



ANNUAL REPORT

2019/2020



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CHIEF EXECUTIVE'S FOREWORD

The Home Team (HT) operates in a security landscape that is constantly evolving. Security threats are becoming increasingly transnational and sophisticated - from existing threats such as terrorism and crime, to emerging trends like cyber threats and hybrid warfare. Most recently, the Coronavirus Disease 2019 (COVID-19) situation has reinforced the need for the HT to be agile and adaptive to a volatile, uncertain, complex and ambiguous (VUCA) environment. More so than ever, training and learning (T&L) will be a key-enabler for our HT leaders and officers to discharge their duties purposefully and effectively, and keep Singapore safe and secure as one HT.

The Home Team Academy (HTA) has risen well to the challenges. For example, our officers with the assistance of our HT counterparts, have provided strong support for the Whole-of-Government (WOG) efforts to manage the spread of COVID-19 since 30 January 2020. We did the extraordinary by being the first government agency to operate a Government Quarantine Facility, housing for relocated migrant workers, and a Dormitory Isolation Facility concurrently at our dormitories, while playing our role as the Corporate University of the HT.

As we navigate a post-COVID-19 world full of uncertainties, HTA needs

to continue to drive and transform T&L against the backdrop of a 'new normal'. Our transformation efforts are essential to ensure quality T&L programmes and initiatives are available to empower learning and growth among HT officers, and to enable a future-ready HT in the face of evolving challenges and complexities. The COVID-19 situation, in particular, has accelerated the need for our T&L to be agile and adaptive.

A Look Back at our Achievements

I am proud of the continued progress made by HTA in terms of our operational performance and value-add to our stakeholders in FY2019. We achieved Tier 1, the highest achievable performance, for our corporate scorecard for the fourth consecutive year. This is testimony to HTA's quality contributions to support MHA's mission to keep our home safe and secure together as One HT.

To provide Good and Effective Learning (GEL@HTA), we continue to expand our programmes both in breadth and depth. Our training volume continued to increase. In FY19, HTA conducted 97 runs of programmes with 2,323 participants, as compared to the 65 runs with 2,072 participants in FY18.

Our quality leadership programmes continue to develop thinking and



**“ I am proud
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FY2019.”**

Clarence Yeo
Chief Executive

adaptable next-generation HT leaders and officers. We enhanced our apex HT leadership programme, the Phoenix Programme, which took place between March and April 2019 by including dialogue sessions with senior civil service and political leaders from the other ministries to impart a wider WOG perspective to participants. A new one-week overseas study visit also helped to broaden their perspectives and glean best practices for organisational excellence and transformation. We have also updated our competencies for HT trainers. The competencies are aligned to national and WOG standards, which reinforces HTA's commitment to develop professional and future-ready HT trainers.

To bring our technology and digitalisation capabilities to the next level, HTA formulated a robust Technology and Digitalisation (TED@HTA) Masterplan 2025. This will serve as a strategic blueprint to guide HTA towards a digitally empowered and future-ready Corporate

University of the HT by 2025. Our Home Team Simulation System (HTS2) continues to be a key training capability. HTA attained the GovInsider Innovation Award for the HTS2 in October 2019, our first international accolade. Technology will also enable HTA to deliver our training efficiently, effectively and safely given the operational challenges in the 'new normal', such as safe distancing requirements.

On the partnerships front, HTA held our inaugural Advisory Panel meeting in February 2020. The Advisory Panel is chaired by Mr Pang Kin Keong, Permanent Secretary (Home Affairs) and includes members who are distinguished local or international professionals and academics. This is a major step towards our global leadership outreach as the Advisory Panel offers HTA access to a broad range of deep expertise and wealth of experience in key strategic areas such as leadership development, continuous education, and T&L technologies.

As a training institute committed to strengthening and sustaining a safety and risk-awareness culture, HTA attained the ISO 45001 certification for training safety and facility management in January 2020 and is also one of only 5% of all bizSAFE Star companies to be awarded the pinnacle bizSAFE Partner certification by the Workplace Safety and Health Council.

HTA's success and achievements are due to the collective hard work of our family of HTA-Enablers, who are the Heart of HTA. HTA was awarded the Singapore Quality Class Star with People Niche certification and will continue to pursue business excellence to cultivate and sustain a culture of continuous improvement.

Moving forward

It is imperative for the HT training community to continue working closely together and ensure HT officers are always ready and agile to meet evolving operational requirements in a VUCA environment, as the COVID-19 situation

has demonstrated. HTA will continue to work closely in a tripartite partnership with the HT Departments and HT officers. We will continue to leverage science and technology to create smart digital learning spaces for our officers. We will also enhance our programmes and continue to equip HT officers with strategic and transformative cross-cutting skills in order to be future-ready.

Leadership development will continue to be one of our key priorities so that our HT leaders are able to stay ahead in a VUCA environment and serve as key force-multipliers.

We are committed to co-creating a better future-ready HTA, and improving in the ways we Learn, Serve and Excel together as a family of HTA-Enablers. We will persevere with this continuous improvement journey as the Corporate University of the HT by 'Empowering Learning & Growth' and 'Enabling a United & Successful Home Team'.



HOME TEAM ACADEMY

The Home Team Academy (HTA) develops Home Team (HT) leaders, trainers and officers to excel and drive transformation as One HT, to keep Singapore safe and secure.

HTA is committed to continuous innovation and improvement for organisational excellence. We benchmark against other established training institutions locally and internationally, leverage our networks to gain access to resources and deep expertise in the area of safety and security, and harness technology as a force multiplier.

The capabilities of HTA are inextricably tied to the competency and commitment of each and every HTA officer. We invest in leadership and professional development of our people – both in HTA and the HT, to equip and empower them with the relevant skills to meet future challenges. HTA strives to be recognised for organisational excellence, future-readiness and global leadership as 'A Leading Corporate University in Homefront Safety and Security'.

“As a former Home Team leader with the Singapore Police Force, I am happy to see the progress made by the Home Team in working together as one. I am also impressed by the efforts made by HTA on leadership training and development.”

Mr Heng Swee Keat
Deputy Prime Minister,
Minister for Finance, and
Coordinating Minister for
Economic Policies



THE CORE OF HTA

VISION

A Leading Corporate University in Homefront Safety & Security

MISSION

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

CORE VALUES

Learn
Serve
Excel
(With Honour & Unity)

BRAND

A Leading Corporate University in Homefront Safety & Security



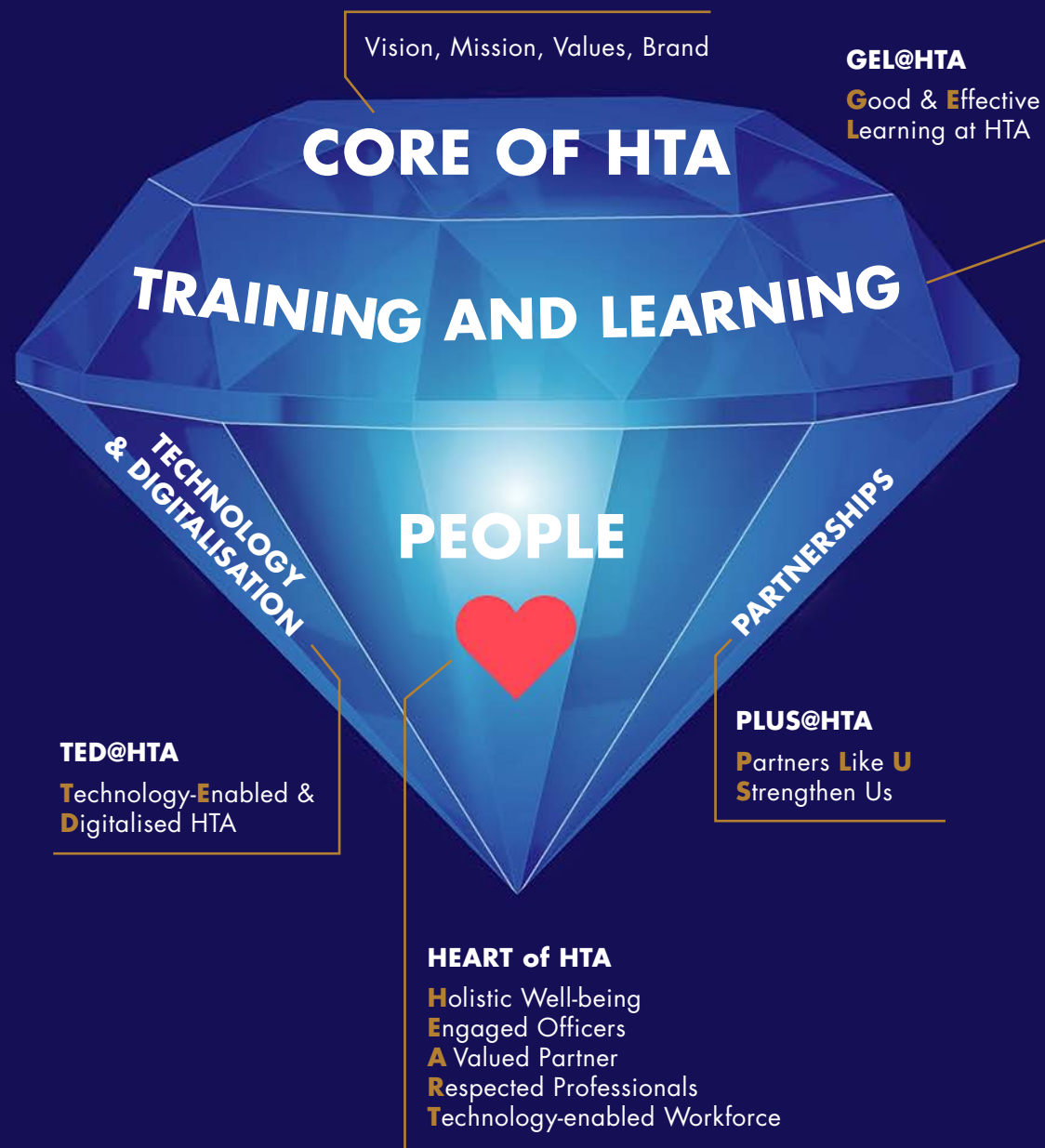
HTA'S ORGANISATIONAL DIRECTIONS

Four organisational directions steer HTA's work from its core. They are Training and Learning (T&L), Technology and Digitalisation, People, and Partnerships. As the Corporate University of the HT, we are dedicated to providing good and effective learning.

