

HOME TEAM ACADEMY  
ANNUAL REPORT  
2015-2017





# WE ARE THE HOME TEAM ACADEMY

The Home Team Academy (HTA) has taken significant strides in our journey towards driving the Home Team (HT) training transformation. We see ourselves as a progressive training institution that is a critical pillar supporting the transformation of the HT's Training and Learning (T&L) capabilities. Through our efforts, we aim to move towards being a globally recognised Asian safety and security corporate university.

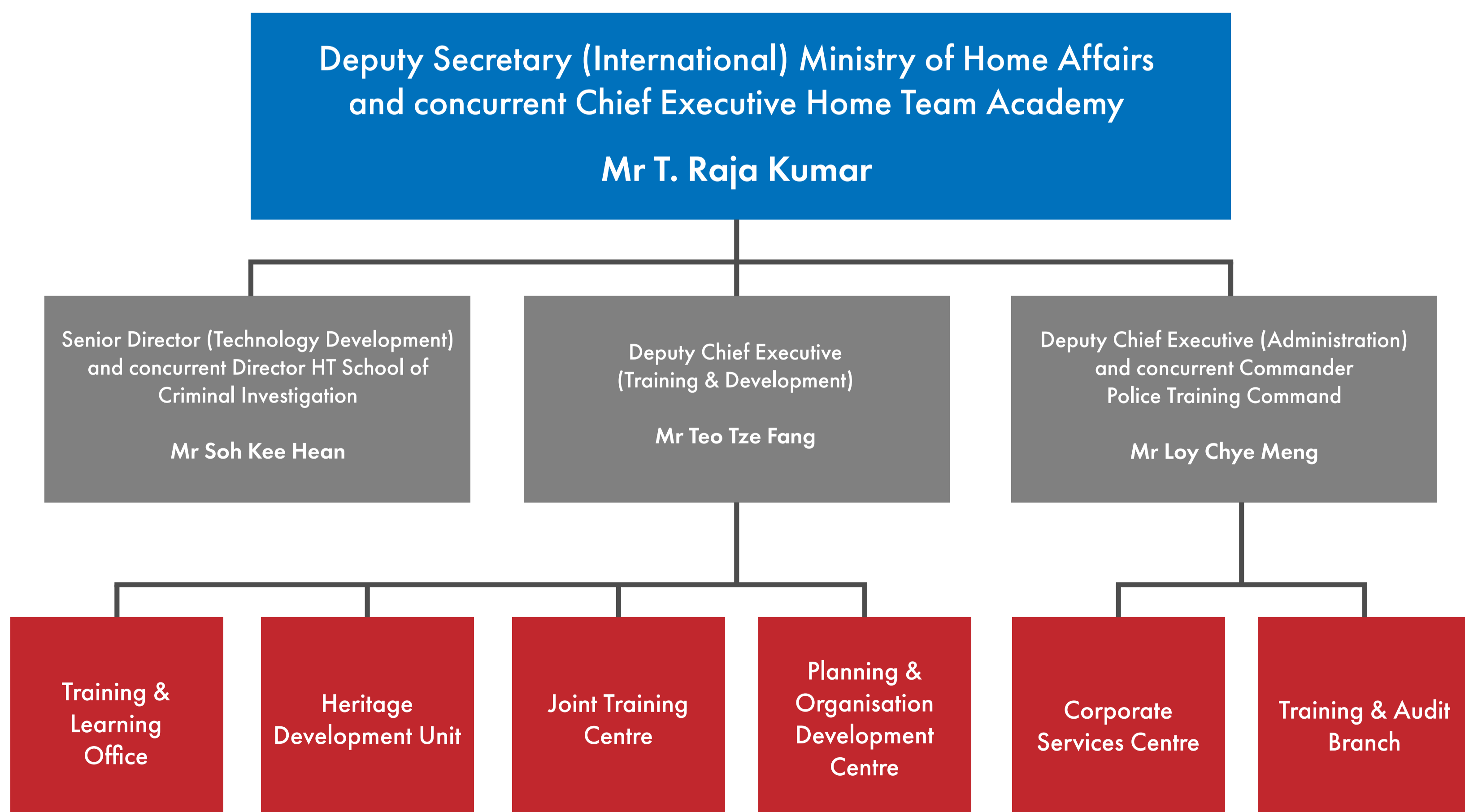
## VISION

The globally recognised Asian safety and security Corporate University.

## MISSION

To develop leaders, enable the Home Team transformation, and drive the transformation of the Home Team's training and learning capabilities to keep Singapore safe and secure.

## HTA ORGANISATION STRUCTURE



# OUR CORE VALUES

## Learn

We are passionate about learning and we walk the talk by being active learners.

## Serve

We take pride in serving the Home Team Academy and the Home Team, and adding high value to achieve the Home Team's mission.

## Excel

We are always focused on raising the standards of professionalism and capabilities of our officers, and striving for excellence.

