



**ANNUAL REPORT 2014 / 2015**

OUR VISION

The Respected  
Learning Institution  
for the Home Team.

OUR MISSION

To Develop Leaders,  
and Drive and  
Transform the Home  
Team's Training and  
Learning Capabilities  
to keep Singapore Safe  
and Secure.

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# MESSAGE

## from Chief Executive

### Home Team Academy's Role

The Home Team Academy (HTA) was set up in 2006 so that officers from different Home Team Departments (HTDs) could train under one roof as well as to seed the Home Team (HT) concept in our officers. Since then, we had rolled out foundational training structures and brought together various HT schools onto one single campus. We also developed HT-wide frameworks, such as the Trainers' Competency Development Roadmap (TCDR) to standardise and professionalise instructional competencies across the HT.



### The Year in Review

For the period April 2014 to March 2015, we had embarked and completed the following key HT initiatives in the area of training and learning:

- Revamped and implemented our leadership milestone course - The Home Team Senior Command and Staff Course (HTSCSC);
- Initiated and implemented our new leadership programme - The Home Team Leadership Programme (HTLP) for both senior and junior officers;
- Conceptualised the HTA Fellowship Programme (FP);
- Initiated and organised lectures under the Home Team Lecture Series on Leadership (HTLSL);
- Revamped and implemented the new HTA intranet to serve all HT officers in the area of training and learning; and
- Led and facilitated the development of two policy case studies.

### Next Lap for HTA in Changing Times

In today's volatile, uncertain, complex and ambiguous (VUCA) operating landscape, HTA needs to transform in light of the changing times. We are now moving towards aligning our training and learning strategies to further the HT's mission.

Also, with a more complex and challenging operational environment and the need for frontline presence to be maintained on the ground, there will likely be time and manpower constraints for training and learning. We are looking into new ways to enable our officers to train and learn, with the desired outcome being 'training and learning anytime, anywhere'. HTA will take on three roles to help the HT and its officers to be future-ready:

#### HTA as the Facilitator and Provider for Leadership Development and Joint Training

HTA will be the facilitator, provider and catalyst for leadership development and joint training in the HT. Leaders are vital in preparing their organisation for the future, in setting the organisational tone and prioritising goals for the departments and for the HT. HTA is looking at setting up a Home Team Leadership Development Centre (HTLDC) to develop our leaders more systematically and with more synergy as one HT.

We are also planning for the Home Team Training Simulation System or HTS2, to enable more realistic training of joint operations and incident management. Once up, the system would enable operational officers, from ground command to division-commander level, to make critical assessments of the situation and make time-sensitive decisions, including the deployment of resources, based on simulated real-life scenarios.

#### HTA as the Learning Catalyst of the HT

HTA will be the learning catalyst of the HT. HTA, together with the training community, is increasingly moving towards a learner-centric approach in training and learning, and adopting collaborative pedagogies, such as problem-based learning. We are also creating opportunities for HT officers to learn continually 'anytime and anywhere'.

We have since initiated the development of a learning system for the HT, i.e. the Home Team Learning Management System (LMS). This platform would provide every single HT officer with a common platform to learn as and when required, thereby reducing the need for classroom time. On campus, HTA is also replicating our NexGen classrooms to encourage interactive and technology-enabled learning after its successful pilot.

While technological and infrastructural capabilities can enable learning, developing HT trainers to harness these capabilities is also crucial. HTA is looking into partnering with external organisations, such as the Singapore Workforce Development Agency (WDA) and the National Institute of Education (NIE), for HT trainers to leverage on good training and curriculum development expertise.

Another avenue to deepen training expertise and groom leaders in training is the Postgraduate Award in training and development-related areas. Conceptualised in 2014, we are looking at giving out one overseas award and up to 4 local awards per year. This is a necessary investment in the training community to gear up our capabilities and professionalise our trainers to reinvigorate the HT training community.

#### HTA as the Facilitator of HT Leadership-Related Knowledge Creation and Exchange

HTA sees itself serving as the facilitator of HT Leadership-Related knowledge creation and exchange. We will develop leadership-related knowledge that could be disseminated for learning, and provide platforms for such knowledge exchange.

We would continue leveraging on our platforms for continuous learning by inviting thought leaders across the world to share their ideas with the HTDs and the HTLSL through the Distinguished Visiting Fellowship programme.

#### Conclusion

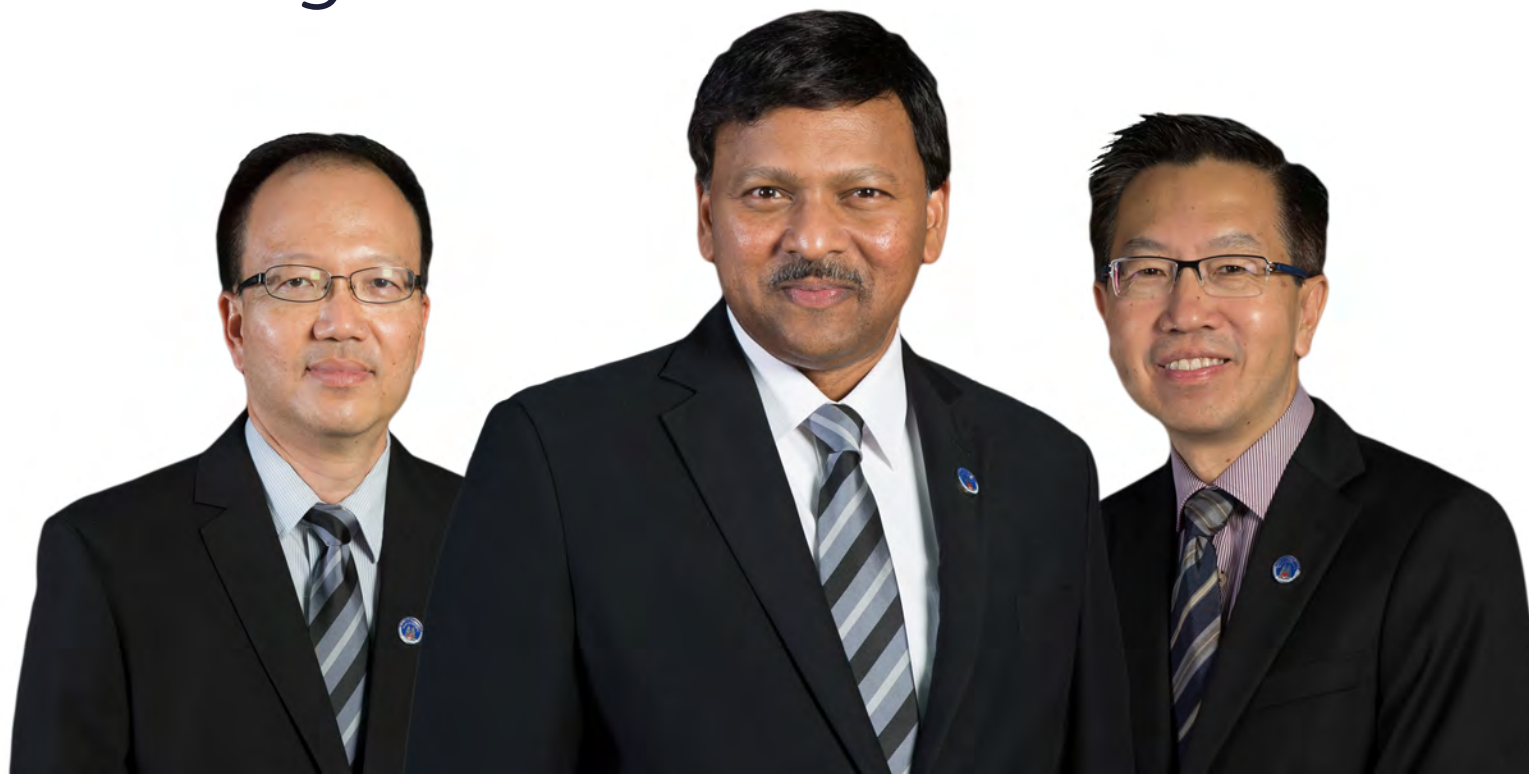
HTA will serve the HT by being the catalyst for learning, and creating HT knowledge and platforms for learning. We will also strengthen HT integration through leadership development and joint training.