We do so through our T&L initiatives that make use of technology to create a digitalised HTA, revolutionising the way we teach and learn at HTA.

We are committed to developing our people at HTA by taking care of their welfare holistically, engaging them, ensuring that they are treated as valued partners and as respected professionals who are technology-enabled to be future-ready.

We are proactively establishing and evolving the networks and relationships that HTA has. The partnerships we cultivate within the HT and externally with both local and foreign counterparts will strengthen HTA.



HTA ADVISORY PANEL

The Home Team Academy (HTA) has established an Advisory Panel comprising local and international, professional and academic distinguished members. The Advisory Panel supports HTA's transformation journey to be a Leading Corporate University in Homefront Safety and Security.



Mr Pang Kin Keong (Chairman)

Permanent Secretary
Ministry of Home Affairs



Mr R. Gil Kerlikowske

Professor of Practice
School of Criminal Justice
and Criminology
Northeastern University



Professor Ilian Mihov

Dean
INSEAD



Mr Richard Magnus

Chairman
Public Transport Council



Professor Cheong Hee Kiat

President
Singapore University of Social
Sciences



Mr Khoo Boon Hui

Board Member
Certis

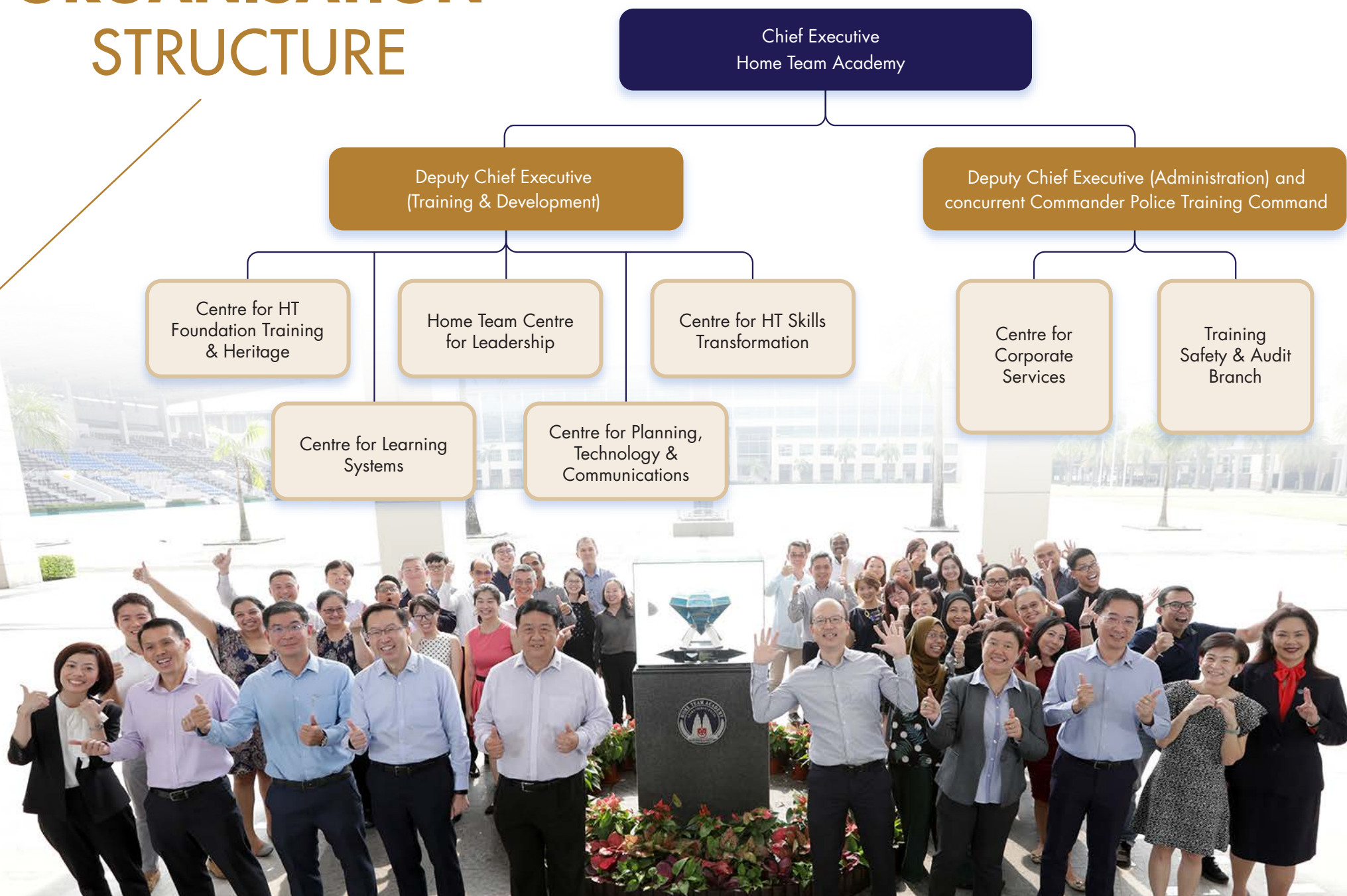


Ms Ong Toon Hui

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

ORGANISATION STRUCTURE

HOME TEAM ACADEMY



HTA LEADERSHIP GROUP

(Left to Right)

Mr Brian Lin Zhiyong

Deputy Director, Training
Safety & Audit Branch

Ms Jasmine Bok

Director, Centre for
Learning Systems

Mr Raymond Chong

Director, Home Team
Centre for Leadership

Mr Winston Wong Sung-En

Director, Centre for Planning,
Technology & Communications

Mr Teo Tze Fang

Deputy Chief Executive
(Training & Development)

Mr Clarence Yeo

Chief Executive

Mr Loy Chye Meng

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

Ms Tay Lu Ling

Director, Centre for Corporate Services

Ms Kittybond Koo

Director, Centre for HT
Foundation Training & Heritage

Mr Poon Ngee

Deputy Director
(HT Simulation System),
Centre for HT Skills Transformation

Ms Tanny Ng

Deputy Director (Cross Cutting Skills),
Centre for HT Skills Transformation



HTA'S YEAR-IN-REVIEW

2019



HTA Workplan Seminar

- Mapping of Upgrading Professionally – Through Specialist Certificate in Adult Learning and Education (UP-SCALE) Programme against WSQ Advanced Certification in Adult Learning and Performance

- Achievement of the GovInsider Innovation Award (Best Risk Category) for HTA's Home Team Simulation System
- Achievement of the Energy Efficiency National Partnership Award
- 2nd Learning and Development Community of Practice with Public Sector Agencies



- 3rd run of HTA's Phoenix Programme
- Home Team Lecture with Mr Scott Smith, Special Agent, U.S. Naval Criminal Investigative Service



- Revised Competencies for Home Team Trainers
- HTA Townhall & Staff Appreciation Lunch



- Achievement of Singapore Quality Class Star with People Niche Certification
- 13th run of HTA's Home Team Senior Command and Staff Course



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- Achievement of Eco-Office Plus Award
- Launch of Bachelor of Public Safety and Security (Honours) Programme and Certificate in Homefront Safety and Security, and Accreditation of Home Team Basic Courses with Singapore University of Social Sciences



- Inaugural Advisory Panel Meeting
- Home Team Lecture by Professor Chan Heng Chee, Ambassador-at-Large, Ministry of Foreign Affairs

2019

2020



- Home Team Lecture by Mr Andy Tsang, Deputy Commissioner, National Narcotics Control Commission, People's Republic of China and HTA's Distinguished Visiting Fellow



- Publication of Home Team Journal Special Issue
- Achievement of ISO 45001 Certification
- 5th Brunei Darussalam-Singapore Joint Training Annual Exchange Programme
- Annual Home Team Training Excellence Award Ceremony



- Publication of Home Team Journal Issue 9
- Achievement of bizSAFE Partner Certification



“ My favourite part of the programme was the many interactions I had with my fellow course participants. Our bonding peaked when we went for our overseas study visit. This is a first-class programme, which must continue to be part of the curriculum for Home Team senior leaders to hone their leadership styles and skills.”

SAC Gerald Lim

Commander Traffic Police, Singapore Police Force,
on HTA's Phoenix Programme

GOOD AND EFFECTIVE LEARNING AT HTA (GEL@HTA)

As the Corporate University of the Home Team (HT), HTA seeks to provide Good and Effective Learning (GEL@HTA) for HT leaders, trainers and officers through our training and learning (T&L) initiatives. We curated and offered quality leadership programmes, and also deepened our focus on skills transformation and continuous education by building up the capabilities of HT officers in six identified cross-cutting skills. We also collaborated with Institutions of Higher Learning to offer professional and academic integrated pathways for upgrading for HT officers.



CONTINUOUS LEADERSHIP DEVELOPMENT

Revamp of Phoenix Programme

HTA concluded the third run of our Phoenix Programme, the apex programme in the suite of the HT's leadership development programmes, on 18 April 2019. Organised by the Home Team Centre for Leadership in partnership with INSEAD Business School, the Programme had been holistically modified from a four-module course spread out over a year, to a continuous five-week course.

26 senior leaders from across the Home Team Departments (HTDs) underwent modules covering personal and leadership effectiveness, policy and governance, contemporary safety and security issues, and gearing an organisation up for the future. Engaging dialogues with Political Office Holders, as well as former and current public service leaders allowed them to glean insights from both within and outside of the HT, discuss issues affecting Singapore as a nation, and further establish the HT's role in ensuring the nation's bright future.