## WE ARE TRANSFORMING FOR A FUTURE-READY HOME TEAM



We have been leveraging four key strategies to deliver on the HT's mission of keeping Singapore safe and secure. The strategies are as follows:

- Enhancing leadership development;
- Building a strong T&L ecosystem;
- Forging an integrated HT; and
- Facilitating continuous education and training (CET).



# WE MOULD HOME TEAM LEADERS

## ESTABLISHING THE HOME TEAM CENTRE FOR LEADERSHIP

The Home Team Centre for Leadership (HTCL) was officially launched on 29 July 2016 by Minister for Home Affairs and Minister for Law, Mr K Shanmugam. It develops effective HT leaders who are able to lead and drive HT Departments (HTDs) forward, amidst a highly complex and challenging environment.

The HTCL collaborates with strategic partners such as INSEAD Business School, Lee Kuan Yew School of Public Policy and the S. Rajaratnam School of International Studies, to curate and run high quality leadership programmes. To keep our leaders abreast of developments in the region, it also organises seminars by experts and thought leaders. The Centre runs key HT leadership and development programmes.

## THE PHOENIX PROGRAMME

The Phoenix Programme, a collaboration with INSEAD Business Schools, is the apex HT Leadership programme for senior HT leaders. The programme aims to enable participants to lead effectively in our rapidly changing environment and bring about transformative change in the HT. HTA has radically revamped the programme from a 13-day programme conducted over a period of 1 year, to a five-week continuous programme for the third cohort from March 2019 onwards. It will include overseas study trips, and fireside chats with Political Office Holders (POHs) and Whole of Government (WOG) leaders.

## HOME TEAM SENIOR COMMAND AND STAFF COURSE

We have continued to invest heavily to develop our senior leaders. The HT Senior Command and Staff Course prepares selected HT leaders for higher appointments. It aims to expand participants' leadership skills and knowledge in governance and socio-political issues. The seven-week leadership programme involves lectures, group discussions, experiential learning and an overseas study visit. Participants come from the HT, security sector agencies and the HT's strategic partners. HTA has been curating the programme carefully, and is supported by INSEAD and the Lee Kuan Yew School of Public Policy.





## BRINGING IN EXPERTS THROUGH THE DISTINGUISHED VISITING FELLOWSHIP PROGRAMME

HTA's Distinguished Visiting Fellowship (DVF) Programme is a platform for HTDs to engage eminent opinion leaders and experts to share their experience and knowledge with the HT. It also provides opportunities for HTDs to tap on their expertise and establish long-term relations with these experts for sustained learning and collaboration. The DVFs engaged and the topics that they shared on are as follows:

| <i>Date</i> | <i>DVF</i>  | <i>Topic</i>  |
|-------------|---|---|
| FY 2016     | Dr Moshe Farchi,<br>Tel-Hai College, Israel   | Six C's Model for Psychological First Aid   |
|             | General Hubert Bonneau,<br>French National Gendarmerie Intervention Group,<br>France                            | Evolution of Terrorism and Measures taken<br>at Groupe d'intervention de la Gendarmerie<br>Nationale (GIGN)                           |
|             | Professor Manuel Eisner,<br>Comparative & Developmental Criminology,<br>University of Cambridge, United Kingdom | Legal Socialisation and Crime from Childhood to<br>Adolescence; and Developmental Predictors of<br>Violent Extremist Attitudes        |
|             | Dr Raden Mohammad Marty Muliana Natalegawa,<br>Former Foreign Minister, Indonesia                               | Views on the Security Situation in Southeast Asia<br>and Challenges Ahead for Our Region  |
|             | Professor Robert John Carr,<br>Former Foreign Minister, Australia   | Insights on Foreign Policy Considerations from<br>an Australian Perspective and Foreign Policy<br>Challenges in Today's Complex World |
| FY 2017     | Mr Edward Davis,<br>Former Boston Police Commissioner   | Response to Boston Marathon Bombing –<br>Lessons Learned  |

## TRAINING REGIONAL & INTERNATIONAL LEADERS, AND STRENGTHENING STRATEGIC NETWORKS

Looking ahead, HTA has also taken a bold leap forward, offering our leadership programmes to international leaders through upcoming programmes such as the International Programme on Crisis Leadership (IPCL) and the Phoenix International Programme. It is a move aligned with bringing us closer to realising our Vision of being 'The globally recognised Asian safety and security Corporate University'.

The programmes will bring strategic partners from the region and beyond together, for knowledge sharing of best practices and promoting thought leadership in safety and security through strategic networking. The IPCL, a joint programme with the US Federal Law Enforcement Training Centres, will help to build and reinforce a network of crisis leadership experts and practitioners for invited countries to tap on. The Phoenix International Programme will go a long way towards developing and strengthening an international network of public safety and security experts and practitioners.

These programmes will be rolled out in FY 2018 and in FY 2019.