**T. Raja Kumar**

Chief Executive  
Home Team Academy

# SENIOR management



**LOY CHYE MENG**  
DEPUTY CHIEF EXECUTIVE (ADMIN),  
AND CONCURRENTLY COMMANDER  
POLICE TRAINING COMMAND

**T. RAJA KUMAR**  
DEPUTY SECRETARY (INTERNATIONAL)  
AND CONCURRENT CHIEF EXECUTIVE

**TEO TZE FANG**  
SENIOR DIRECTOR (DEVELOPMENT  
PROGRAMMES & PROJECTS)  
COVERING DEPUTY CHIEF EXECUTIVE  
(TRAINING & DEVELOPMENT)



**EUGENE HENG**  
DIRECTOR,  
STRATEGIC AFFAIRS CENTRE



**TAY LU LING**  
DIRECTOR,  
CORPORATE SERVICES CENTRE



**ESTHER LOW**  
DIRECTOR,  
JOINT TRAINING CENTRE

# TRAINING WORKLOAD

TOTAL NUMBER OF COURSES CONDUCTED IN HTA

164

TOTAL NUMBER OF TRAINEES TRAINED

24,377

TOTAL NUMBER OF TRAINING HOURS

3,134,524

# THE YEAR IN REVIEW

APRIL 2014 - MARCH 2015



MAY

INAUGURAL LECTURE UNDER HOME TEAM LECTURE SERIES ON LEADERSHIP – MR DAVID COHEN, FORMER DEPUTY COMMISSIONER, NYPD

30 May 2014

The Home Team Lecture Series on leadership was initiated to bring in distinguished speakers and thought leaders, to share their perspectives on leadership with Home Team leaders. On 30 May 2014, HTA invited Mr David Cohen, the former Deputy Commissioner for Intelligence for the NYPD to deliver the inaugural lecture.



PRIME MINISTER'S DIALOGUE WITH HOME TEAM LEADERS

23 July 2014

HTA was proud to organise the Prime Minister's dialogue with Home Team leaders on 23 Jul 2014. This session was part of the Prime Minister's series of dialogues with the civil service.

JUL

ASEAN COUNTER-TERRORISM WORKSHOP ON JOINT INCIDENT MANAGEMENT

15-17 July 2014

The ASEAN Counter-Terrorism Workshop, organised by the Home Team Academy (HTA), was held in Singapore from 15-17 Jul 2014. The workshop was attended by 28 participants from the security agencies of ASEAN Member States.



AUG

HTA WORKPLAN SEMINAR 2014

6 August 2014

The HTA Workplan Seminar 2014 was held on 6 Aug 2014 where Guest of Honour Permanent Secretary, Ministry of Home Affairs, Mr Tan Tee How shared that partnerships are key to HTA's success at HTA.



## DISTINGUISHED VISITING FELLOWSHIP (DVF) PROGRAMME

8-15 August 2014

HTA welcomed its second Distinguished Visiting Fellow, Professor Pan Tso Chien from the Nanyang Technological University (NTU) from 8 to 15 Aug 2014.



NEW

## INAUGURAL RUN OF HOME TEAM LEADERSHIP PROGRAMME FOR JUNIOR OFFICERS (HTLP-JO)

10-13 November 2014

The HTLP-JO aims to instill and reinforce the Home Team values, principles and ethos in Home Team junior officers.

NOV

OCT

NEW

## POST-GRADUATE STUDIES AWARD IN TRAINING-RELATED AREAS

The introduction of this award signals the next step in our journey towards building a strong pool of leaders in the training community.

NEW

## THE HTA FELLOWSHIP PROGRAMME

The HTA Fellowship Programme is a key platform to bring in expertise to strengthen the Home Team's capabilities. The Fellowship Programme will enable the Home Team to tap into a rich source of expertise which HTA would leverage on to enrich the Home Team's reservoir of knowledge and to deliver high quality programmes, particularly for the top echelon of Home Team leaders.



## HOME TEAM LEADERS FORUM (HTLF)

20 November 2014

The HTLF, jointly organised by Planning and Organisation Division/Ministry of Home Affairs (MHQ) and HTA, was held on 20 Nov 2014. The theme of the forum was on the Home Team's transformation efforts. HTA invited Permanent Secretary, Public Service Division (PSD), Ms Yong Ying-I, to address the Home Team leaders on the transformation efforts of the Public Service.

DEC

### ECO-OFFICE CERTIFICATION (RE-CERTIFIED)

HTA was awarded the Eco-Office Certification for the period of 2012 – 2014 by the Singapore Environment Council (SEC) in Dec 2012. We obtained re-certification for the period 2014-2016 in December 2014.



FEB

### HOME TEAM LECTURE SERIES ON LEADERSHIP - DR HAL RAVECHE

12 February 2015

Dr Harold J. Raveche, former President of the Stevens Institute of Technology in New Jersey, was invited to share with the Home Team on establishing and sustaining a culture of innovation and entrepreneurship.



JAN

### HTA HEALTH SCREENING EXERCISE

15 January 2015

A health screening was conducted for HTA officers as part of the staff welfare initiative. This is part of HTA's plan to educate staff to be more aware of their health and take greater responsibility to maintain a healthy lifestyle.



MAR

### HTA CORPORATE RETREAT

6 March 2015

The annual HTA Corporate Retreat served as a platform for HTA officers to take stock and reflect on the past year, and chart its strategic direction for 2015 and beyond.



### HTA YEAR-END FUNCTION

23 January 2015

HTA officers were treated to an outing to the ALIVE museum as part of the staff welfare initiative to thank officers for their hard work the previous year.





## HOME TEAM LECTURE SERIES ON LEADERSHIP - PROFESSOR MANUEL EISNER

9 March 2015

HTA invited Professor Manuel Eisner, from the University of Cambridge, to share his research on whether police legitimacy influences compliance with the law.



## HTA REMEMBERS MR LEE KUAN YEW

24-27 March 2015

As the nation mourned the passing of Singapore's founding Prime Minister, HTA organised its own memorial sessions at the Hall of Honour for Home Team officers to pay tribute to Mr Lee Kuan Yew by penning down their appreciation and thoughts on reflection cards.

HTA also organised a group of officers to pay their respects to Mr. Lee at the Parliament House and took part in the holding of vigil. On the last day of the mourning week, HTA officers and their families, gathered at the Police Cantonment Complex (PCC), to line part of the 15.4km route for Mr Lee's hour-long final journey through Singapore.



NEW

## INAUGURAL RUN OF HOME TEAM LEADERSHIP PROGRAMME FOR SENIOR OFFICERS (HTLP-SO)

13-17 April 2015

The HTLP-SO develops Home Team senior officers to be future-ready and effective leaders.

APR



## PROVIDING HIGH-VALUE LEADERSHIP TRAINING

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The Home Team Academy seeks to provide high value leadership training to our Home Team officers so that they are better-prepared and ready to address future safety and security challenges.

