEAM GALLERY

A compelling narrative of the unique HT concept, riveting oral histories, interesting artefacts and interactivity: these are just some of the features of the newly reopened Home Team Gallery which reopened in May 2022 after a year-long revamp.

Combined, they are part of a broader purpose: to be one of the HTA's key T&L platforms to seed a 'One Home Team' mindset and identity among HT officers.

The gallery offers a macro, big-picture perspective of the HT and helps HT officers form a stronger sense of belonging and gain a clearer understanding of what they are striving towards. It also serves as a good reminder that no one can work in silos.



MUCH TO SEE AND DO

The gallery is a learning space brimming with information that provides visitors with better understanding of the organisation in the 21st century. Even though it does not go in-depth into what each of the 11 MHA departments does, it tells abbreviated versions of their stories through different lenses.

One interesting feature is the RFID Kiosk where visitors get to poll their response and learn about what other visitors think of the HT. Visitors can get a printout of their consolidated responses together with a photo of the person – a perfect memento to take away and place at a desk or inside a locker.

Through compelling storytelling, artefacts and interviews with officers, major historical events are made more vivid for visitors. For instance, amid larger-than-life images of the Nicoll Highway collapse is an oral history video of key personnels sharing their experience in leading a disaster recovery operation.

Visitors can also step into the world of HT officers to find out what they do behind the scenes. For example, activities of the Central Narcotics Bureau (CNB) get told through the eyes of a drug forensic specialist whose role is to gather forensic evidences for cases and serve as a bridge between the investigation officers and scientists. While the department is most commonly associated with officers who lead drug raids, there are many other

divisions that make up the CNB and the gallery seeks to tell the stories of the less known vocations within the different HT agencies.

The increased interactivity through the One Home Team Multi-taction Table, multimedia story boxes and interactive photobooth also enhance the experience in the HTG. Visitors are able to place markers on the Multi-taction Table to find out more about the different HT agencies and their joint operations.

WALK WITH US

Following its revamp, the gallery is now split into an introduction area and seven zones. The journey starts by providing a glimpse of the social and security issues that plagued Singapore during its nation-building years. In doing so, it sets the historical context for the birth of the HT.

The first zone, “Here to Make it Right”, revisits the launch of the HT Concept in 1997. It also gives a short introduction of the 11 agencies that make up the HT today. Those who are interested to know more about a particular one can scan the respective QR codes for a deeper dive.

The next two zones delve deep into the core of what HT officers do to protect the peace of Singapore. Major accidents, disasters and healthcare crises are spotlighted and told through personal, real-life anecdotes.





Zone 4, named “Ever-Present Threats”, illustrates the contemporary issues that Singapore faces, including public disorder, drugs and cybercrime. These threaten to undermine the HT’s work in an increasingly complex operating environment – but also discusses how it tackles them.



The remaining three zones look to the future and the transformation that the HT is undergoing by leveraging technology and engaging the community to meet changing needs and overcome challenges. One of the zones also pays tribute to the unsung heroes, such as a former head criminal investigator in the police force, who has become a mentor to young officers in the Casino Regulatory Authority and an intelligence officer who fought against the Japanese during World War II and later, the communists.

The final zone highlights the importance of the HT agencies working together through joint operations and exercises, and evokes a sense of pride and commitment to the organisation. A concluding video inspires with its message that all officers are passionate about what they do and despite the authority that they wield, they

too are like everybody else: ordinary people but with extraordinary missions.

Plans to improve the gallery are constantly in the pipeline. It will enhance interactivity through the content, exhibits, artefact and visit programmes, to make it more engaging. There are also efforts underway to curate different tours to complement the different types of visits by HT officers and members of public. More stories are being collected and will be introduced in due course.

Diverse as the parts might seem, they all come together to paint a picture that portrays the same purpose of the ‘One Home Team’, where every officer goes to work each day with the common vision of keeping Singapore safe and secure.



Click/Scan this
QR code to watch a
video on the Home
Team Gallery.