# WE BUILD A STRONG TRAINING & LEARNING ECOSYSTEM

Building a strong T&L ecosystem is imperative to developing thinking and adaptable officers with the confidence to tackle future challenges. HTA has endeavoured to ensure the quality of HT trainers, training content, and the training environment, as these are key to the success of this ecosystem.

## VIBRANCY IN TRAINING AND LEARNING

HTA held the inaugural HT Learning Festival at the Academy on 30 and 31 August 2016. Titled “Shaping the Future of Home Team Training and Learning”, the festival allowed HTDs to learn from experts in the training field, exchange training best practices and attend interesting workshops. The Festival also included an exhibition that showcased emerging teaching technologies and methodologies.



## DEVELOPING PROFESSIONAL TRAINERS

HTA put in place a systematic and rigorous process of developing HT trainers. These include requirements to meet instructional competency levels, as well as, leveraging new learning technologies, and improving pedagogies and andragogy.

## TRAINERS’ COMPETENCY DEVELOPMENT ROADMAP

The roadmap systematically deepens trainers’ instructional competencies and raises their professionalism. The enhanced Trainers’ Competency Development Roadmap (TCDR), implemented in FY 2017, will continue to ensure that our trainers’ professionalism and competence remains current in today’s rapidly evolving training landscape. There are clear pathways for the trainers to progress from Trainers, to Specialist Trainers, to Principal Trainers, and finally attain Master Trainer status.

## SPECIALIST CERTIFICATE IN LEARNING & INSTRUCTIONAL SCIENCE

This Specialist Certificate in Learning & Instructional Science (SPECTRA) equips HT specialist trainers with contemporary adult learning instructional competencies and facilitation skills. HTA collaborated with the National Institute of Education (NIE) International to develop and introduce the 15-day programme in FY 2017.

It is now a certification recognised at the national level. This means that HT trainers who have completed SPECTRA will be able to teach Singapore Workforce Skills Qualifications (WSQ) accredited HT courses. SPECTRA-certified trainers can achieve full WSQ Advanced Certificate in Training and Assessment in a shorter period of time. All new Specialist Trainers will undergo SPECTRA and to-date, more than 100 HT trainers have successfully passed SPECTRA.





## RECOGNISING AND ENGAGING OUR TRAINERS

The HT Training Excellence Awards, in its second year in FY 2017, continued to recognise outstanding trainers and training units for demonstrating training excellence across the HT. HTA also introduced a HT Trainers' skills badge that recognises excellence in trainers. Full-time and adjunct trainers will receive the badge upon successful placement on the different competency levels on the TCDR.

Another initiative that helped to engage HT trainers further was the biannual HT Trainers' Day. This is a platform for trainers to learn about the latest T&L-related technologies, learn from external and internal training experts, and engage the senior management in the training fraternity.

HTA organised 2 Trainers' Days in FY 2017, that saw speakers from the Singapore Management University, Singapore Training and Development Association, Serious Games Association (Singapore), Cegos Asia Pacific Pte Ltd and the Singapore Polytechnic sharing on a variety of training-related topics.

The HT trainers were also engaged on their views for the establishment of Communities of Practitioners amongst the Training community. A quarterly trainers' newsletter also provided a targeted platform to communicate training-specific news and initiatives, to the HT training community.



## DEVELOPING CURRICULUM SPECIALISTS

HTA tied up with institutions of higher learning such as the Singapore University of Social Sciences (SUSS) in developing more robust curriculum for our training programmes. Examples include the development of the "HT Ethos, Values and Ethics (HT E.V.E)" and "Operating as One HT" modules that have been incorporated into the HT Basic Courses, which are accredited by SUSS. HTA also plans to grow a central pool of curriculum specialists.

It has done so by securing secondments of curriculum specialists from statutory boards such as the Civil Service College; by procuring consultancy services from industry partners such as SUSS and NIE International; and building up of a core group of in-house curriculum specialists.





## LEVERAGING LEARNING TECHNOLOGIES TO ENHANCE THE TRAINING ENVIRONMENT

HTA continued to leverage technology as a force multiplier, to transform how HT trainers train and how HT officers learn. The aim is to enable officers to learn 'anytime, anywhere' and enhance the operations-training loop.