The participants also went on a week-long study visit to the People's Republic of China from 1 to 5 April 2019. They visited public and private organisations to better appreciate and understand the unique challenges of China's

operating environment, and glean best practices and insights on public safety and security, economic development and technological advancements in China.



Home Team Senior Command and Staff Course

The 13th run of the Home Team Senior Command and Staff Course saw the participation of 26 HT officers and four officers from the Corrupt Practices Investigation Bureau, National Security Coordination Secretariat, Singapore Customs and the Singapore Food Agency. The six-week course provided deeper insights and helped the participants think through issues and challenges in the current operating environment through a variety of modules, and fostered closer working relationships for greater HT and Whole-of-Government (WOG) collaborations.

HT senior management invited to share personal leadership perspectives and insights included Mrs Josephine Teo, Minister for Manpower and Second Minister for Home Affairs, Mr Pang Kin Keong, Permanent Secretary (PS) (Home Affairs), Mr Chew Hock Yong, PS (Home Affairs Development), and Heads of HTDs.

The participants also embarked on a week-long study trip to Tokyo, Japan, where they engaged their enforcement counterparts and visited their operational facilities, such as the Tokyo Fire Department and Fuchū Prison to learn about their strategies, challenges and new initiatives.



ACCREDITING OUR COURSES AND PROGRAMMES



Memorandum of Understanding with the Singapore University of Social Sciences

The Ministry of Home Affairs (MHA) signed a memorandum of understanding with the Singapore University of Social Sciences (SUSS) in December 2019. HT and HTA had been collaborating with SUSS to develop the Bachelor of Public Safety and Security (Honours) Programme for HT officers and those in the safety and security industry. The first intake of the programme had commenced on 21 July 2020, involving about 30 HT officers and 30 applicants from the general public.

Under this partnership, SUSS would also accredit the HT's Basic Courses conducted by the Singapore Police Force, Singapore Civil Defence Force,

Immigration & Checkpoints Authority and Singapore Prison Service. HT officers who then attend the relevant SUSS Continuing Education and Training modules will receive a Certificate in Homefront Safety and Security. This will be recognised by the university as a minor worth 40 credit units for officers who enrol in any SUSS degree programme.

The Home Team School of Criminal Investigation (HTSCI) was the first training school to accredit its basic courses. Officers who complete all eight of HTSCI's milestone investigation courses will receive a Certificate in Criminal Investigation Studies, which will also be recognised as a minor worth 40 credit units if the officers successfully enrol in an SUSS degree programme.

SKILLS TRANSFORMATION AND CONTINUOUS EDUCATION

The Cross-Cutting Skills branch from HTA's Centre for HT Skills Transformation (CST) has been focusing on building the capabilities of HT officers in six identified cross-cutting skills. Categorised into three baskets, these include: Data Analytics (DA), Cyber Security, Technology Literacy, Design Thinking, Behavioural Insights and Collaboration & Engagement. HT officers have undergone basic e-learning modules in DA, Cyber Security, Design Thinking,

and Collaboration and Engagement, and have received Technology Literacy tips through electronic direct mailers. Going forward, all HT officers will have access to either e-learning or an information series for each of these cross-cutting skills, with some officers selected to undergo more in-depth training. These skills will be reviewed annually, with the possibility of new skills being added or current skills removed based on the HT's needs.



Technology Literacy



Data Analytics



Cyber Security



Design Thinking



Behavioural Insights



Collaboration & Engagement



Data Analytics Workshop

HA's Training and Competency Development (TCD/MHQ) Division and HTA's CST worked with the Civil Service College (CSC) to roll out classroom-based courses on DA, to provide HT officers with an understanding of the application of analytics, the steps involved in analytical decision-making, and a glimpse into the future of analytics.

The one-day Data Management for MHA Management course is targeted at Director and Commander-level officers to provide them an overview of DA to management so that they can drive the DA culture within

their organisations. 200 HT leaders were trained over 10 runs of the course.

The HT DA Awareness e-course was also rolled out to all 27,000 HT officers in January 2019. In this e-learning module, all HT officers learnt about what data is and why it is important for the HT.



'Think, Experience, Design' Workshop

Design Thinking comes under the basket of 'Problem Solving'. TCD/MHQ and HTA's CST have worked with CSC to roll out the 'Think, Experience, Design' workshop. The first run was held in March 2020 for 22 HT officers.

This two-day programme is targeted at the appointed Innovation Advocates from the HTDs who have a role in helping to drive innovation initiatives within their own units. Taking part in the programme allowed them to glean insights into design thinking techniques and how they can be used to solve problems in the Public Service.

UPSKILLING AND RECOGNISING OUR HT TRAINERS

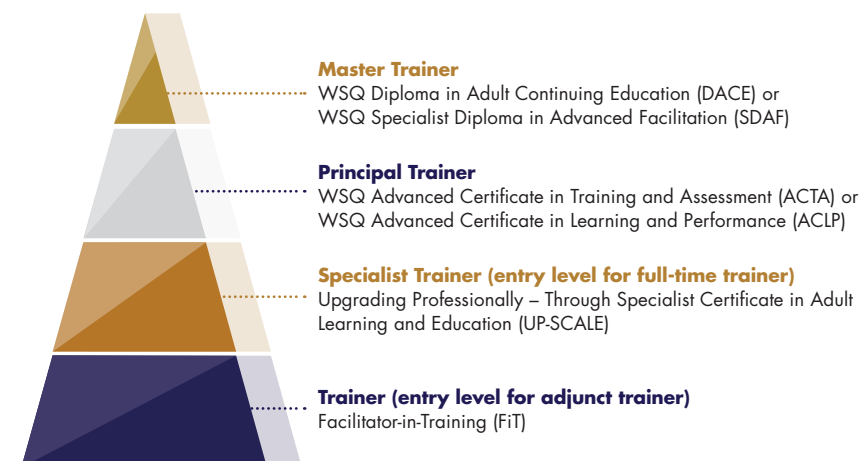
Enhanced Trainers' Competencies and Mapped Home Team Training with National Professional Certifications

HTA mapped its Upgrading Professionally – Through Specialist Certificate in Adult Learning and Education (UP-SCALE) Programme for HT trainers against the national WSQ Advanced Certification in Adult Learning and Performance (WSQ ACLP). This enables HT officers to attain the nationally recognised WSQ ACLP

certification by taking just two additional modules after completing the UP-SCALE Programme at HTA.

HTA had also enhanced the Trainers' Competency Development Roadmap through the articulation of HT Trainers' Competencies for each Trainer Level. These competencies are aligned to national and WOG standards, which reinforces, HTA's commitment to develop future-ready HT Trainers and strengthen the professional identity of the trainer community.

HT Trainers' Competency Development Roadmap





Home Team Training Excellence Award Ceremony

HTA's annual HT Training Excellence (TRAX) Award ceremony was held on 14 January 2020 to recognise outstanding trainers and training units in our T&L Community. A total of 14 awards were presented by Mr Pang Kin Keong, PS (Home Affairs) to eight trainers and six training units who had developed refreshing training methods and leveraged innovative technologies during their lessons to keep trainees engaged.

WO2 Abdul Rahman Bin Abdul Razak, Paramedic Specialist, Bukit Batok Fire Station, Singapore Civil Defence Force, won the 'Home Team Trainer of the Year' award. Mr Jesse Cheong from the Ministry of Home Affairs was named the 'Home Team Trainer of the Year (Adjunct)', while the Ministry of Home Affairs won the 'Home Team Training Unit of the Year' award.

SHARING BEST PRACTICES THROUGH COMMUNITIES OF PRACTICE



Learning Visit by Public Sector Agencies to HTA

HTA held our second Learning and Development Community of Practice session on 9 October 2019.

This year, HTA hosted participants from 12 public sector agencies. HTA showcased our organisational directions and achievements on e-panels, and shared our trainer development initiatives and varied course offerings. The participants were also brought on an interactive tour of one of HTA's Smart Classrooms and the Home Team Simulation Centre.





Learning from Industry Partners in the Training and Adult Education Sector

To glean best practices from industry leaders in the Training and Adult Education Sector, HTA organised two Communities of Practice (COP) sessions in October and November 2019 for experts from the Institute for Adult Learning (IAL) and SUSS to share insights with HT officers from the T&L community. Experts from IAL shared on the changes to the national training and adult education

landscape, and tips to encourage innovative technological solutions for adult training. SUSS' Educational Technology and Production Department highlighted design considerations when developing blended learning programmes and online learning platforms.

There was a strong turnout for both COP sessions from the HT T&L community.



SHARING STRATEGIC INSIGHTS ON SAFETY AND SECURITY

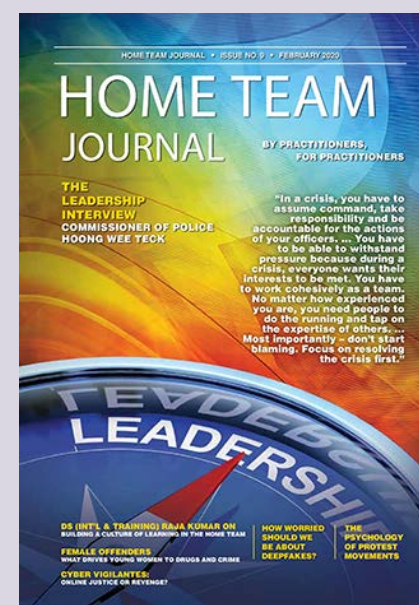
HTA works with researchers, MHA and practitioners from the HTDs to publish the annual Home Team Journal which provides insights on safety and security matters.



Home Team Journal Special Issue

A special issue of the *Home Team Journal* was published in January 2020.

In this special issue, researchers from various backgrounds and disciplines shared insights on drug-related themes, including consequences of liberalising drug policies, socio-economic impact of drugs on societies, the effectiveness of Singapore's anti-drug policies and the public's support for them. The research in this special issue demonstrates that Singapore's anti-drug strategies are grounded in evidence of what works and by its experience and challenges. Professor Stella Quah, Adjunct Professor at Duke-NUS Medical School, was the Guest Editor for this special issue.