*"The leader who is able to guide, and guide well, is one who is open to learning continually so as to be constantly up-to-date."  
– Mr Lim Siong Guan, former head of the Singapore Civil Service*

# PROVIDING HIGH-VALUE LEADERSHIP TRAINING

## REVAMPED HOME TEAM SENIOR COMMAND AND STAFF COURSE

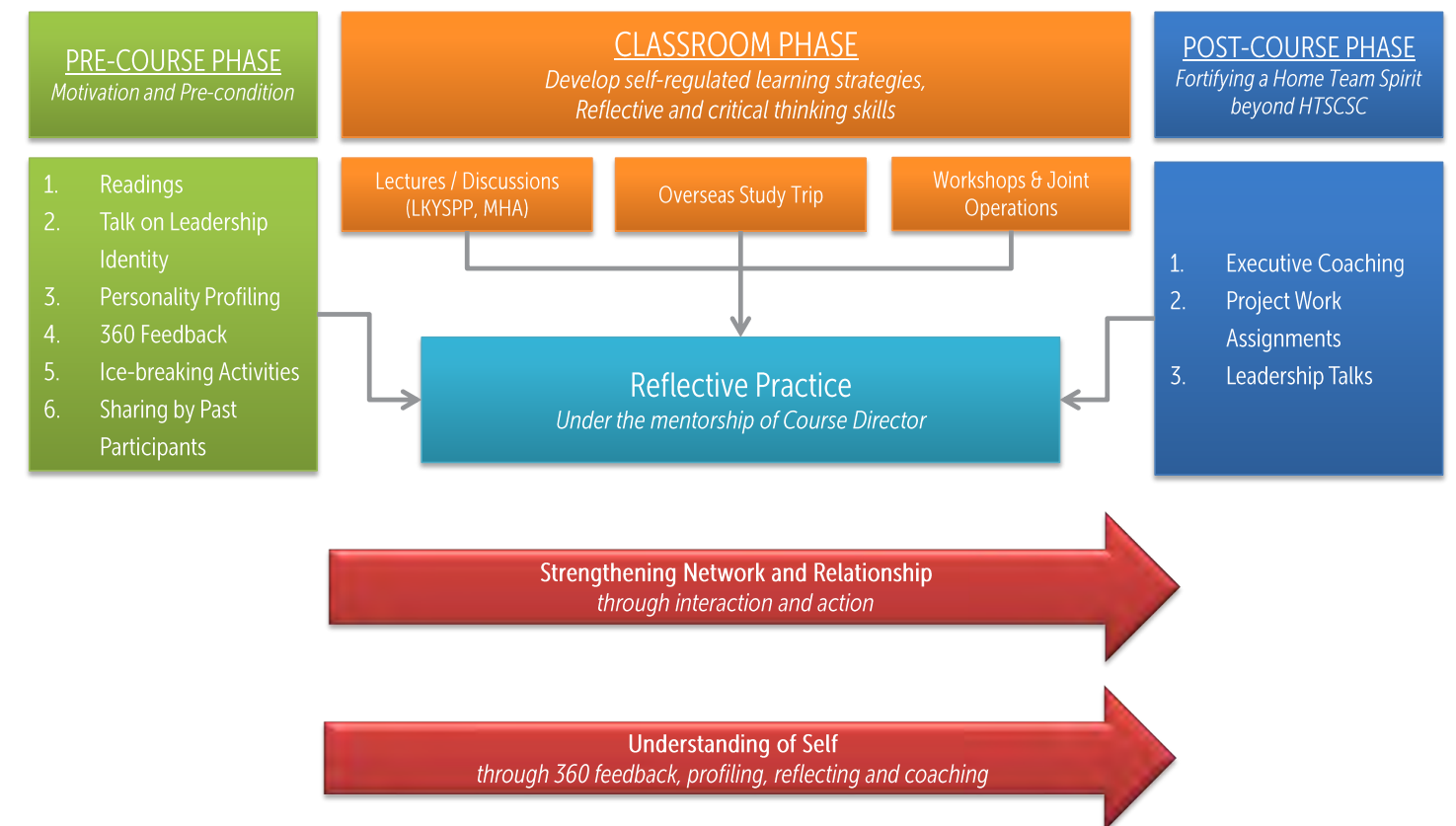
Leaders set the direction of the organisation and guide its followers to the right destination in order to reach the desirable outcomes. Effective leaders are essential to every organisation, and even more so to the Home Team (HT) where people's lives and safety are our responsibilities. The role of the Home Team Academy (HTA) is to be the facilitator and catalyst for leadership development for HT officers.

The Home Team Senior Command and Staff Course (HTSCSC) is the HT's pinnacle leadership development programme that prepares selected officers in the HT to take on senior commander and director appointments. HTA has run this course 8 times since 2007 and its curriculum is consistently refreshed to be in tandem with the current operating environment.

### Our New Approach

Instead of the usual traditional classroom delivery, HTA recognised that in order to make an impact on participants, we had to change the way we delivered content. For the revamped HTSCSC, we included the pre-course and post-course phases that used the power of reflection to drive personal growth. See Table 1 for the new course structure:

**Table 1: New Course Structure for HTSCSC 2014**



### Pre-Course Phase

The pre-course phase included a welcome briefing by the Course Director to provide context and set the stage for learning. The Course Director stayed with participants throughout the programme to ensure coherence in the course experience, acting as a mentor to guide the development of the participants, and also as a catalyst to stimulate critical and reflective thinking on the issues discussed in the course. This was complemented by alumni sharing and a 360 feedback survey and personality profiling test so that participants could reflect on their personal leadership development and decide what they wanted to achieve from the course.

### Classroom Phase

During the classroom phase, participants were exposed to a variety of learning modes and experiences; lectures, dialogue sessions, exercises and peer feedback. The topics were structured to facilitate sense-making through the process of increasing awareness of existing knowledge, providing a context for the learning, introducing diverse perspectives and encouraging participants to link what they have learnt back to their own experiences.

### Post-Course Phase

The post-course phase aimed to reinforce the learning and extend the participants' opportunities for networking and learning beyond the confines of the course. It offered an executive coaching programme for every participant. Each participant could attend up to 4 individual coaching

sessions with their respective assigned coaches within 6 months after the end of the programme. This coaching programme complemented the pre-course and classroom phases, and provided an opportunity to explore options and strategies for pursuing personal and leadership growth as they translated the insights into behavioral changes as a leader back at the workplace.

Participants were also emplaced into cross-agency groups and given project work assignments. The purpose of such assignments was to broaden the officers' exposure and

### Feedback from Participants

Feedback from participants was positive, and they commented that the programme was useful for them to consciously think and reflect on their goals and challenges for their self-development.

### Quotes from participants

*"The SCSC was a challenging yet rewarding 7-week long course. Rarely in a course do we get an opportunity to listen to and discuss strategic issues confronting Singapore, with distinguished academics such as Professor Kishore Mahbubani, Dean of the Lee Kuan Yew School of Public Policy, NUS and Professor Neo Boon Siong, Chairman of the Nanyang Executive Education and former Dean of the Nanyang Business School, NTU, that challenged our thinking and broadened our minds. We also had the chance to engage in some heartfelt and insightful conversations with the Home Team Head of Departments, SDS and PS Home Affairs, Mr Lawrence Wong, Minister MCCY and DPM Teo Chee Hean during the fireside chats. I am truly honoured to be part of a course that brought together some of the most talented HT officers and I am sure that the friendships we had forged will last us through our careers and beyond."*

**Supt Lee Boon Hwee, Deputy Commander Counter Terrorism & Security, Ports Command, Immigration & Checkpoints Authority**

*"The HTSCSC has far exceeded my expectations and I have benefitted from the course in more ways than one. Firstly, the breadth of the academic content, which helped to deepen my understanding of governance issues, strategic change management, political dynamics, and current challenges to our operating environment. Secondly, the leadership development component, particularly the command and crisis leadership workshop by HTBSC, was informative, practical and fun. Some of the class exercises got me thinking deeply about certain aspects of leadership and decision-making in a crisis, which I will endeavour to apply in the future. Thirdly, the fireside chats which afforded us the rare privilege of coming up close and personal with DPM, MHQ Senior Management and Heads of Departments. Their candid sharing made all the difference in helping us glean insights from their experience as leaders, as well as their views on the Home Team. Finally and most importantly, the friendships that I have made with my fellow course mates have enriched me both personally and professionally. I know that if I ever need it, help is just an SMS or call away. All in all, the HTSCSC has been a wonderful learning journey for me."*

**Distinguished Graduate HTSCSC 2014, Supt (Singapore Prison Service) Caroline Lim, Senior Assistant Director (Operations Development), Joint Operations Division, Ministry of Home Affairs**

cross-fertilize learning experiences beyond their respective agencies.