### MOBILE CLASSROOM

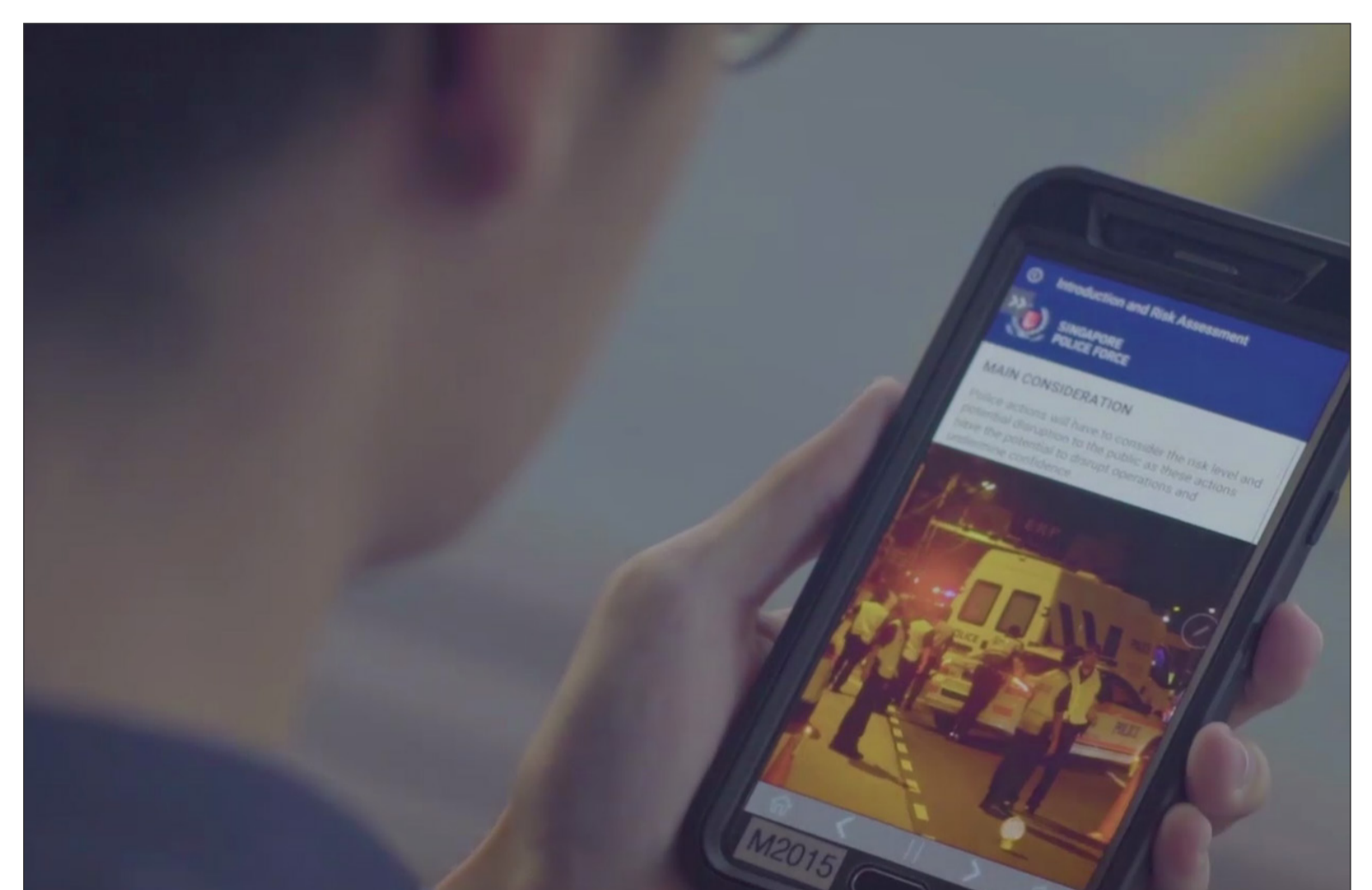
As the operational tempo in the HT is high, bringing training to the frontline to minimise operational downtime is a high priority. A Proof of Concept (PoC) of a Mobile Classroom (MobiC) - a customised vehicular platform that can be driven to the frontline neighbourhood police centres, was undertaken in collaboration with the Office of the Chief Science and Technology Officer, and the Singapore Police Force. MobiC leverages virtual reality technologies to deliver realistic scenarios for training of frontline officers. When fully rolled out, it will be made available across all police divisions and HTDs.

### MOBILE LEARNING APPLICATION

HTA also worked with the HTDs to develop the Mobile Learning Application (MLA) as part of efforts to tighten the operations-training loop and enable self-directed learning.

The aim of the MLA, is for frontline officers to access bite-sized training contents and learning points from operations and incidents through their mobile devices 'anytime, anywhere' and without affecting daily operations.