Home Team Journal Issue No. 9

Issue No. 9 of the *Home Team Journal* was published in March 2020.

In this issue, Commissioner of Police (CP) Hoong Wee Teck's first interview with the *Journal* since becoming CP in 2015, was featured. He shared the lessons learnt from the cases he investigated over more than three decades of fighting crime, the ethos of public service that drives him, and the professional excellence that he demands of his officers. The *Journal* also featured Mr T. Raja Kumar, Deputy Secretary (International and Training), Ministry of Home Affairs, who illustrated key points on transformation and leadership in his essay on building a culture of learning in the HT.



JOINT TRAINING SESSIONS WITH PARTNER AGENCIES

Oral History Workshop


Oral History Collections are used in the HT to inculcate values through training, and as a source of content for case studies, publications and exhibitions.

On 18 October 2019, HTA co-organised with the National Archives of Singapore (NAS) the fourth run of the HTA-NAS Oral History Workshop for HT officers. It was the 10th in the entire Oral History Workshop

series, and HTA has trained around 250 HT officers since 2011.

For this run, Ms Patricia Lee, a Senior Oral History Specialist from NAS, shared her vast experience in oral history interviews ranging from planning an oral history project, interview techniques, to guidelines for writing 25 synopses/transcript and use of oral history interviews. HTA also shared with the participants on the use of audio and video recording equipment.





“ The Home Team Simulation System offers a unique platform for officers to train and develop skills in command, control and communications. It allows ICA to calibrate scenarios to include conventional and non-conventional threats that cannot be exercised through traditional means. Overall, the system provides an innovative solution to meet agencies’ dynamic training requirements.”

Ms Cherrie Peng

Senior Ops Planning Executive,
Operations Division, Immigration & Checkpoints Authority

TECHNOLOGY-ENABLED AND DIGITALISED HTA (TED@HTA)

TED Masterplan 2025

With technological advancement in training and learning (T&L), new and emerging capabilities have widened the technological possibility of learning. The future learning ecosystem will be curated towards a continuum of lifelong learning, personalised to the individual that can be delivered across geographical, media and time boundaries.

To bring our technology and digitalisation capabilities to the next level, HTA formulated a robust Technology and Digitalisation (TED@HTA) Masterplan 2025. The Masterplan incorporates technological capabilities in the areas of Smart Digital Learning Spaces, Smart Safety and Security, and Smart Infrastructure, supported by a robust Application Platform and IT Infrastructure.

Under HTA's TED@HTA organisational direction, we leverage technologies to create a digitalised HTA. We respond to the everchanging landscape of technology by employing cutting-edge technology to be future-ready. We stay committed to continuous improvement and innovation for organisational excellence. In doing so, HTA is revolutionising the way we teach and learn.

It will lead to a HTA Smart Campus that will deliver seamless campus experiences and achieve effective learning outcomes.

The Masterplan will serve as a strategic blueprint to guide HTA towards a digitally empowered and future-ready Corporate University of the Home Team (HT) by 2025.



Learning Journey to ST Engineering Electronics

As part of HTA's TED Masterplan 2025, HTA engaged ST Engineering Electronics (STEE) as consultants to help assess our current capabilities, identify gaps to be filled and recommend areas in which we can better leverage the latest technology and adopt best practices. The consultants played host to a delegation headed by Mr Teo Tze Fang, Deputy Chief Executive (Training

and Development) HTA, as HTA sought to learn more about their capabilities in training and simulation.

On 10 December 2019, the HTA delegation toured STEE's Innosuite, which showcased their innovations and technologies for smart, safe and sustainable cities, and learned how data analytics, artificial intelligence and Internet of Things are applied in areas such as learning, public security and infrastructure.

The Training & Simulation Augmented Reality/Virtual Reality Lab at STE Digital Hub also showcased STEE's simulation capabilities, some of which have been developed for military and public security training purposes.



Technology Briefing by STEE's Technology Partners

The consultants from STEE hosted a technology briefing session to introduce technologies that are relevant to a smart campus, as we strive to transform our T&L ecosystem.

The session featured technology giants, who spoke on various technology topics related to a smart campus. This included Microsoft, who shared about using mixed reality for training purposes, and Huawei, who spoke about their Intelligent Campus in China, with features such as the facial recognition technology and cloud platform

for centralised video management. The presentations provided insights on the benefits of leveraging technology and digitalisation, and potential collaborations with the technology vendors.

Home Team Simulation Centre Training Extended to More Home Team Departments

The Home Team Simulation Centre is a mock command centre that utilises the Home Team Simulation System (HTS2) to simulate emergency and crisis scenarios using 3D representations of actual scenarios. Through these simulations, HT commanders are able to refine their response to actual incidents and emergencies.

In May 2019, the Immigration & Checkpoints Authority (ICA) got on board the HTS2 with the development of the Woodlands Checkpoint Simulated Area of Operations. As of March 2020, more than 1,500 HT officers from the Singapore Police Force, Singapore Civil Defence Force, ICA, Singapore Prison Service and Central Narcotics Bureau

had used the HTS2 to train, experiment or validate different levels and scales of exercise or training.

As the first to deploy both live and virtual simulation for command post training, the HTS2 has continued to turn heads worldwide since its launch in May 2018. It garnered both international and national recognition with the GovInsider Innovation Award 2019 under the 'Best Risk' category, and the Home Team Achievement Award at the Minister's Awards Presentation 2019. HTA was also invited to share our experience at many international forums over the past year such as MilSim Asia, International Forum for Military and Civil Simulation, Training and Education Community 2019, and the Swedish Contingencies Agency Virtual Simulation Seminar 2019.





“ I want to congratulate HTA on a successful year and look forward to what the future holds in our FLETC and HTA partnership. My hope is that this relationship will continue to blossom and find opportunities where students from both academies benefit. In spite of recent events throughout the world, FLETC remains committed in developing the best joint programme we can administer for global executive practitioners”

Mr Darren Cruzan

Assistant Director for Training Operations, National Capital Region,
U.S. Federal Law Enforcement Training Centers

PARTNERS LIKE U STRENGTHEN US (PLUS@HTA)

Under HTA's PLUS@HTA strategy, HTA advances its partnership engagements within the Home Team (HT), and with external local and foreign strategic partners. This enables HTA to establish networks, gain access to resources and deep expertise in the area of homefront safety and security, to develop the competencies of our officers and the capabilities of the HT.



Inaugural Home Team Academy Advisory Panel Meeting

HTA held its inaugural Advisory Panel (AP) meeting comprising local and international, professional and academic distinguished members on 5 February 2020. The AP was set up to support HTA's transformation journey to be a Leading Corporate University in Homeland Safety and Security.

Chaired by Mr Pang Kin Keong, Permanent Secretary (Home Affairs), the AP brings together a range of deep expertise and wealth of experience in key strategic areas such as leadership development, continuous education and training, learning technologies and international network.

HTA shared with the AP on its role in training and learning (T&L), leadership development, and the HT Simulation System. Substantive discussions followed

each presentation, with members offering their professional insights, ideas and suggestions. In particular, members exchanged their views and provided their

suggestions on issues including leadership development, stakeholder engagement and use of technologies in T&L.





Home Team Lecture by HTA's Distinguished Visiting Fellow

HTA invited Mr Andy Tsang, Deputy Commissioner of China's National Narcotics Control Commission, to Singapore as an HTA Distinguished Visiting Fellow in November 2019. During his HT Lecture on 13 November 2019, Mr Tsang shared his views on the global drug problem; China's drug-related challenges and strategies adopted to tackle the drug scourge.

During his four-day visit to Singapore, Mr Tsang also met with Mr K Shanmugam, Minister for Home Affairs and Minister for Law, where they reaffirmed both countries' zero-tolerance stance on drugs.



Home Team Lectures by other Distinguished Personalities

HTA also organised HT Lectures featuring Mr Scott Smith, Special Agent for the U.S. Naval Criminal Investigative Service (NCIS) on 24 April 2019, and Professor Chan Heng Chee, Ambassador-at-Large at the Ministry of Foreign Affairs on 4 Feb 2020.

During his lecture, Mr Smith spoke about the operational challenges faced during the shooting that occurred in the Naval Sea Systems Command Headquarters

in 2013. Mr Smith was part of the law enforcement team searching for the perpetrator in the building.

Prof Chan shared with HT officers her insights on the domestic and political developments of Singapore's immediate neighbours, and how they intrinsically affect Singapore. She also shared her observations on how religious fundamentalism was being proliferated in the region and outlined the risks presented for Singapore, as well as the impact of big power rivalry on Singapore.





Visit to Australia's Department of Home Affairs and its Law Enforcement and Training Agencies

CE HTA led a delegation to Sydney and Canberra from 1 to 5 December 2019 to visit law enforcement training agencies in Australia, reaffirming ties with these agencies and opening up new opportunities for future collaborations in the areas of leadership development, and T&L.

The HTA delegation met with senior officials from Australia's Department of

Home Affairs (DHA), the Australian Border Force (ABF) and the Australian Federal Police (AFP), including Mr Michael Outram, Commissioner, ABF, who had expressed interest to exchange ideas with HTA on ways to deliver training across a multi-disciplinary law enforcement portfolio in the DHA. The delegation also visited the Australian Institute of Police Management, and reconnected with our International Programme on Crisis Leadership alumnus from AFP.



Visit to Dubai, United Arab Emirates (UAE) for the Gulf Information Technology Exhibition 2019

CE HTA led a delegation to Dubai, UAE from 5 to 11 October 2019 to visit the Gulf Information Technology Exhibition, the biggest technology show in the Middle East, North Africa and South Asia. Through the exhibition, HTA gleaned useful information on the latest innovations and technologies, as well as a deeper understanding of the security threat landscape.