As part of our continuous efforts to promote self-learning, HTSCSC participants were also invited to the talks run by HTA where we invited renowned academics and leaders from both the public and private sectors to share their diverse experiences with the HT. Such platforms were also potential networking sessions where they could continue to interact and engage with one another.



### Moving Forward

Moving forward, we would continue to refine the HTSCSC to further enhance the learning experiences and development of our course participants. We are looking at extending the HTSCSC to fellow government agencies which have related security and law enforcement responsibilities and close working relationships with the HT. The collective sharing and networking of professional experience across multiple agencies beyond the HT would ensure diversity of views, as well as enable the appreciation of inter-agency perspectives and learning among the participants.

Future runs of the HTSCSC would also incorporate different learning tools and methods to help participants draw greater insights and perspectives from the course content in an efficient manner. HTA will also continue to engage the HT Departments (HTDs) to map out an executive coaching system for HT senior officers to enable their continual growth and improvement as leaders.

# PROVIDING HIGH-VALUE LEADERSHIP TRAINING

## NEW HOME TEAM LEADERSHIP PROGRAMME

In today's volatile, uncertain, complex and ambiguous (VUCA) operating landscape, officers increasingly face varied situations and complex challenges at the frontline. They would need to watch for emerging trends and react quickly to changes. More often than not, the challenges faced are complex and calls for collaborations across Home Team Departments (HTDs). Officers' prompt, positive and collective response is key to instilling public confidence and trust in the Home Team (HT).

With that in mind, we looked into developing leadership programmes for senior and junior officers who are leading teams, to orientate them to be future-ready, and to lead and respond effectively during challenging operating conditions. In addition, with the increasing need for frontline presence to be maintained on the ground, we anticipated that there would be time and manpower constraints for training and learning. Hence, our new programmes, i.e. Home Team Leadership Programme for Senior Officers (HTLP-SO) and for Junior Officers (HTLP-JO), are now more focused and conducted over a shorter duration. This is to allow officers to absorb as much as they could, given the short learning period; and put their new knowledge to good use when they return to ground operations.

### Key Features of the Home Team Leadership Programme (HTLP)

#### HTLP Concept

The HT spectrum of operations has become increasingly complex over the years with rapid and game-changing technological advances, a more diversified society with changing demographics and tighter resource constraints. To adequately orientate officers to be adaptive and respond to uncertainties and changes, the HTLPs are conceptually designed to provide a structured way of learning and internalising what is needed as follows:

- a) Setting the stage on environmental context and organisational imperatives that establishes a sense of purpose for HT – why are we here as a HT;
- b) Reinforcing the identity of who we are as a HT and as self, because we are the authors of our organisational identities, imperatives, realities and sense of self; and
- c) Clarify the action plans of what we need to do collectively as a HT.

Setting the stage establishes the motivations for a unified HT. The 'HT' becomes the common identity. This is followed by defining every officer's identity in relation to the Home Team. The central idea is, if we know who to be, then what to do falls into place. It forms a basis for discussion about how we understand our operating environment, how to be in this environment, and how we bring who we are to what we do (in ethical ways)<sup>1</sup>. Thereafter, it we are able to embark on what it is needed collectively as a Home Team, with greater clarity and focus.

#### Presentation by HT Subject-Matter-Experts

Subject matter experts were invited to share on their respective areas of expertise. The Home Team Behavioural Sciences Centre (HTBSC) gave an overview of the HT 'C5' Command Leadership Framework which articulates the command competencies that HT leaders should possess. Psychologists from HTBSC explained the framework through the use of past cases, for officers to reach a common understanding of how a HT Leader should think and act, as well as how a leader's style of management during peacetime would have implications in times of crisis.

For the HTLP-JO, participants were sensitised to the multiple cultural perspectives and attitudes in Singapore which are shaping the current operating terrain. Through sharing by the Research and Statistics Division (RSD) under the Ministry of Home Affairs headquarters (MHQ), participants were given an overview of the state of race and religious harmony in Singapore, the importance of continual engagement with various communities, and mitigating cultural/racial/religious problems before it encroaches on social harmony.

<sup>1</sup>Cunliffe, A. L. (2009). The philosopher leader: On relationalism, ethics and reflexivity—A critical perspective to teaching leadership. *Management Learning*, 40(1), 87-101.

### Home Team Leadership Programme (Senior Officers)

In anticipation of the changing operating environment that involves many interlinked variables, the HTLP-SO (5-day course) develops HT senior officers to be future-ready and effective leaders. The HT senior officers undergo this programme at a strategic career point, in their fifth year of service, as they would have gained sufficient departmental knowledge. They are also deemed to be ready to work more effectively as HT leaders, to tackle today's complexities and changes. The programme's objectives are to:

- a) Equip officers with effective leadership qualities to deal with crises and uncertainties;
- b) Reinforce the HT concept with emphasis on its application in joint operations; and
- c) Reinforce how the HT core values should guide officers.



### Home Team Leadership Programme (Junior Officers)

HTLP-JO (5-day course) targets junior officers who are newly promoted to the apex rank of Senior Station Inspector and equivalent, to instil and reinforce the HT values, principles and ethos. Given their seniority and leadership positions at the frontline, they would in turn be able to effectively influence and inspire their officers to "think and act HT". This course also aims to provide a set of essential knowledge for these officers to function effectively within our operating terrain. Its objectives are:

- a) Sensitise the HT leaders to the current security threats and emphasise the need for vigilance;
- b) Introduce HT officers to the behavioural aspects of HT Crisis Leadership;
- c) Reinforce the HT values and principles that guide officers; and
- d) Inculcate in HT leaders a HT mindset to deal with current security threats.



### Feedback from Participants

Here are what some of our participants had to say about the key takeaways from our leadership programmes:

#### Home Team Leadership Programme (Senior Officers)

*"Importance of networking with other HT counterparts so as to deal with the emerging and rapidly changing challenges."*

*ASP Sia Zhi Siong John,  
Singapore Police Force*

*"There were adequate examples and we got a lot out of robust discussion of scenarios, case studies. Many ideas were exchanged. There was a lot of insight gained into the topics."*

*Insp Chou Ziyu,  
Singapore Police Force*

*"Learning to adapt and work with the other HTDs. Trust and being able to communicate effectively with team members."*

*Insp Nor Akidah Binte Hashim,  
Immigration & Checkpoints Authority*

#### Moving Forward

HTA will constantly review the curriculum of our programmes to ensure that our officers are ready and equipped with the right mindset to deal with the challenges of the VUCA environment.

#### Home Team Leadership Programme (Junior Officers)

*"Covered numerous topics in relation to the Home Team's collaborative efforts and challenging issues that Home Team agencies are facing. It is beneficial to deliberate on such issues and use this as a platform to discuss issues holistically."*

*SSI James Ngoh Ban Lee,  
Singapore Police Force*



# PROMOTING A THINKING AND LEARNING HOME TEAM

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The Home Team Academy strives to provide opportunities for Home Team officers to learn continually through the various platforms and engagements we offer.

*"You do not need to know everything or even anything to undertake a task.  
You just need to be willing, able and prepared to learn."  
– Mr Lim Siong Guan, former head of Singapore Civil Service*

# PROMOTING A THINKING AND LEARNING HOME TEAM

## HOME TEAM LECTURE SERIES ON LEADERSHIP

The Home Team Lecture Series on Leadership is a platform established by the Home Team Academy (HTA) to bring in distinguished speakers and thought leaders from various organisations. These C-suite leaders are invited to share their perspectives on leadership (or related topics) with Home Team (HT) officers. The sharing of their rich and diverse experiences would help to stimulate and develop further our HT leaders' critical thinking on leadership issues through dialogues and discussions.