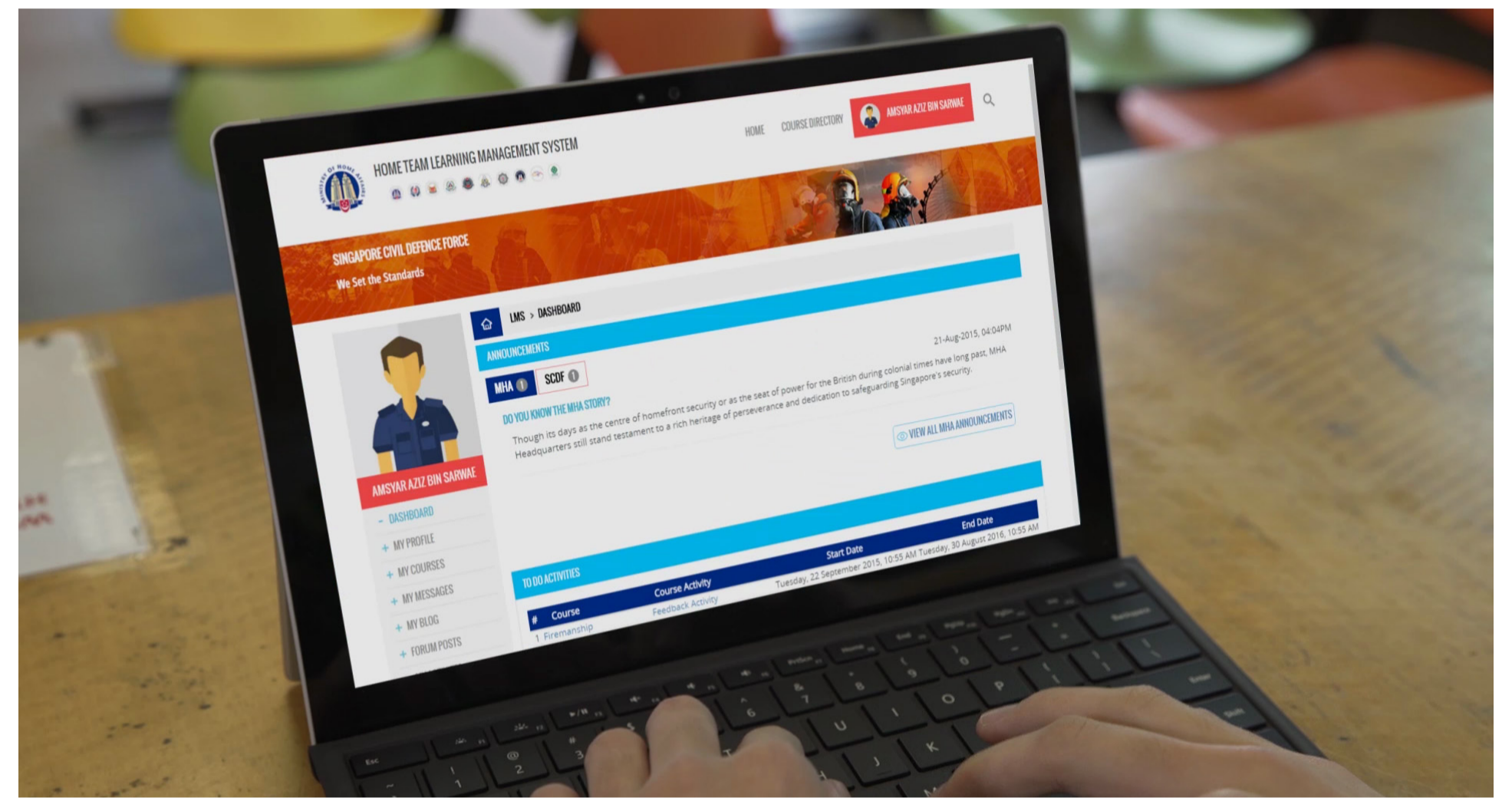
PoCs were undertaken with all the HTDs in FY 2017, with plans for more courses to go on the mobile platform and for frontline officers to be issued with official mobile devices in phases, to access these learning resources more conveniently in subsequent years.





## THE HT LEARNING MANAGEMENT SYSTEM

The HT Learning Management System (HTLMS) is a unified online learning platform across the HT, that facilitates blended learning. A second version is in the works to facilitate mobile access to the system and is envisaged to be the central repository of T&L resources for the HT.



## 'SMARTER' CLASSROOMS WITH TRAINING-ON-THE-GO

We have implemented a prototype of the smart classroom and progressively equipped our classrooms with smart facilities. We have also pioneered the idea of the classroom as more than a physical space with Project Training-on-the-Go (TANGO).

With TANGO, we can convert any space into a learning space with facilities for participants to collaborate and learn effectively. This is part of HTA's strategy to leverage technology to make learning more engaging and convenient for HT officers.

TANGO has been trialled by the Home Team School of Criminal Investigation, the Home Team Behavioural Sciences Centre (HTBSC), the Immigration & Checkpoints Authority and the Police Training Command. It is being fine-tuned before being rolled out progressively to the rest of the HTDs.





# WE FORGE AN INTEGRATED HOME TEAM

HTA strived to build a 'One HT' mindset through training. We strengthened HT integration through foundation and milestone courses; the inculcation of shared HT values and ethos; and joint operations training.

## INCULCATING SHARED HT VALUES

### HT CORE MODULES IN BASIC COURSES

To build the 'One HT' mindset and culture, HTA developed two programmes. The "HT E.V.E" and the "Operating as One HT" modules are taught to all new HT officers to foster integration through shared values. HTA also developed a framework to deliver these modules during milestone training courses, to HT officers of various levels and at different stages of their careers.