The HTA delegation also visited the Mohammed Bin Rashid School of Government and Dubai's General

Directorate of Residency and Foreigners Affairs. These visits established new ties with potential partners who shared similarities in value proposition and areas of interest, paving the way for future collaborations in the area of leadership development, and T&L.



Extension of HTA-U.S. Federal Law Enforcement Training Centers Memorandum of Understanding

HTA and the U.S. Federal Law Enforcement Training Centers (FLETC) agreed to extend the HTA-U.S. FLETC Memorandum of Understanding (MOU) for another three years. Mr T. Raja Kumar, Deputy Secretary (International and Training), Ministry of Home Affairs (MHA), and Mr Thomas J Walters, Director U.S. FLETC, had a symbolic exchange of the MOU extension document during the Singapore-U.S. Law Enforcement and Homeland Security and

Safety Cooperation Dialogue in June 2019.

U.S. FLETC and HTA are close partners in the arena of law enforcement and security training, benefiting thousands of law enforcement professionals from both countries and opening doorways to regional and international partners. The MOU provides a forum for professional exchanges and information sharing, underscoring our mutual desire to prepare our officers to protect our homelands, and in the spirit of law enforcement, homeland safety and security cooperation.



5th Brunei Darussalam-Singapore Joint Training Annual Exchange Programme

The 5th Brunei Darussalam-Singapore Joint Training Annual Exchange Programme (6 to 17 January 2020) brought together 20 senior officers from Brunei Darussalam's Prime Minister's Office, Ministry of Home Affairs and Singapore's MHA to enhance cooperation and networking between our security and law enforcement agencies.

The officers spent two weeks together, first in Brunei Darussalam and then in Singapore, sharing knowledge and experience in combating terrorism and transnational crimes, and law enforcement issues. They also undertook working visits to relevant agencies in both countries to learn first-hand from these law enforcement units, be it technology and capabilities, or how ground operations are conducted.



Engagement with SAFTI Military Institute

HTA welcomed a delegation led by Rear Admiral Ken Cheong, Commandant SAFTI Military Institute (MI) on 1 November 2019. The delegation was briefed on HTA's transformation roadmap, with a focus on our approach to providing GEL@HTA. This was followed by a visit to the HT Simulation Centre, where the delegation learned how HT officers use technology to enhance decision-making in crisis situations.

CE HTA then led a delegation to SAFTI MI on 25 November 2019. SAFTI MI provided a comprehensive briefing on

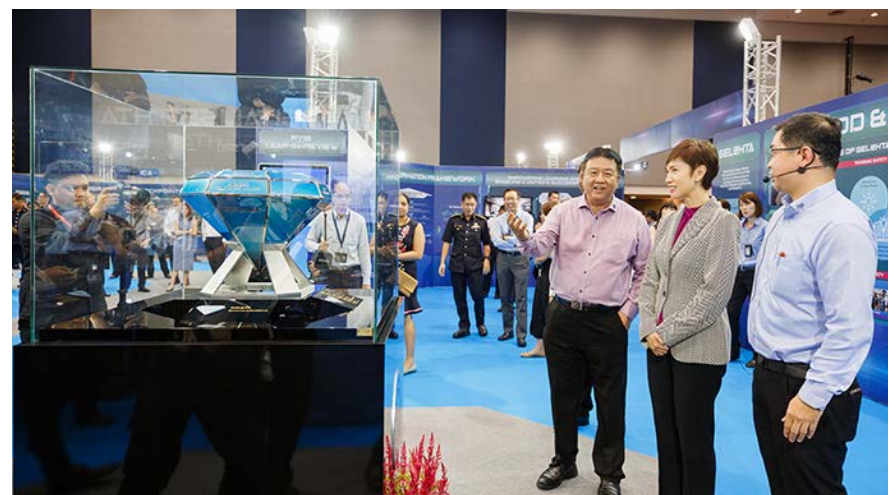
their plans for the upcoming SAFTI City, and how the Singapore Armed Forces leverages smart technologies for realistic T&L. The delegation was also briefed on SAF's approach to training safety and its approach to curriculum and governance, before embarking on a campus tour.

The visits affirmed the strong partnership between HTA and SAFTI MI, with the two sides exchanging best practices and experiences in T&L, creating avenues for future collaboration.

Joint Exhibition with Home Team Departments at HTA's Workplan Seminar

HTA held our annual Workplan Seminar (WPS) on 15 May 2019. Graced by Mrs Josephine Teo, Minister for Manpower and Second Minister for Home Affairs, the WPS exhibition highlighted the HT's latest and upcoming T&L initiatives and developments with a strong focus on science and technology. It was attended by over 300 participants comprising HT officers and HTA's strategic partners. It was featured extensively on online news articles, print newspapers, television and online broadcasts.

HTA debuted our 3D 'Gem' at the WPS, which depicts our 'Core of HTA'. The 'Gem' is now displayed at our foyer to commemorate our transformation journey, serving as motivation for HTA and HT officers to constantly work on developing the gem within ourselves. The WPS also showcased the significant progress made by the Home Team Departments (HTDs) in improving their T&L capabilities journey, serving as motivation for HTA and HT officers to constantly work on developing the gem within ourselves. The WPS also showcased the significant progress made by the HTDs in improving their T&L capabilities.



Over FY2019, HTA hosted strategic partners and law enforcement counterparts who were keen to collaborate with us and learn from some of our initiatives and best practices.

Visits by International Partners to HTA

| Head of Delegation & Agency | Country / Institution |
|--|---|
| Knowledge Transfer on the Use of Simulation Technology in Training and Learning | |
| Chief Paul M. Cell, President, International Association of Chiefs of Police | International Association of Chiefs of Police |
| Major General Sulaiman Mohamed Hamed Al Harthy, Assistant Inspector General, Royal Oman Police | Oman |
| U.S. Department of Homeland Security Science & Technology Directorate | United States of America |
| Mr Rick Ligthart, Customs Attaché | Netherlands |
| Sharing of Best Practices in Training and Learning | |
| Mr R. Gil Kerlikowske, HTA Advisory Panel Member and former Commissioner, U.S. Customs and Border Protection | United States of America |
| Mr Andy Tsang, Deputy Commissioner of China's National Narcotics Control Commission and HTA's Distinguished Visiting Fellow | People's Republic of China |
| Participants of Ship for Southeast Asia and Japanese Youth Programme | International |
| Chief Superintendent Peter Curran, Department of Fire and Emergency Services, Western Australia | Australia |
| Major General Mohammed Ahmad Al Marri, Director General of General Directorate of Residency and Foreigners Affairs, Dubai | United Arab Emirates |
| His Excellency Murat Lütem, Turkish Ambassador to Singapore | Turkey |
| Mr Darren Cruzan, Assistant Director for Training Operations, National Capital Region, U.S. Federal Law Enforcement Training Centers | United States of America |
| Mr Michael Outram, Commissioner, Australian Border Force | Australia |



“ ‘HTA-Enabler’ is a term I am proud to identify with. It creates significant meaning for my contributions to the organisation. I also feel a sense of motivation and empowerment to create value through my work for our transformation partners. I integrate my own life principles of humility and appreciation for others to demonstrate HTA’s core values of Learn, Serve and Excel in my daily work.”

Gao Zhihui

Senior Executive, Trainer Development,
Centre for Learning Systems, on being an HTA-Enabler

PEOPLE AT THE HEART OF HTA

Our people-centric approach has allowed us to form a united family of HTA-Enablers. Being an HTA-Enabler means putting our core values, 'Learn', 'Serve' and 'Excel', to practice. By proactively learning and serving each other with enthusiasm, we enable one another to excel. Through HTA's HEART of HTA framework, we build and sustain a team of people who are well-taken care of, engaged, treated as valued partners, respected professionals, and technology-enabled to be future-ready.

Holistic Well-being

- Happy
- Healthy
- "Learningful" Experience



Technology-enabled Workforce

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



Engaged Officers

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



Respected Professionals

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



A Valued Partner

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



HOLISTIC WELL-BEING

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



Blue Sky Fridays to enjoy team-bonding activities and leave the office earlier on the last Friday of every month



Annual HTA Family Day with a visit to the Air Force Museum

ENGAGED OFFICERS

We continued to engage our HTA-Enablers through platforms such as HTA townhalls, corporate retreats, regular communications broadcasts and one-on-one dialogues with our senior management.



HTA Townhall to share and discuss HTA's latest updates, plans and objectives



Teambonding activities at our annual Corporate Retreat

A VALUED PARTNER

Outstanding HTA-Enablers were recognised through various awards.



Public Service National Day Award – Public Administration Medals



Public Service National Day Award - The Efficiency Medal



Ministry of Home Affairs Star Service Award

A VALUED PARTNER (continued)

Outstanding HTA-Enablers were recognised through various awards.



Home Team Innovation Award for HTA's Smart Classroom



CE's Annual Award



CE's Pat-on-the-Back Award

RESPECTED PROFESSIONALS

HTA curated and organised various courses to help HTA-Enablers develop their professional and personal skillsets.



Staffwork course with Mr Teo Tze Fang, Deputy Chief Executive (Training and Development)



E-courses on Cross-cutting Skills including Cybersecurity, Data Analytics and Design Thinking

TECHNOLOGY-ENABLED WORKFORCE

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

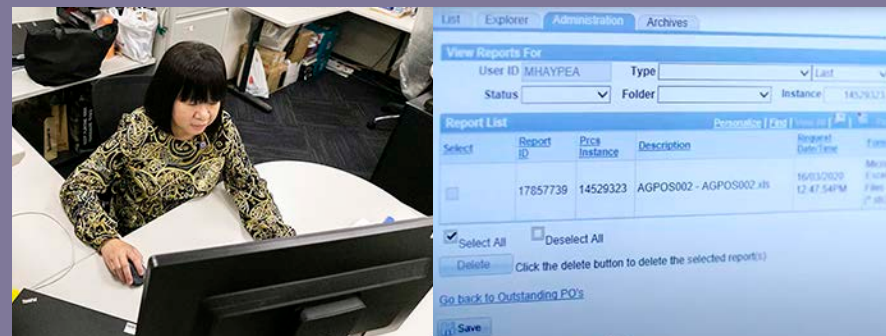
EXPECTING VISITORS TO HTA? NO PROBLEM

The Visitor Management System (VMS) allows you to register your visitors to HTA through our Intranet or via a mobile application. This allows faster tracking and authentication of visitors, and is part of our digitalisation efforts to streamline our processes.