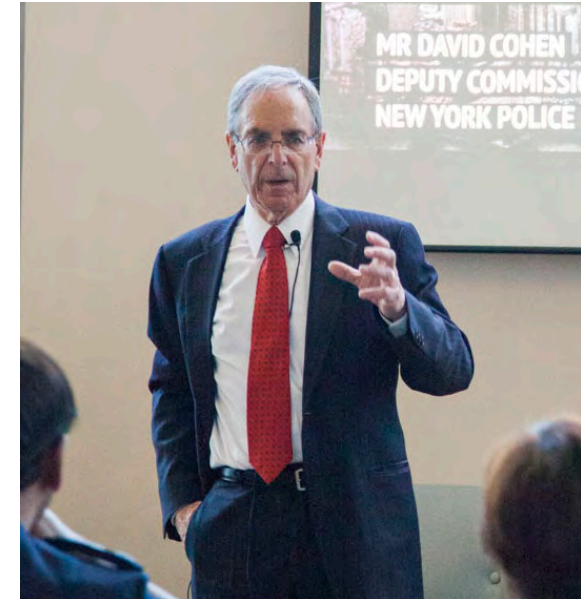
### Speakers Invited in FY 2014

Since the inception of the Home Team Lecture Series on Leadership on 30 May 2014, the Academy has invited 3 speakers to share their leadership experiences with the HT.

#### **"The Transformation of New York Police Department Intelligence Division - The Role of Leadership" by Mr David Cohen (30 May 2014)**

Mr Cohen had 35 years of experience in the Central Intelligence Agency (CIA) and was the Deputy Commissioner for Intelligence for the New York Police Department (NYPD) from 2002 through to 2013. He had spearheaded CIA's worldwide operations and also played a significant role in designing programmes to protect New York against terrorist attacks. In addition to counter-terrorism, Mr Cohen had also modernised the intelligence bureau at NYPD to support traditional crime fighting.

During the lecture, Mr Cohen shared with the participants his rich leadership experiences in transforming the intelligence division in NYPD. He also shared the challenges he faced throughout his illustrious career, such as dealing with cultural changes, the development of detectives and analysts as intelligence officers, and the use of informants.



#### **"Public Service Transformation Journey" by Ms Yong Ying-I (20 Nov 2014)**

Ms Yong is the Permanent Secretary of the Public Service Division (PSD) in the Prime Minister's Office (PMO). She had served in various agencies including the Ministry of Home Affairs (MHA), Ministry of Finance (MOF), Ministry of Trade & Industry (MTI), Ministry of Communications & Information (MCCI), Ministry of Manpower (MOM) and Ministry of Health (MOH).

During her sharing on the reflections on the public service transformation (PST) journey, she shared the areas that were not working well in the public service, and that the PST involved addressing service delivery pain points, strengthening public communications and engagement, and ensuring the right manpower capabilities to design and execute policies effectively.





**“Establishing and Sustaining a Culture of Innovation and Entrepreneurship” by Dr Harold J. Raveche (12 Feb 2015)**

Dr Harold J. Raveche was the 6th President of the Stevens Institute of Technology in New Jersey from 1988-2010. He is currently the President of Innovation Strategies International, with projects in Asia and Latin America. Dr Raveche is internationally recognised as an innovator for research universities, business growth and economic development.

During the sharing, Dr Raveche focused on the speed of technological advancements and the need for innovation and entrepreneurship to keep up with these changes. He emphasised that the three essential characteristics of innovation are expertise, flexible/imaginative thinking, and motivation. He suggested that organisations should have a continuous practice of providing incentives and dedicated resources for their employees to experiment with new ideas in order to support an innovative culture.



**Moving Forward**

The Home Team Lecture Series on Leadership has established itself as an effective informal platform for HT officers to engage C-suite level speakers one-on-one on leadership issues. We will continue to invite distinguished speakers whose leadership experiences would aid our HT leaders in developing positive leadership traits, which would in turn improve the corporate culture and move the HT forward.

# PROMOTING A THINKING AND LEARNING HOME TEAM

## HTA DISTINGUISHED VISITING FELLOWSHIP PROGRAMME

The Distinguished Visiting Fellowship (DVF) programme offers a platform for Home Team Departments (HTDs) under the MHA to engage academics/scholars as well as leading think-tank practitioners who are key opinion-makers or experts in areas related to HT core competencies. Such engagements facilitate the HT in establishing relationships with these experts; and at the same time allow HT officers to learn from them and develop professionally.

### About the Expert – Professor Pan Tso-Chien

We engaged Professor Pan Tso-Chien as a DVF, who we engaged from 8 to 15 Aug 2014. Professor Pan is a professor in the School of Civil and Environmental Engineering in Nanyang Technological University (NTU), who specialises in damage assessment of buildings subjected to dynamic loads and blast effects. He is concurrently the Executive Director of the Institute of Catastrophe Risk Management (ICRM) in NTU. Professor Pan is no stranger to the Singapore government as he has collaborated with various government agencies, including the HT, throughout his years of work.

### Engagements with Professor Pan

During the week-long engagement, Professor Pan shared his knowledge with the HT officers at the various seminars, workshops and meetings.

At the half-day seminar on 'Safety and Integrity of Buildings / Infrastructures', Professor Pan shared his knowledge on risk management and damage assessment of buildings. He also shared with the officers the catastrophic impact that disasters could inflict in terms of both loss of lives and cost, which reinforced the importance of disaster risk management and reduction. The seminar was graced by Senior Deputy Secretary, Mr Khoo Boon Hui, as the Guest-of-Honour and was attended by 80 HT leaders and officers.

Professor Pan also conducted a workshop on Catastrophe Modelling and Risk Management. The workshop was attended by officers involved in crisis planning and management from both HT and other government agencies. The workshop served as a platform where officers engaged Professor Pan in active discussions on crisis planning and management.



### Moving Forward

The DVF programme was well-received by HT officers and allowed the HT to engage such experts such as Professor Pan to help in capability-building for the HT. It also provided opportunities for HT officers to hear and learn about the latest developments in the area of crisis contingency planning and management.

In the coming year, HTA, in collaboration with various divisions in the Singapore Police Force (SPF), will be engaging 3 DVFs, namely Professor David Bayley (a foreign expert with expertise in community policing), Mr Patrick Laturus (foreign expert with expertise in blood pattern analysis) and Professor Brenda Yeoh (local expert with expertise in transnational migration issues). The engagement of these experts would give HT officers different perspectives and insights on issues faced by the HT and help us tackle challenges better.

# PROMOTING A THINKING AND LEARNING HOME TEAM

## HOME TEAM ACADEMY FELLOWSHIP PROGRAMME

The Home Team Academy (HTA) recently established the HTA Fellowship Programme (FP) which allows us to bring in expertise to strengthen HT capabilities. The FP would enable HTA to tap into a rich reservoir of resources beyond its current pool of expertise drawn from its own staff, the co-located HTD schools, strategic partners such as the Lee Kuan Yew School of Public Policy (LKYSPP) and other service providers.

### HTA Fellowship Programme

The Academy looks to draw upon expertise from the following groups of persons who could help in the professionalisation of the HT:

- **Civil Service and HT Senior Management:**

This group would include suitable retiring and retired officers who hold or have held key appointments and possess the expertise needed by HTA.

- **Local and foreign notable scholars and distinguished professionals:**

These would comprise eminent persons, thought leaders, practitioners and personalities who are prime movers, key opinion makers or experts in areas related to the HT's core competencies. This group of experts could be engaged on a per project basis.

During their stints as HTA Fellows, they would contribute their expertise in the following ways:

- **Research projects:**

Conduct research and write research papers on HT related issues/topics for HT learning. The research papers may be converted into articles for HT publications; and enrich institutional knowledge through downloading of tacit knowledge in memoirs and/or development of case studies.

- **Teaching assignments:**

Conduct lectures, seminars, workshops or share their experiences/expertise via fireside chats based on their subject-matter expertise in areas of interest to the HT; develop lesson packages and other training materials and participate as moderators at seminars/talks.