### HT FOUNDATION COURSE

To foster a strong HT identity through shared experiences, experiential elements and learning visits, early in a senior officer's career, HTA, together with the HTDs, have jointly rolled out a 2-week residential course for all new entrant senior officers (civilian and uniformed) in January 2018. The course seeds the 'One HT' mindset in all new entrant HT senior officers and helps them understand the operations of different HTDs. It also exposes participants to the HT's challenges, and how the HT is transforming to meet these challenges.



## FACILITATING A 'ONE-HOME TEAM' APPROACH TO JOINT OPERATIONS TRAINING

### HT SIMULATION CENTRE

The HT Simulation Centre (HTSC) is another carefully customised initiative that enables commanders across the HTDs to train in joint incident management and strategic operational decision-making. At the mock command centre, officers use the HT Simulation System to train in emergency and crisis scenarios through realistic virtual 3D representations of real scenarios. This simulation training capability helps to lower manpower and operational costs for such training. The Centre was launched by the Minister for Home Affairs and Minister for Law, Mr K Shanmugam, on 21 May 2018.





## WE FACILITATE CONTINUOUS EDUCATION AND TRAINING

HTA facilitated CET for HT officers to deepen skills that are required for new concepts of operations, and to help officers achieve their aspirations for higher educational and professional qualifications. This is in line with the national movement of skills upgrading.

### IMBUING OUR OFFICERS WITH CROSS-CUTTING SKILLS

HTA, in partnership with the Training and Competency Development Division of the Ministry of Home Affairs, is customising and developing curriculum and course content for Ministry-identified cross-cutting skills. A Data Analytics awareness e-course was rolled-out in phases, across the HTDs for all 36,000 of our HT officers.

### FACILITATING THE UPGRADING OF ACADEMIC QUALIFICATIONS

HTA is also working with the respective HTDs and SUSS to accredit their basic courses with the University. The credit units earned will be stackable towards a Certificate in HT Studies conferred by SUSS. When rolled out in 2020, officers can use it as a stepping stone to pursue a degree at SUSS.

## WE ENGAGE AND NURTURE HTA OFFICERS

Our people are our most valued assets in HTA's transformation journey. HTA re-articulated 'Learn, Serve, Excel' as our corporate core values. Various initiatives supported our drive to build a desired culture anchored on these values. We had regular dialogues and townhall sessions with management and staff to engage them on the transformation journey. We continued to build up the competencies of our staff through training. We also recognised the contributions of HTA officers through initiatives like the 'CE and Directors' Pat-on-the-Back' awards.

## WE EXCEL THROUGH CORPORATE GOVERNANCE

For our efforts in focusing on training safely, we achieved re-certification in the Occupational Health and Safety Assessment Series 18001. HTA also installed solar panels on our roof tops to tap on renewable energy for our electricity needs, as part of our corporate social responsibility to be green, and received an 'Eco Recertification' from the Singapore Environment Council. Overall, HTA achieved 'Tier 1' in the Key Performance Indicators report for our work done in FY 2016 and FY 2017.





# TOWARDS A FUTURE-READY HOME TEAM

Our achievements would not have been successful if the HT training community was not tenacious enough to press on with us in this transformation journey. The HT Training Schools and Specialist Centres, namely the HTBSC, the Institute of Safety and Security Studies<sup>1</sup> and the Office of the Chief of Science and Technology Officer (OCSTO), have worked hand-in-hand with HTA to relentlessly drive the training transformation.

The pace has been swift but we are not resting on our laurels yet. Going beyond these achievements, we are laying more building blocks for a smarter campus that include revamping our Info-Comm Technologies and building infrastructure, and the network of knowledge and learning resources. Along with deepening our efforts along each of our four core strategies, our transformation to a smart campus will feature prominently in the next stage of our journey.

We will continue to dream boldly and be prepared to trial more new ideas. HTA will continue to anchor ourselves on our core values of 'Learn, Serve and Excel', and look and plan ahead, so as to build a team of future-ready officers, who will be well-equipped to deal with new challenges, to keep Singapore safe and secure.



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<sup>1</sup>The Institute for Safety and Security Studies comprise the Centre for Protective Security Studies and Centre for Cyber Security Studies.



# LONG SERVICE AWARD

## FY2015

### 40 Years

Latifah Binte Bujang

### 35 Years

Ng Kie Cheow  
Tamilarasan S/O Pichaikannu

### 30 Years

Roslan Bin Rasiman

### 20 Years

Loi Pau Khuan, Gordon Yong,  
Steven Tan

### 15 Years

Teo Khee Wuang, Lim Kwo Yin  
(Darius), Cyndi Poh Ling Yin,  
Suhara

### 10 Years

Mohammad Idham Bin Ismail,  
Aliff Rizduan Bin Mohamad

### 5 Years

Muhammad Faizal Bin Abdul  
Mut'talib, Lim Geraldine Elena,  
Chan Pei Ling (Yvonne), Amanda  
Yew Sui Yap, Esther Chang,  
Audrey Peh Hui Yong, Ling  
Hansheng (Hansel), Birentha  
Dhevi D/O Thiagaraja