- 1 Staff can register visitors/contractors anytime, anywhere.
- 2 Registered visitor/contractor can gain access to HTA immediately without having to be escorted.
- 3 Staff is notified when the visitor/contractor has arrived.
- 4 Staff can check if the visitor/contractor has left HTA after the event.

The VMS is accessible on the Digital Workplace app. Download it now in App Store (Apple) or Play Store (Android)!

Launch of the Visitor Management System to facilitate the registration and monitoring of visitors to HTA



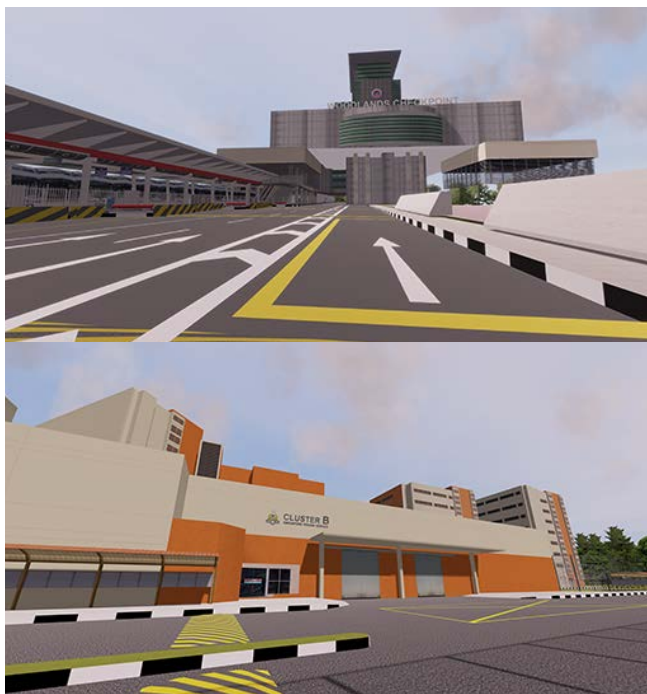
Adoption of Robotic Process Automation solutions to increase efficiency in HTA's administrative and finance work processes

UPCOMING PLANS



Home Team Learning Management System 2.0

One of the key initiatives of HTA's Technology and Digitalisation Masterplan 2025 is the Home Team Learning Management System 2.0 (HTLMS), which HTA is working closely with the Home Team Departments (HTDs) to develop. The system will incorporate exciting new features such as mobile-enabled learning, personalised learning, learning analytics, and an AI-enabled marking system. It will push training to the frontline, facilitate just-in-time learning 'anytime and anywhere', securely via Government Furnished Equipment, and tighten the operations-training loop – transforming how training and learning (T&L) is delivered today, to support Home Team (HT) operations of tomorrow.



Home Team Simulation System Satellite Sites

HTA will continue to harness the potential of simulation training across the HT with the set-up of a Home Team Simulation System (HTS2) satellite site at Tanglin Police Division as a Proof-of-Concept. Thereafter, HTA will develop satellite sites for the other HTDs in the next two years to promulgate the use of simulation training. This is our first step in building a network of command simulation systems in the HT to promote joint trainings and HT-wide exercises.

The HT Simulation Centre is currently working with the HTDs to develop more training scenarios and to conduct joint HTS2 exercises. It will continue to work with the HTDs to provide good and effective learning for HT officers, by leveraging technology for a more dynamic T&L experience.

Home Team Civilian Training School

To cater to the training needs of HT civilian officers, HTA will set up the HT Civilian Training School, where programmes will be conducted for new and mid-career HT civilian officers. This school will focus on the holistic and continuous development of all civilian officers to strengthen HT integration, and build a strong and competent HT civilian workforce.

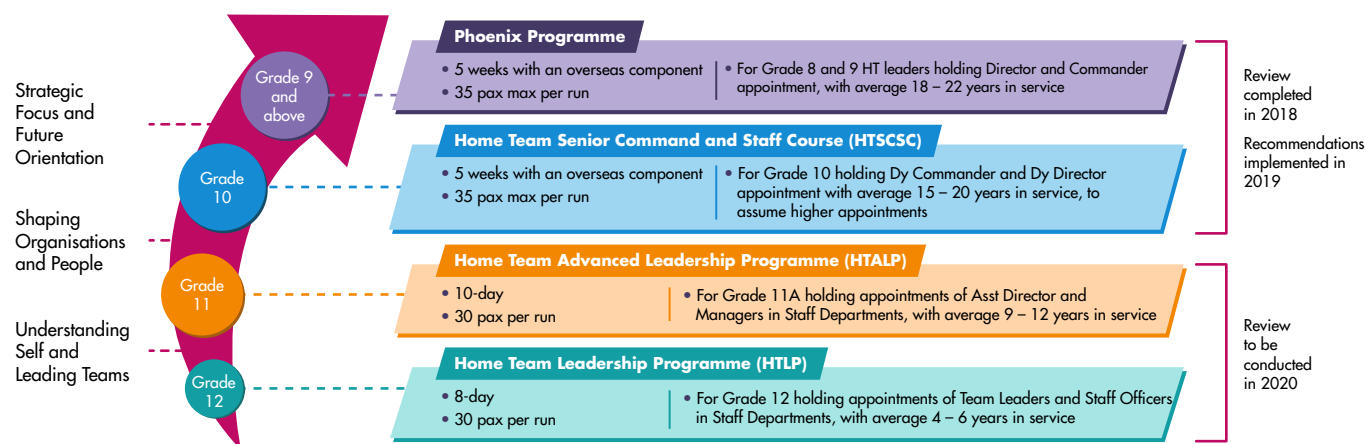


Serving Whole-of-Government T&L Needs

As HTA benefits from the expertise of our T&L partners, we also want to share our safety and security expertise and experience with Whole-of-Government (WOG) and international counterparts. HTA is increasingly serving the training needs of the WOG leaders in the area of safety and security. For instance, HTA has revamped the Phoenix Programme and Home Team Senior Command and Staff Course to include more WOG leaders.

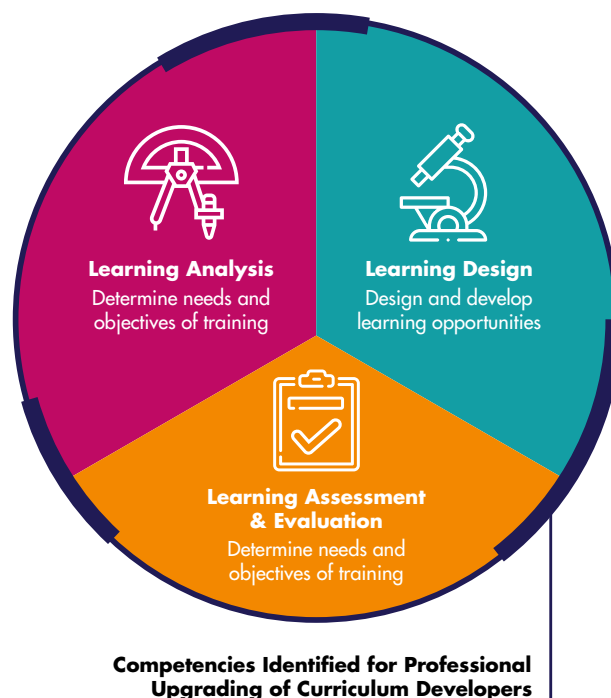
HTA is also collaborating with the Civil Service College to develop a new leadership programme for non-HT enforcement agencies to build their enforcement capabilities. The programme aims to equip non-HT enforcement leaders with new perspectives in enforcement work, emphasising the need to leverage technology and partnerships across agencies and within communities.

Enable Progressive Development of HT Leaders

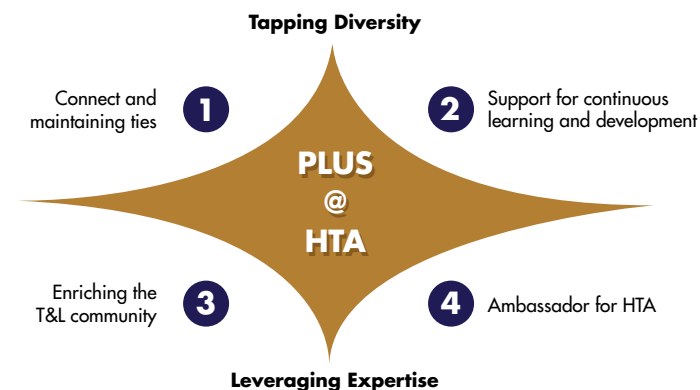


Home Team Training Curriculum Masterplan

HTA will develop the Home Team Training Curriculum Masterplan to strengthen the HT's capabilities in curriculum design and development in FY 2020. It will focus on articulating the HT curriculum philosophy, curriculum design systems and professional development strategies for curriculum developers. This masterplan will allow the HTDs to raise their curriculum design capabilities, develop learning centric curriculum that tightens the operations-training loop and enable learners to learn in a collaborative learning environment.



Leveraging HTA Alumni as Partners



HTA Alumni Engagement Framework

As a small and lean organisation, HTA will continue to reach out to our strategic partners to forge partnerships, build networks and explore collaborations. We will implement the HTA Alumni Engagement Framework to build and sustain relationships with our alumni comprising former HTA officers, participants of key HTA leadership programmes and HT trainers. Through tiered levels of engagements, HTA will proactively engage our alumni to gain mindshare and sustain awareness of our plans and initiatives. This would allow HTA to cultivate these relationships with our alumni into partnerships and resources to strengthen the overall HT T&L ecosystem.