### Moving Forward

The FP would be a rich source of expertise which HTA would leverage to enrich its reservoir of knowledge and to deliver high quality programmes, particularly for the top echelon of HT leaders. It is another avenue to grow the HT's capabilities at a time of manpower constraints. Apart from strengthening HTA's programmes and adding greater value to the HT, the strong credentials and illustrious background of the Fellows would help to brand HTA as the respected learning institution for HT leaders and officers.



# GROOMING HOME TEAM LEADERS IN THE DOMAIN TRAINING

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The Home Team Academy sees training as an important investment to equip its officers with skills and knowledge for them to perform their functions effectively.

*"Leadership is more than just ability. It is a combination of courage, determination, commitment, character and ability that makes people willing to follow a leader."  
– Mr Lee Kuan Yew, founding Prime Minister of Singapore*

# GROOMING HOME TEAM LEADERS IN THE DOMAIN TRAINING POST-GRADUATE AWARD

Investment in training is pivotal to maintaining and furthering Home Team (HT) operational effectiveness. The Home Team Academy (HTA) has been rendering competency-based training to equip our HT trainers with foundational skills for proficient training delivery; curriculum and assessment design; and development works through the promulgation of the Trainers' Competency Development Roadmap (TCDR)<sup>1</sup>.

For the coming year 2015, HTA would be introducing training-related postgraduate programme sponsorships to attract, develop and retain HT leaders in the area of training. This signals the next step in our journey towards building strong HT training capabilities through the professionalisation of the HT training fraternity.

<sup>1</sup>The Trainers' Competency Development Roadmap (TCDR) was promulgated in 2010 with the aim of professionalising the training community through the provision of competency-based instructional training to HT full-time and adjunct trainers from all HT schemes of service. Trainers on-board the TCDR will be equipped with essential skills for proficient training delivery and in foundational curriculum and assessment development works. Running parallel to the TCDR are both the Home Affairs Uniformed Services (HUS) trainer skill allowance and the hourly-rated training honorarium schemes to incentivise and spur trainers who are committed to deepening and advancing their instructional profiles.

## Objectives of Postgraduate Programme Sponsorship

HTA will be awarding post-graduate awards to promising officers who are keen to enhance their expertise in the area of training.

The sponsorship of Masters Programmes would be in the field of learning pedagogies and instructional design; adult and vocational education; and educational leadership and policy management.

Through these programmes, we would:

- **Groom and nurture HT officers for key leadership positions in the HT training community**
- **Advance training as a career track for HT officers**

These officers would be exposed to strategic perspectives, theories and philosophies that shape the educational frontier. Such in-depth exposure would better prepare the selected officers to helm training and development positions at HTA and within the Home Team Departments (HTDs) and HT Training Schools; It would also allow them to be change agents in the HT training community, spearheading and directing paradigmatic shifts in the field of training and development.

Apart from advancing their career development and getting due recognition for their commitment and contributions in the area of training, officers with postgraduate qualifications would also be choice candidates for postings to training functions with and across HTDs. Since quality training is an integral element to support effective operations on the ground, officers armed with professional training qualifications are well-equipped and would have the credibility to play a key role in leading and shaping HT training.

## Moving Forward

The HTA believes in equipping officers with the knowledge in training, so that they could apply their acquired skills to steer the HT forward in training and learning. This would then lead to a roll-over effect where better training would better prepare HT officers to respond to ground operations, and therefore lead to better operational outcomes. We would be awarding 1 overseas and 4 local postgraduate training sponsorships in training-related fields each year, beginning from financial year 2015.



# BUILDING A TRUSTED BRAND IN TRAINING

The Home Team Academy works towards building strategic partnerships with training-related institutions to build up our brand as a learning institution for the Home Team.

*"You've got to enthuse them with the same fire and the same eagerness that pushes you along ... That is a very big factor in leadership ... at the end of the day, you must also have the idealism to succeed, to make people come with you."*

*– Mr Lee Kuan Yew, founding Prime Minister of Singapore*

# BUILDING A TRUSTED BRAND IN TRAINING

## MEMORANDUM OF UNDERSTANDING BETWEEN THE MINISTRY OF HOME AFFAIRS AND THE SINGAPORE WORKFORCE DEVELOPMENT AGENCY

The Home Team Academy (HTA) recognises that Home Team (HT) trainers play a key role in training as competent trainers would ensure that there is an effective transfer of the right knowledge to HT officers. Hence, HTA is partnering external organisations like the Singapore Workforce Development Agency (WDA) and the National Institute of Education (NIE), for HT trainers to leverage good training and curriculum development expertise. This is part of our efforts to build a trusted brand in training through strategic partnerships with leading training institutions.

In 2015, a Memorandum of Understanding (MOU) would be established between WDA and the Ministry of Home Affairs (MHA). Spearheaded by HTA on behalf of the HT Departments (HTDs), the MHA-WDA MOU will be the cornerstone in signifying both agencies' shared commitment to ensure the delivery of quality skills training that is essential to the development of a strategic and competent workforce in the HT.

### Key features of MOU that would help the HT

The MHA-WDA MOU would help to catalyse capability development in the HT through establishing strategic links with leading experts in relevant fields such as competency development, learning pedagogy and leadership development. The adoption of the Workforce Skills Qualification (WSQ) system would benefit the HT in the following ways:

- **Systematic institutionalisation of training systems and processes.**

The adoption of the WSQ system as a single quality assurance and competency standards model would ensure that training workflows across the HT meet WSQ standards. This serves as a powerful driving force to systematise and standardise HT training systems and processes.

- **Quality assurance in training.**

HTDs could leverage the robust quality assurance mechanism established alongside the WSQ system to ensure a high-quality of training. As such, HTDs would not have to re-invent the wheel by conceptualising their own quality assurance system to review their training processes.

- **Harmonising generic skill competencies.**

The WSQ frameworks such as the Leadership and People Management (LPM) and Training and Adult Education (TAE), which are portable and relevant to all HTDs, would lead to a harmonisation of these skill competency standards within the entire HT.





### **Beneficiaries of the MOU**

There are 2 key groups of beneficiaries of the MOU:

- HT officers who attend HT WSQ accredited courses would have the quality assurance that their training is aligned with national standards. Equipping HT officers with industry-recognised skills articulated by the relevant WSQ skills qualification frameworks also ensure training currency; and
- Full-time National Servicemen (NSFs), Operationally-Ready National Servicemen (NSmen), and Volunteers (e.g. Volunteer Special Constabulary) would be assured that the skills they have learnt during training are widely recognised in the industry. For NSFs, the attainment of the nationally-recognised WSQ certifications would be valuable for their entry into the Singapore workforce after the completion of their compulsory National Service (NS) stint.

### **Moving Forward**

The MOU would facilitate HTDs' plans to accredit their training entities as in-house Approved Training Organisations (ATOs) under the WSQ system<sup>2</sup>. With the establishment of the MOU, some HTDs such as Singapore Prison Service (SPS) and HTA would embark on in-house ATO accreditation under the WSQ system.

HTA has already benchmarked HT trainers' instructional competencies with the Training and Adult Education (TAE) WSQ Framework through a review exercise of the Trainers' Competency Development Roadmap (TCDR) in 2014. We will soon be embarking on accrediting the Home Team Senior Command and Staff Course (HTSCSC), which is our pinnacle course for senior HT officers, to the LPM WSQ Framework.