## FY2016

### 40 Years

Tan Gwee Khiang,  
Jacqueline Kuah Lay Hoon

### 30 Years

Tay Lu Ling

### 20 Years

Kittybond Koo Fei Ting

### 15 Years

Cherynn Lim Chan Li,  
Lim Jing Jing, Oh Pin Hong

### 10 Years

Tan Mingyi Eunice,  
Su Yuhan, Wu Chenghui, Jimmy  
Gan Cher Wen

### 5 Years

Zainab Binte Mohamed Arkam,  
Cheang Mei Yin,  
Herman Lau Foo Wai, Asyraf  
Bin Abdul Hamid, Mohammed  
Hamdan, See Pei Jun, Cheang  
Mei Yin

## FY2017

### 40 Years

Nor'ain Binte Ahmad Sowyan

### 30 Years

Teo Tze Fang

### 25 Years

Sivakumar S/O Packrisamy

### 20 Years

Sivaraman S/O Letchumanan,  
Leena Rajan, Raymond Chong  
Keng Fai

### 15 Years

Jasmine Bok Tee Eng, Jonathan  
Pan Juin Yang

### 10 Years

Mohammad Ilkhan

### 5 Years

Stephanie Chan Ying Hui, Azlinda  
Binte Azhr, Yeo Soon Huat, Jane  
Quek Jing, Tan Kim Hwa, Mohd  
Hisham Bin Jakariah



# RECIPIENTS OF MINISTER FOR HOME AFFAIRS NATIONAL DAY AWARDS

**FY2016** Eunice Tan Mingyi

## RECIPIENTS OF PUBLIC SERVICE NATIONAL DAY AWARD

**FY2015** Commendation Medal  
Yvonne Wang Huimin

Efficiency Medal  
Chan Chunmu

**FY2016** Efficiency Medal  
Ho Chong Kin  
Nor'ain Binte Ahmad Sowyan

**FY2017** Commendation Medal  
Kittybond Koo  
Wendy Woo

## HOME TEAM TRAINING EXCELLENCE AWARD WINNERS

**FY2016**

### Trainers of the Year

Sutarsan S/O Jaganathan,  
Immigration & Checkpoints Authority

### Training Unit of the year

Curriculum Review and Development Branch, Singapore  
Police Force

*Team members:* Winnie Foo, Ng Song En, Ang Woon Kai,  
Muhammad Jabar Bin Maarof, Hairon Bin Rafie, Sivakumar  
S/O Packrisamy, Abu Jalal Bin Sarimon

Urban Search and Rescue Specialist Branch, Singapore  
Civil Defence Force

*Team members:* Lee Kian Fatt, Kannan S/O Selvaraj,  
Veeramani Prelathan, George Leem Tow Shen, Muhammad  
Faizal Bin Mansa, Ee Yong En Joel, Lim Han Kwang,  
Mohamed Fhaizal Bin Othman

**FY2017**

### Trainer of the year (Full-time)

Lim Han Kwang,  
Singapore Civil Defence Force

### Trainer of the year (Adjunct)

Bryan Lim Neo Beng  
Centre for Protective Security Studies

### Training Unit of the year

Office of the Chief of Science and Technology Officer and  
Immigration & Checkpoints Authority

*Team members:* Ansley Goh, Chung Jin Wei (Kenneth),  
Alister Peh, Mohamed Ansary S/O Abdul Majeeth, Gan Lip  
Tat, Kris Yap Yoke Ling

Urban Search and Rescue Specialist Branch, Singapore  
Civil Defence Force

*Team members:* Lee Kian Fatt, Kannan S/O Selvaraj,  
Veeramani Prelathan, George Leem Tow Shen, Muhammad  
Faizal Bin Mansa, Ee Yong En Joel, Lim Han Kwang,  
Mohamed Fhaizal Bin Othman



# HOME TEAM TRAINING EXCELLENCE AWARD WINNERS (MERIT)

## FY2016

### Merit Awards (Individual)

|  |  |                                       |
|--|--|---------------------------------------|
| James Foo Suan Teom<br>Centre for Protective Security Studies  | Kuah Shiaw Long<br>Singapore Prison Service      | Janice Oh<br>Singapore Prison Service |
| Kenneth Lau Yip Choy<br>Centre for Protective Security Studies | Muhammad Raizaluddin<br>Singapore Prison Service |                                       |

## FY2017

### Merit Awards (Individual)

|  |  |
|--|--|
| Haji Haisroniezam Bin Abdul Rashid<br>Singapore Police Force | Chen Lifen Joann<br>Singapore Prison Service |
| Wong Hwee Fern<br>Immigration & Checkpoints Authority        | Lau Kuan Mei<br>Singapore Prison Service     |

### Merit Awards (Team)

Reinforced and Contextualized First Responder Team (RCFRT) for Airport Police Division Officers in Response to Suicide Bombers and Armed Attackers at Changi International Airport, Singapore Police Force