Insp (2) Izati Hashim

Senior Investigation Officer,
Singapore Police Force



“As a police officer, it was an interesting way to understand the importance of other Home Team Departments in safeguarding Singapore. The gallery was interactive with quizzes and hands-on activities. I loved “opening doors” in Zone 2 to discover different roles in the Home Team Departments.”

Mr Chong Yong

Chemical, Biological,
Radiological, Nuclear
and Explosives Scientist,
Home Team Science and
Technology Agency



“The learning journey was both inspiring and informative, offering historical insights into different HTDs, interactive platforms for deeper understanding of the various functions, and showcasing the collaborative efforts during significant events, giving me a comprehensive grasp of the Ministry of Home Affairs.”

Ms Hannah Leung

Manager (Regulatory
Investigations), Gambling
Regulatory Authority



“The Home Team Gallery was a well-crafted experience that exhibited the Home Team’s history and present work landscape tastefully. It was a useful and engaging means of induction to the Home Team fraternity and it helped me to understand why I can confidently say that I am part of the Home Team, as someone working in one of the HTDs.”

ALMANAC

HOME TEAM TRAINING EXCELLENCE AWARD WINNERS

HOME TEAM TRAINER OF THE YEAR (FULL TIME)

ASP Toh Wen Jin, Immigration & Checkpoints Authority

SPECIAL COMMENDATION

CPT Jadya Toh Pei Xuan, Singapore Civil Defence Force
SSS Muhammad Fathi Bin Talhah, Singapore Police Force

MERIT

CPT Mohamed Noor Hafiz Bin Abdul Halim, Singapore Civil Defence Force
INSP Tan Leong Poh Desmond, Central Narcotics Bureau
SI Muhammad Syahir Bin Ahamadi, Singapore Police Force
SSS Nur' Hafidah Bte Kamuridin, Singapore Police Force

HOME TEAM TRAINER OF THE YEAR (ADJUNCT)

Mr Muhammad Hariz Bin Husaini, Singapore Prison Service

SPECIAL COMMENDATION

AC Phua Chiew Hua, Immigration & Checkpoints Authority
Ms Danielle Gomes, Singapore Prison Service
ASP 2 Lau Zheng Hong, Immigration & Checkpoints Authority
SSS Ng Zheng Rong Waren, Central Narcotics Bureau

MERIT

Ms Naomi Liew, Immigration & Checkpoints Authority
LTA Alan Ho Kok Loon, Singapore Civil Defence Force
SI Mohammad Asri Bin Mazlan, Singapore Police Force
SI Mohammed Sophian See Bin Izwan See, Singapore Police Force
SI Wakif Bin Mehamed Sharif, Central Narcotics Bureau

HOME TEAM TRAINING UNIT OF THE YEAR

Data Hub
Ministry of Home Affairs

TEAM LEADER

Mr Liew Guo Min

TEAM MEMBERS

Mr Wong Char Ngan
Mr Pua Zhi Wei
Ms Rene Liang
Mr Max Sim
Ms Tan Wanjing
Ms Jocelyn Lum Wei Xin

SPECIAL COMMENDATION

Division Training Branch
Woodlands Division,
Singapore Police Force

TEAM LEADER

SI Othman Bin Ahmad

TEAM MEMBERS

DSP Winson Ng Chin Yong
ASP Arman Bin Zainal
SI Muhammad Hafizuddin Bin Ahmad Azmi
SSS Muhammad Fathi Bin Talhah
SS Tan Jinng Yi
SS Jasmine Toh Xue Er

HOME TEAM TRAINING UNIT OF THE YEAR**SPECIAL COMMENDATION****Responder Performance Center**

Civil Defence Academy,
Singapore Civil Defence Force

TEAM LEADER

LTC Lee Soon Huat

TEAM MEMBERS

LTC Hasan Kuddoes S/O Abu Bakar Maricar
Cpt Mohamed Noor Hafiz Bin Abdul Halim
Cpt Stella Ong Mui Kah
Cpt V Nisha