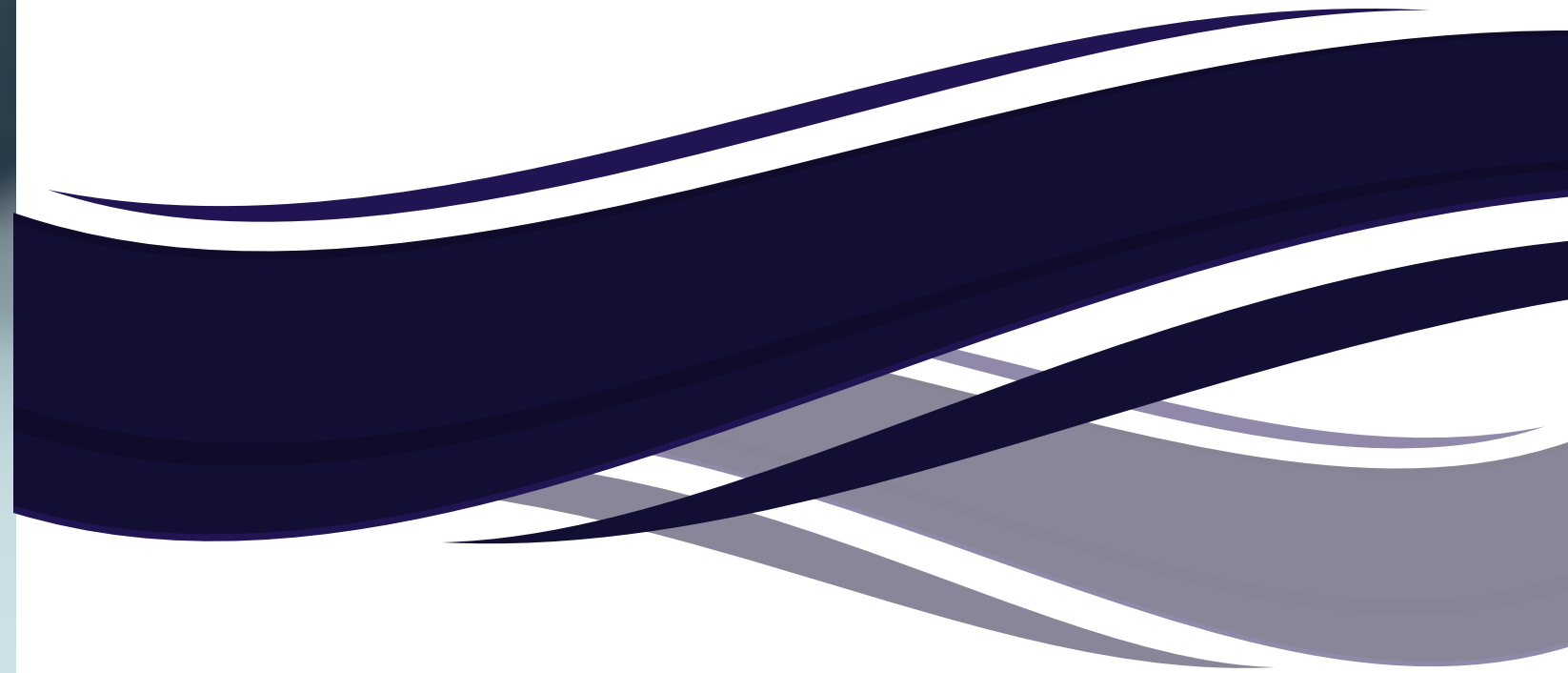
The Academy would continue to form strategic partnerships with leading training institutions in order to become a trusted brand in training. These efforts will aid the HT to position itself as a choice employer; committed to equipping and upgrading its officers with the necessary skill sets to remain current in their job areas and operations as well as in the workforce ecosystem.

<sup>2</sup> The WSQ System is a national credentialing system established in 2005 with the aim of providing the local Continuing Education Training (CET) landscape with enhanced structure and clarity to industry skills development and utilisation through the standardisation of industry competency standards.





# LIST OF VISITS TO HTA



# LIST OF VISITS

Date	Delegation	Country	Hosted by
14 May 2014	National Police College (NPC) from the Philippines Public Safety College (PPSC)	Philippines	HTA
14 May 2014	Ministry of Interior	Saudi Arabia	ICA
20 May 2014	Public Service Week Learning Journey	Singapore	HTA
10 Jun 2014	Singapore Aviation Academy	Singapore	HTA
24 Jun 2014	7th Vietnam Ministry of Public Security Senior Officials	Vietnam	HTA
24 Jun 2014	Bangladesh Police Staff College (BPSC)	Bangladesh	TRACOM
9 Jul 2014	ITE College West	Singapore	HTA
14 Jul 2014	China Criminal Police University	China	HTSCI
23 Jul 2014	Prime Minister's Office	Singapore	HTA
8 - 15 Aug 2014	Distinguished Visiting Fellowship Programme - Prof Pan Tso Chien	Singapore	CPSS
12 - 21 Aug 2014	Immigration and Checkpoints Competencies Training Programme	Australia, Hong Kong SAR and ASEAN member states	ICA
21 and 28 Aug 2014	Study visit by Indian Police Service (hosted by Civil Service College (International))	India	TRACOM
9 Sept 2014	SAF Warrant Officer School	Singapore	HTA
16 Sept 2014	People's Security Academy	Vietnam	HTA
23 Sept 2014	Singapore Institute of Technology	Singapore	HTA
24 Sept 2014	Participants of the Philippines Public Safety College (PPSC)	Philippines	HTA
26 Sept 2014	Executive Management Development Programme by Civil Service College	Singapore	HTA
29 Sept 2014	Hong Kong Police Service	Hong Kong	TRACOM
3 Oct 2014	MHA Senior Visitors' Programme for Vietnam Ministry of Public Security Officials	Vietnam	HTA
8 Oct 2014	Participants of the Terrorist Rehabilitation and Community Engagement Programme	Philippines, Indonesia, USA and Singapore	HTA

# LIST OF VISITS

Date	Delegation	Country	Hosted by
28 Oct 2014	National Academy of Customs, Excise and Narcotics	India	ICA
11 Nov 2014	Commissioner Of Police's Farewell Visit to TRACOM	Singapore	TRACOM
12 Nov 2014	Opening Ceremony of the Cyber Security Laboratory	Singapore	CCSS
24 Nov 2014	Shanghai Police College	China	TRACOM
24 Dec 2014	Bureau of Entry & Exit Administration, China Immigration	China	ICA
12 - 13 Jan 2015	China Criminal Police University	China	HTSCI
20 Jan 2015	Participants of the Terrorism Analyst Training Course	ASEAN, Afghanistan, Bangladesh, Canada, Maldives, Oman, Nigeria, Hong Kong, United Kingdom and United States	HTA
27 Jan 2015	Officers from Ministry of Public Security	Vietnam	HTA
27 Jan 2015	Participants of the ASEAN Border Leaders Exchange Programme	ASEAN and Singapore	ICA
9 - 10 Feb 2015	Participants of ICA's Exchange Programme on Checkpoints Competencies in Passenger Clearance	ASEAN Member States	ICA
2 Mar 2015	Participants of the Community Leadership Programme by National Community Leadership Institute	Singapore	HTA
4 Mar 2015	Royal Police Cadet Academy	Thailand	HTBSC
21 Mar 2015	Home Team Volunteers Learning Journey	Singapore	HTA



# LIST OF HTA & HT SCHOOLS' COURSES

# LIST OF COURSES

## HOME TEAM ACADEMY

Course	No. of runs
Case Writing Workshop for Home Team officers	1
Facilitation Course	4
Home Affairs Senior Officers Induction Course	6
Home Team Learning Journey Advanced Course for Junior Officers	3
Home Team Learning Journey - Advanced course for Management Support Officers and Corporate Support Officers	2
Home Team Learning Journey - Advanced course for Senior Officers and Home Affairs Senior Officers	1
Home Team Learning Journey Induction Course for Management Support Officers	3
Home Team Senior Command and Staff Course	1
Home Team Joint Operations Staff Course	1
Home Team Leadership Programme for Junior Officers	2
Home Team Leadership Programme for Senior Officers	1
Methods of Instruction Course	2
Test Construction and Assessment Workshop	2