CORPORATE GOVERNANCE AND ACHIEVEMENTS

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



Energy Efficiency National Partnership Award

HTA was one of only two public agencies to receive the Energy Efficiency National Partnership Award given out by the National Environment Agency in October 2019. The award recognises HTA's efforts to be more energy efficient including being one of the first public sector agencies to install chillers that use low-global warming potential refrigerant, which reduces greenhouse emissions. Other initiatives HTA undertook included installing high volume low speed fans instead of air-conditioners across big enclosed spaces, and making use of energy-efficient LED lighting and motion sensors at lift lobbies, toilets and staircases.

Singapore Quality Class Star with People Niche certification

HTA achieved the Singapore Quality Class (SQC) Star with People Niche certification in September 2019 as part of our continuous Business Excellence journey. The certification is a national recognition for organisations with excellent management practices, commitment towards continuous improvement and sustainable business performance. This certification also recognises HTA's commitment to our people and is a leap from our previous People Developer Standard received in 2015.



GovInsider Innovation Award for the Home Team Simulation System

As the first to deploy both live and virtual simulation for command post training, HTA's Home Team Simulation System clinched the GovInsider Innovation Award (Best Risk Category) for its innovative approach to training Home Team leaders and officers. The GovInsider Innovation Awards recognise the best of government innovation in the region and beyond and this was HTA's first accolade on an international platform. The awards were given out at the publication's summit event, GovInsider Live, which was attended by over 1,000 senior officials from governments across Asia at the United Nations Conference Centre in Bangkok, on 16 October 2019.



Eco-Office Plus Certification

HTA attained the Singapore Environmental Council's Eco-Office Plus certification in January 2020, a testament to our continued commitment to creating a sustainable environment for future generations. HTA's eco-friendly initiatives and best practices that were recognised include installing solar panels at our roofs, using environmentally-friendly building materials and paper, and ceasing the purchase of plastic bottled-water to reduce plastic use.



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

In January 2020, HTA attained the ISO 45001 certification for training safety and facility management. These new standards are testimony to HTA's robust training safety system and improve the overall training safety performance of HTA's campus going forward.



bizSAFE Partner Certification

HTA was one of only 5% of all bizSAFE Star companies specially certified as a bizSAFE Partner by the Workplace Safety and Health (WSH) Council in March 2020. Since 2018, HTA has been bizSAFE Star-certified – the pinnacle certification awarded by the WSH Council. The bizSAFE programme recognises enterprises who have demonstrated outstanding commitment and dedication to improving workplace safety and health, and security capabilities in their companies and among their peers.

SPECIAL FEATURE: HTA'S COMMITMENT TO TRAINING SAFETY

Training safety is a top priority for HTA to ensure that our officers' safety and health are not compromised while they are at HTA. HTA takes the lead through setting mandatory safety standards for the Home Team (HT), conducting audits to ensure compliance, providing prompt medical response to incidents, and putting in place a robust system for risk reporting and monitoring.

WHAT IS ISO 45001 CERTIFICATION?



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

In January 2020, HTA attained the ISO 45001 certification for training safety and facility management. These new standards attest to the robust training safety system in place at HTA. A notable feature that impressed auditors was HTA's Wet Bulb Globe Temperature (WBGT) Panel installed at HTA's track and field stadium.

Key benefits of attaining ISO 45001 Certification

1. Higher Standard of Safety

HTA's ISO 45001 certification shows that our Training Safety Management System (TSMS) and practices are robust and meet international standards. This helps to assure the public and the families of our trainees that their loved ones are in safe hands as they train at HTA.

2. Improved Trainee Confidence

HTA's TSMS is supported by good practices and implementation strategies that facilitate the provision of a safer training environment. Knowing that their well-being and safety are being taken care of improves our trainees' motivation and confidence to commit fully to their training.

3. Better Knowledge of Training Safety Best Practices

As an ISO 45001-certified organisation, HTA is committed to an annual proactive audit and review of our systems that is required for future recertification. This continuous certification process equips our officers with the technical knowledge and experience and exposes them to the best practices and standards of a strong safety system. Such knowledge ensures continuity in HTA's safety system improvements.

4. Prevention of Avoidable Costs

HTA's robust TSMS will help us prevent

avoidable costs associated with every accident, as far as possible. With an efficient system in place, we will be able to limit property or equipment repairs and downtime, and prevent the loss of deployment or training time.



TSAB accompanied the auditors around HTA to check on the implementation of our safety measures including our Live Wet Bulb Globe Temperature Panel at HTA's stadium

HOW DID HTA ACHIEVE ISO 45001 CERTIFICATION?



HTA-Enablers from TSAB, ELPB, SB and HR attended an ISO Awareness Training in July 2019

Teamwork makes the dream work!

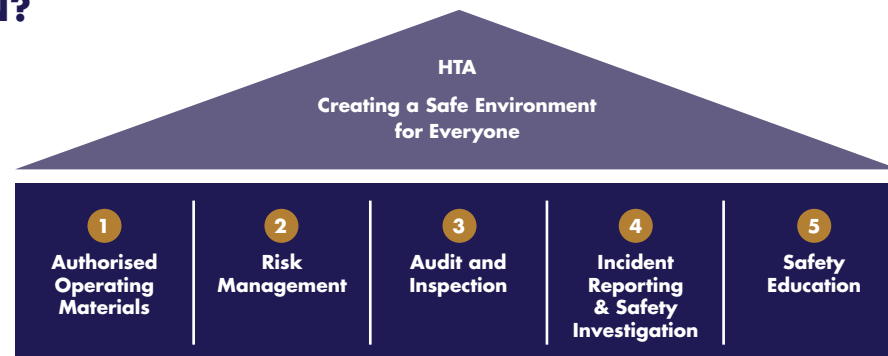
Early planning by HTA's ISO 45001 team comprising HTA-Enablers from the Training Safety and Audit Branch (TSAB), Estate, Logistics and Procurement Branch (ELPB), Security Branch (SB) and Human Resources Branch (HRB) that began early in May 2019 played a crucial role in enabling our ISO 45001 certification.

On top of attending training and regular meetings, the various branches took on active roles in improving HTA's Occupational Health and Safety (OH&S) management system.

1. TSAB installed a live WBGT LED panel at the HTA stadium to reflect heat category readings accurately and more conveniently so as to prevent heat injuries.
2. ELPB has installed multiple first-aid boxes throughout HTA. Since July 2019, QR codes have been added to these first-aid boxes to allow users to report when the items have been used. This ensures that first-aid items are replenished promptly and are readily available.
3. SB collaborated with MHA and the A*STAR Institute for Infocomm Research to develop the Outdoor Robotic Surveillance System (ORSS). The ORSS is a customised robotic platform able to perform autonomous patrol and surveillance with its advanced audio and vision sensors and optional tethered drone for enhanced surveillance.
4. HRB has incorporated a comprehensive safety briefing as part of HTA's onboarding process. To spread awareness on the importance of workplace safety and health, new officers are briefed on how to report incidents, emergency evacuation procedures and routes, HTA's lightning warning system and the location of emergency medical points.

Moving Forward

Achieving ISO 45001 certification is part of HTA's ongoing pursuit for training safety excellence. We will continue to better our training safety and facilities management. This will ensure continued success in our annual surveillance audits.



Safety Philosophy

1. HTA recognises the need to train hard in order to prepare for operational realities. HTA's approach is to create a safe training environment;
2. We will train hard but safely. We aim to achieve zero mishaps at HTA involving fatalities or injuries that arise from negligence;
3. Safety is the command responsibility of the leadership of HTA and each co-located HT school and unit;
4. Every team member has a role and responsibility to ensure the safety of his fellow team members;
5. Every officer must act responsibly to ensure the safety of himself and others;
6. We will comply with all applicable Workplace Safety and Health legal requirements and internal governing regulations to ensure the safety of our officers; and
7. We will review the OH&S Management System at regular intervals to ensure its relevance, adequacy and effectiveness to our OH&S objectives.

Workplace Safety and Health Act



Some of HTA's ISO45001 team members at the closing meeting held on 17 January 2020

HTA'S WET BULB GLOBE TEMPERATURE DISPLAY PANEL INNOVATION

Preventing Heat Injuries with HTA's Live Wet Bulb Globe Temperature Display Panel

HTA plays host to numerous training activities and sporting activities by the HTDs. Such activities including strenuous activities are conducted regularly at HTA's stadium. Strenuous activities are considered by MHA as one of the five high-risk training activities that may lead to injuries. The strenuous nature of training and sporting activities, coupled with Singapore's hot and humid climate, exacerbates the possibility of officers suffering heat injuries during training or sports events.

To combat the possibility of such injuries, HTA has installed a live WBGT display panel for ease of use during training. According to the National Environment Agency (NEA), HTA is the first training school in Singapore to have such a display panel. The effort was also awarded the HT Innovation Award in 2020.

What is Wet Bulb Globe Temperature?

The WBGT is a composite temperature. It is used to estimate the effect of ambient temperature, solar radiation, wind speed and humidity on the human body to estimate the effects of heat on exercise performance. Accurate and prompt WBGT readings enable appropriate action to be taken by HT trainers to prevent heat-related illnesses such as heat

syncope, heat cramps, heat exhaustion and heat stroke.

The WBGT is used to determine the Work-Rest Cycle (WRC) that should be applied during training sessions. The WRC helps to ensure that prolonged strenuous activities can be conducted in a sustainable and safe manner. All training schools at HTA apply the WRC chart when engaging in strenuous activities.

What are the benefits of the live Wet Bulb Globe Temperature?

1. More Convenient than the previously used Portable Heat Stress Tracker

Trainers previously brought along portable heat stress trackers to monitor WBGT. The live WBGT Panel is fixed at a prominent position at the track and field, making it easy to refer to during the course of training.