**Team members:** Yap Boon Nee, Ahmad Razmy Bin Mohamed Shariff, Noor Aishah Bte Ali, Chan Hong Mun (Jason), Muhd Nitisastra B M Said, David Lye Siew Kit, Eshan, Muhammad Hardi Bin Hashim, Shiv Sheri

Swarm Attack First Responder Training Refresher, Singapore Police Force

**Team members:** Loh Teck Min, Rendy Tan Leng Heng, Ahmad Khusairi Bin Juraimi, Dennis Tan Yew Guan, Mohd Akram S/O Abd Latiff

Virtual Reality Simulation for Crime Scene Management, Singapore Police Force

**Team members:** Goh Eng Joo, Seah May Lee, Soh Kien Peng

Senior Prison Officer Course and Prison Officer Course, Singapore Prison Service

**Team members:** Song Yew Hean, Wong Mei Fen, Theepan Prakash S/O Ravintheran, Teng Song Guan, Chee Yee Tian Felicia, Kuah Shiaw Long, Rohaizat Bin Roslan, Dick Yeo

Urine Procurement Procedure, Central Narcotics Bureau

**Team members:** Balakrishnan Anbarasan, Tai Kwong Yong, Tan Kok Wee, Pang Hee Lim Joe, Tan Kok Heng Stanley, Yeo Tong Sun Michael

ASEAN Cyber Investigator Course, Centre for Cyber Security Studies

**Team members:** Tay Sze Ying, Edward Heng, Audrey Peh, Lim Kok Kuan, Tay Chen Yu, Koey Huishan

Enhancing Case Studies and Scenarios with Animation Videos, Singapore Police Force

**Team members:** Winnie Foo, Ng Song En, Yeo Lay, Quek Chun Yong, Ang Woon Kai, Lau Chuan Haur, Nurul Mellinda, Abu Jalal Bin Sarimon

Train-the-Trainer Civil Defence Academy Fire Simulators Course, Singapore Civil Defence Force

**Team members:** Ow Yong Tuck Wah, Hasan Kuddoos S/O Abu Bakar Maricar, V Nisha, Abu Bakar Bin Ahmad, Mageshwaran S/O Danasingum, Muhammad Firdaus Bin Rahim, Shazerin Sharil, Chun Sin

Maximising Opportunity to Support Transformation, Singapore Prison Service

**Team members:** Ferroa Wayne Vincent, Leow Yan Ling, Khairiyah Bte Kassim, Sarah Lavinia Joseph, Cindy Toh Ser Hui



# HTA COURSES AND SEMINARS

|     |  | FY 2015               | FY 2016 | FY 2017 |
|-----|--|-----------------------|---------|---------|
| S/N | Course title   | Number of course runs |         |         |
| 1   | Brunei-Singapore Joint Annual Exchange Programme             | -                     | 1       | 1       |
| 2   | Crisis Communications Management Course                      | -                     | 1       | 1       |
| 3   | Crisis Leadership Seminar                                    | -                     | 1       | -       |
| 4   | Distinguished Visiting Fellowship Seminars                   | 3                     | 4       | 1       |
| 5   | Facilitation Course  | 1                     | -       | -       |
| 6   | Home Affairs Senior Officers Induction Course                | 6                     | -       | -       |
| 7   | Home Team Advanced Leadership Programme                      | -                     | -       | 5       |
| 8   | Home Team Foundation Course                                  | -                     | -       | 1       |
| 9   | Home Team Induction Programme                                | -                     | 9       | 6       |
| 10  | Home Team Leadership Programme                               | -                     | -       | 3       |
| 11  | Home Team Leadership Programme for Junior Officers           | 3                     | 4       | -       |
| 12  | Home Team Leadership Programme for Senior Officers           | 4                     | 5       | -       |
| 13  | Home Team Lecture Series                                     | 8                     | 1       | 1       |
| 14  | Home Team Senior Command and Staff Course (HTSCSC)           | 1                     | 1       | 1       |
| 15  | Leadership Group Gathering                                   | -                     | 2       | 2       |
| 16  | Leadership Talk for HTSCSC Alumni                            | -                     | 1       | 2       |
| 17  | Management Support Officers Induction Course                 | 4                     | -       | -       |
| 18  | Methods of Instruction                                       | -                     | 4       | 7       |
| 19  | Phoenix Programme  | -                     | 1       | 1       |
| 20  | Specialist Certificate in Learning and Instructional Science | -                     | -       | 3       |
| 21  | Terrorism Workshop   | -                     | -       | 2       |
| 22  | Test Construction and Assessment Course                      | 1                     | -       | -       |
| 23  | Understanding Crisis Management Course                       | -                     | -       | 1       |





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501 OLD CHOACHU KANG ROAD,  
SINGAPORE 698928

[WWW.MHA.GOV.SG/HTA](http://WWW.MHA.GOV.SG/HTA)