# LIST OF COURSES

## POLICE TRAINING COMMAND

Course	No. of runs
Advanced Development Course	8
Automated External Defibrillator (AED) Course	32
Basic Cardiac Life Saving Course	18
Class 2 Familiarisation Riding Course	16
Class 2 Intermediate Riding Course	6
Class 2 Riding Course	2
Class 2B Familiarisation Riding Course	12
Class 2B Riding Course	5
Class 3 Familiarisation Driving Course	240
Class 3 Intermediate Driving Course	23
Class 3 Modified Driving Course	6
Class 4 Driving Course	10
Class 4 Familiarisation Driving Course	20
Class 4 Restricted Driving Course	4
Company Commanders Course	1
Cycling Familiarisation Course	33
First Aid Course	1
First Aid Re-certification Course	31
Forward Command Vehicle Course	3
Home Team First Aid Certification	57
Home Team First Aid Recertification	18

# LIST OF COURSES

## POLICE TRAINING COMMAND

Course	No. of runs
Land-Rover Familiarisation Driving Course	106
Leadership Development Programme - Boot Camp	3
Leadership Training for Officer Cadet Trainees	2
Leadership Training for Senior Officer Trainees	8
Neighbourhood Police Centre Officers Course (Community Policing Unit Module)	5
Neighbourhood Police Centre Officers Course (Crime Strike Force Module - Intelligence)	5
Neighbourhood Police Centre Officers Course (Crime Strike Force Module - Investigation)	5
Neighbourhood Police Centre Officers Course (Crime Strike Force Module - Operations)	5
Neighbourhood Police Centre Officers Course (Ground Response Force Module)	28
Neighbourhood Police Centre Refresher Course	6
Neighbourhood Police Centre Team Leadership Course (Developmental Module - Team Management)	3
Neighbourhood Police Centre Team Leadership Course (Intelligence)	4
Neighbourhood Police Centre Team Leadership Course (Investigation)	5
Neighbourhood Police Centre Team Leadership Course (Operations Module)	3
Officer Cadets Course	2
Person-In-Custody Management Course	7
Police Officers Basic Course	4

# LIST OF COURSES

## POLICE TRAINING COMMAND

Course	No. of runs
Probationers' Competency Assessment Officers Course	7
Senior Officer Basic Course	9
Singapore Police Force Command and Staff Course	1
Staff Assistants Course	4
Strategic Reserve Troop Course	7

# LIST OF COURSES

## IMMIGRATION & CHECKPOINTS TRAINING SCHOOL

Course	No. of runs
"Catch Me If You Can: A Detection of Deception and Intent" Workshop	1
Advanced Chemical, Biological, Radiological & Explosives Course	7
ASEAN Border Leadership Exchange Programme	1
Basic Chemical, Biological, Radiological & Explosives Course	29
Basic Firearms Training	14
Basic Intelligence Course	1
Basic Ionising Radiation Safety (Security Screening)	9
Basic Unarmed Combat Training	13
Cargo and Documents Profiling and Analysis Course	3
Certificate of Origin Course	2
Checkpoint Competencies in Passenger Clearance Module Training for Indonesian Immigration Officers	1
Classification Shoot Training	82
Counselling Course	4
Customised Course on Protective Security for ICA Key Checkpoint Staff	2
Customs Valuation Course	2
Discovering Body Language (Basic)	13
Dismantling Illegal Immigration Network Training	1
First Aid Course with Certification	1
Fraudulent Documents Training	1
Half Day Basic First Aid Course	23
Home Made Explosives Course	1

# LIST OF COURSES

## IMMIGRATION & CHECKPOINTS TRAINING SCHOOL

Course	No. of runs
Home Team Basic Cardiac Life Support Provider Course	4
Home Team Cardiopulmonary Resuscitation and Automated External Defibrillator Course	13
Home Team First Aid Certification Course	5
Home Team First Aid Recertification Course	4
Home Team Security Audit Programme	1
I-Borders Training	17
ICA Management Support Officer (MSO) Basic Course	1
ICA Senior Officer Basic Course	5
ICA Specialist Basic Course	12
ICA Specialist Developmental Programme	1
ICA Training Seminar	4
Immigration & Checkpoints Competencies Training Programme	1
Integrated Checkpoints Command Training for Domain Commanders and Key Appointment Holders	1
Japan-Singapore Partnership Programme for the 21st Century - ASEAN Border Cooperation for Managers	1
Legislation Briefing	2
Methods of Instruction Course for Senior Officers	7
Performance Management Course	6
Person-In-Custody Management Course (In-house)	1
Person-In-Custody Management Course	5
Policy Writing Course for ICA	1

# LIST OF COURSES

## IMMIGRATION & CHECKPOINTS TRAINING SCHOOL

Course	No. of runs
Refresher Chemical, Biological, Radiological & Explosives (CBRE) Course	9
Refresher Training on Documents & Permits for Cargo Clearance Course	10
Security of Sensitive Materials Awareness Programme	4
Sharing Session by Australian Airport Liaison Officers	1
Sharing Session by Australian Airport Liaison Officer - Advanced Seminar on Fraudulent Documents Trends	1
Sharing Session by Australian Airport Liaison Officer - Understanding Travel and Security Documents	1
Singapore Cooperation Programme - Passenger Clearance Module	1
Strategic Goods Control Course	1
Supervisory Course for new Senior Officers	4
The Power of Attention	1
The Secrets of Questions	1
The Truth about Lying	1
X-Ray Refresher Training	6
X-Ray Screening Training	6

# LIST OF COURSES

## PRISON STAFF TRAINING SCHOOL

Course	No. of runs
Officer-In-Charge of Housing Unit Course	1
Prison Officer Course	3
Prison Officer Supervisory Course	4
Senior Officer Advanced Course	2
Senior Prison Officer Course	3
Singapore Prison Service Command & Staff Course	1

# LIST OF COURSES

## HOME TEAM SCHOOL OF CRIMINAL INVESTIGATION

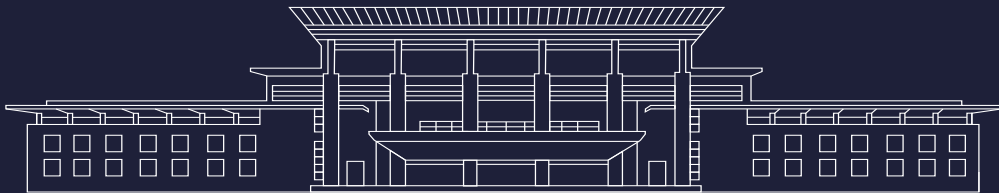
Course	No. of runs
Agency Security Officer Course	1
Chemical Enhancement Techniques on Latent Fingerprint Course	1
Crime Strike Force (Investigation Module)	5
Criminal Registration Course	7
Digital Photography Course	4
Fingerprint Basic Course	1
Home Made Explosives Course	2
Home Team Advanced Investigation Course	4
Home Team Basic Investigation Course	6
Home Team Intermediate Investigation Course	4
Internet Investigation for Law Enforcement Officers	1
Introduction to Post Blast Investigation Course (Diploma)	1
Management Of Fraud Investigation	1
Neighborhood Police Centre Leadership (Investigation Module)	5
Post Blast Investigation Basic Course	3
Post Blast Investigation Re-Certification Course	4
Principles of Forensic Investigation Course	1
Scene of Crime Officers' Course	1
Victim Management Course	1
White Collar Crime Investigation Course	1

# LIST OF COURSES

## CENTRE FOR PROTECTIVE SECURITY STUDIES

Course	No. of runs
Home Team Security Audit Programme	3
Hostile Vehicle Mitigation Course	1
Home Team Advanced Protective Security Programme	1
Home Team Protective Security Programme	1
Jurong Island Security Training	1
Mail Threat Awareness Workshop	1
Protective Security Course for Integrated Checkpoint Command	2
Protective Security for Installations Course	3
Protective Security Specialist Training (Foundation)	3
Red Teaming Officer Course	5
Red Teaming Officer Course (Customised for Energy Sector Agencies)	1
Security Sensitive Materials Awareness Programme	4
TOPSIS Advanced Telltale Indicator Detection Course	2
TOPSIS Forum	1
TOPSIS Intro	1
TOPSIS Specialist Course (Aviation)	1
TOPSIS Specialist Course (Land)	2
TOPSIS Specialist Course (Maritime)	2





# HOME TEAM ACADEMY

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