Division Training Branch

Tanglin Division,
Singapore Police Force

TEAM LEADER

SUPT Gideon Manaseh

TEAM MEMBERS

Asp Samathanam Joshua Vimal
Insp Fou Jin Wah Simon
SSS Muhammad Fakhrudin Bin Shahri
SSS Sabiruna Binte Mohamad Mahdzar
SSS Sim Yee Ching
SI Muhammad Sazali Bin Samaludin
SI Tay Wee Long
SI Siti Badariah Binte Abu Bakar
Sgt (2) Lui Chonglu
Sgt (3) Muhammad Nazrul Bin Abdul Rahman
Sgt (3) Mohd Faizal Bin Hashim Toh
Sgt (3) Muhd Ridzuan Bin Abdul Rahman
Sgt (3) Qamarul Fitri Bin Jeffrey
Sgt (3) Tan Chin Seng Jason
Sgt (3) Edmund Chan Man Nam

MERIT**New Clearance Concept**

Training Team, Immigration & Checkpoints Authority

TEAM LEADER

AC Phua Chiew Hua

TEAM MEMBERS

ASP Muhammad Haikal Bin Nokman
SSS Ziyen Emir Bin Zainal Abidin
CI (1) De Costa Karen
CI (1) Muhamad Noor Izzar Bin Rosli
CI (1) Mohammad Raffi Bin Shafi
CI (1) Kendri Parwira Bin Suhairi
CI (1) Muhammad Nur Amin Bin Kamsani
SS Nurul Asyikin Bte Mohd Yunus
SS Mohammad Farhan Bin Hussain
SSS Sarah Ang
INSP Shamimi Mohd Ramthan

Advance Driving

Training Command & Security Command,
Singapore Police Force

TEAM LEADER

SUPT (1A) Liao Wee Peng

TEAM MEMBERS

ASP1 Irene Ang Ai Leng
ASP2 Ng Soon Chye
ASP2 Gerald You Kah Foo
SI Anjas Asmara B. Abdul Samad
SI Mohd Iesham B. Jais
SI Razlan B. Mohamed Yatim
SI Mohamad Zulkifli B. Osman
SI Rozarinno B. Abdul Rahman
SI Tan Lye Seng
SSI Roslee B. Yusope
SSS Muhammad Faddil B. Ismail

Rehabilitation Coaching Team

Community Corrections Command,
Singapore Prison Service

TEAM LEADER

Ms Nur Farha Qaiyishah Raj

TEAM MEMBERS

DSP2 Lim Hui Juian
Ms Nagoor Mohideen Fatimah Abdul Gani
CW2 Ayisath Rajiba D/O Akbar Ahmad
ASP2 Malikie Bin Kasmawi

Competency & Training Branch

Policy & Development Division,
Immigration & Checkpoints Authority

TEAM LEADER

SUPT (1A) Yeo Wee Pin

TEAM MEMBERS

DSP2 Lau Ching Chuan
Mr Isa Bin Haji Abu Samah
Ms Yap Shao Jie
ASP1 Chan Huan Si
ASP1 Yeo Kai Teng
Mr Han Ci Hui

Training Unit

Central Narcotics Bureau

TEAM LEADER

ASP Desmond Liang

TEAM MEMBERS

Supt 1A Chua Zhi Wei
ASP Ng Zhi Hao
Insp Tan Leong Poh Desmond
SSI Michael Yeo
Mr Abdul Rahim Bin Kromoh
Ms Jazprith Kaur

COURSES AND SEMINARS

20

TOTAL NUMBER OF PROGRAMMES IN FY2022



8 LEADERSHIP PROGRAMMES



1 INTERNATIONAL PROGRAMME



11 HOME TEAM SKILLS PROGRAMMES



2,097 PARTICIPANTS



108 RUNS



HOME TEAM ACADEMY

501 OLD CHOA CHU KANG ROAD
SINGAPORE 698928

WWW.MHA.GOV.SG