2. More Accurate Wet Bulb Globe Temperature Readings

The WBGT panel readings are live and automatically refreshed at 10-minute intervals. It also undergoes monthly maintenance and quarterly comparison tests by NEA to ensure the accuracy of the WBGT readings.

3. Effective in Reducing Heat Injuries

There were no reported cases of heat injury in 2019 compared to four in 2018.

Training Safety Package

HTA has also worked with the Home Team Medical Services Division of MHA to develop an interactive e-learning package on heat injuries for HT trainers. This package was rolled out in February 2020 via the HT Learning Management System.

What's Next?

To reinforce the importance of training safety, HTA will be organising a HTA Safety Week in FY2021, with a series of workshops, activities and collaterals to equip officers with practical skills and key messages on training safety.



Live WBGT Display Panel installed at HTA's stadium

ALMANAC

PUBLIC SERVICE NATIONAL DAY AWARD

The Public Administration Medal (Silver) / Pingat Pentadbiran Awam (Perak)

Loy Chye Meng

The Public Administration Medal (Bronze) / Pingat Pentadbiran Awam (Gangsa)

Chong Keng Fai Raymond

The Efficiency Medal / Pingat Berkebolehan

Norhisham Bin Jumahin

MINISTER FOR HOME AFFAIRS NATIONAL DAY AWARD

Crystal Tung Kwai Jie

MINISTRY OF HOME AFFAIRS STAR SERVICE AWARD

Sia Lie Tieng Sally

HOME TEAM ACHIEVEMENT AWARD – HOME TEAM SIMULATION SYSTEM

Poon Ngee
Mohd Ilkhan Mohd Ayoob Khan
Muhammad Iqbal Nasron
See Pei Jun

LONG SERVICE AWARD

40 Years

Latifah Anuar

30 Years

Subramaniam S/O
Sivanantham

20 Years

Choo Woon Jake
Jason
Tan Puay Seng

15 Years

Sia Lie Tieng
Sally
Chan Chunmu
Chin Ee Heng
Jeffery
Chia Huang Pin
Robert
Darryl Ong
Wei'En

10 Years

Yeo Peh Earng
Mohd Toufik Bin
Moh Nor

5 Years

Toh Hong Zhi
Tommy
Choong Shuang
Hong Crystal
Gao Zhihui

HOME TEAM TRAINING EXCELLENCE AWARD

Home Team Trainer of the Year (Full-Time)

Abdul Rahman Bin Abdul Razak, Singapore Civil Defence Force

Home Team Trainer of the Year (Adjunct)

Jesse Cheong, Ministry of Home Affairs

Home Team Training Unit of the Year

Ministry of Home Affairs

Team members: Vanda Kwek, Alice Ho, Asyraf Abdul Hamid, Clarissa Ho, Roy Chantherakumar, T. Mohd Haron, Jacelyn Tan

HOME TEAM TRAINING EXCELLENCE AWARD (MERIT)

Home Team Trainer of the Year – Merit Award

Ahmad Khusairi Bin Juraimi, Singapore Police Force
Alwin Wong Kah Hung, Central Narcotics Bureau

HOME TEAM TRAINING EXCELLENCE AWARD (SPECIAL COMMENDATION)

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

Felicia Chee Yi Tian, Singapore Prison Service

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

Candice Sin Ka Leng, Immigration & Checkpoints Authority

Home Team Training Unit of the Year – Special Commendation Award

Specialist Training Unit, Civil Defence Academy

Team members: Genevieve Lim Jun-Wei, Amran Bin Dolah, Mohamad Hidayat Bin Juma'at

Singapore Prison Training Institute

Team members: Kiu Cher Han, Andy Tan Soon Peng, Harvinder Singh s/o Joginder Singh, Nur Azkiya Binte Ahmad, Sum Hwee Hong Ivan, Teng Song Guan

HTA COURSES AND SEMINARS

In FY2019, HTA continued to see a steady increase in the number of our course runs and participants.

FY19 New Initiatives

- Think, Experience, Design Course
- Home Team Leaders-in-Development Programme Milestone Course

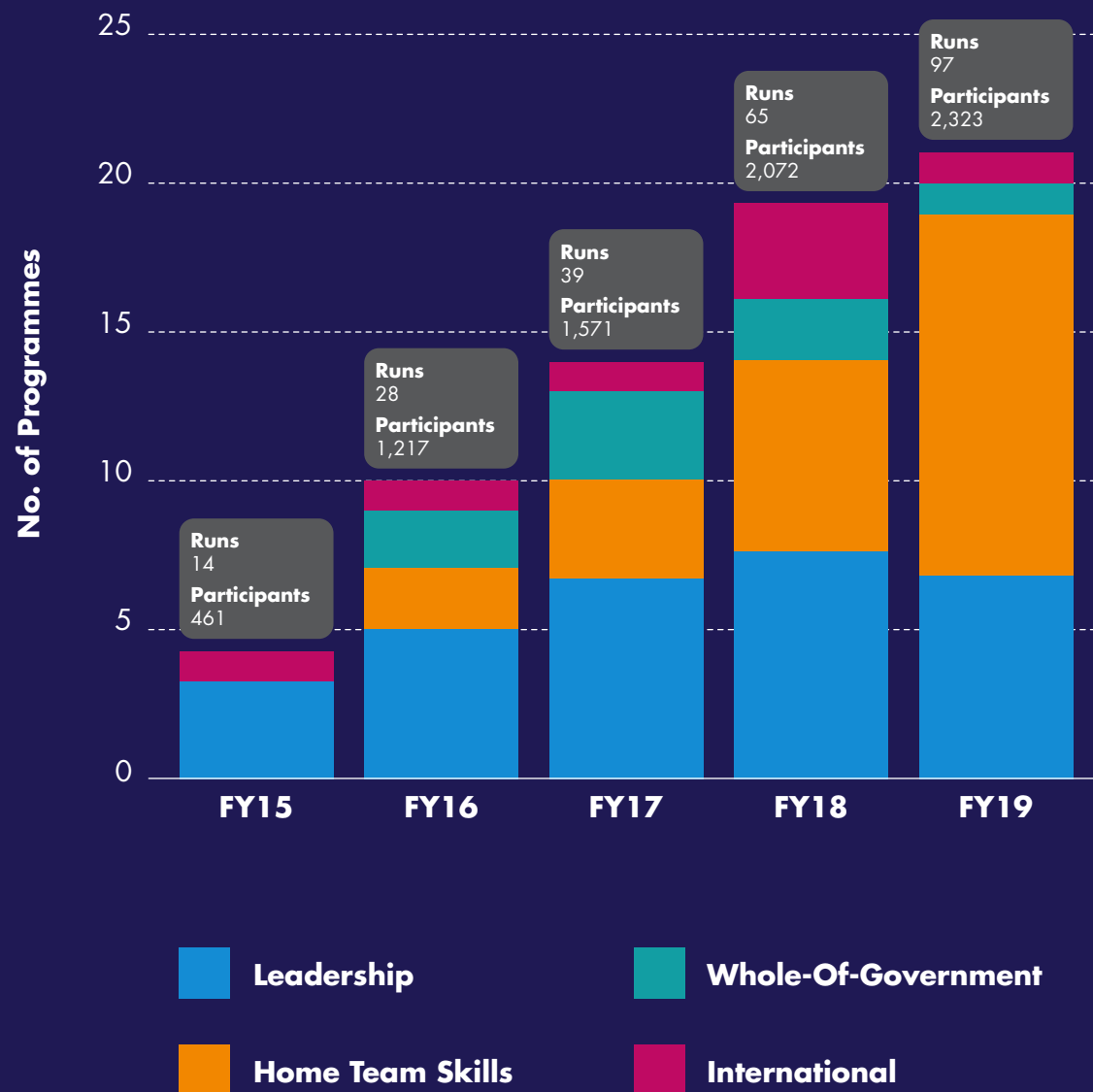
FY18 New Initiatives

- International Programme on Crisis Leadership
- Phoenix International Programme
- HT Simulation System Instructor Course
- HT Simulation System Operator Course
- Cross-Cutting Skills in Data Analytics
- Civilian Milestone Programmes
- Seminar for Home Team Senior Command and Staff Course (HTSCSC) Alumni

FY17 New Initiatives

- Understanding Crisis Management Course
- Terrorism Workshop
- Specialist Certificate in Learning and Instructional Science (SPECTRA) (renamed UP-SCALE)
- HT Foundation Course
- HT Advanced Leadership Programme – inclusion of Race and Religion Module
- Leadership Group Gathering

HTA TRAINING PROGRAMMES



HTA COURSES AND SEMINARS IN FY2019

| Programme | No of Run(s) |
|---|--------------|
| LEADERSHIP PROGRAMMES | |
| 1 Distinguished Visiting Fellowship Lectures | 1 |
| 2 Home Team Advanced Leadership Programme | 2 |
| 3 Home Team Leadership Programme | 3 |
| 4 Home Team Leaders-in-Development Programme Milestone Course (new in FY2019) | 2 |
| 5 Home Team Lectures | 4 |
| 6 Home Team Senior Command and Staff Course 2019 | 1 |
| HOME TEAM SKILLS PROGRAMMES | |
| 7 Data Analytics Basic Principles and Applications | 18 |
| 8 Data Management for Ministry of Home Affairs Management | 10 |
| 9 Data Science Programme: Data Analytics for Public Sector Leaders | 1 |
| 10 Facilitator in Training | 17 |
| 11 Home Team Civilian Milestone Programme Step Beyond | 2 |

| Programme | No of Run(s) |
|--|--------------|
| HOME TEAM SKILLS PROGRAMMES | |
| 12 Home Team Civilian Milestone Programme Step In | 6 |
| 13 Home Team Civilian Milestone Programme Step Up | 5 |
| 14 Home Team Foundation Course | 6 |
| 15 Home Team Simulation System Instructor Course | 5 |
| 16 Oral History Workshop for Home Team Officers | 1 |
| 17 Safety Seminar 2019 | 2 |
| 18 Think, Experience, Design (new in FY2019) | 1 |
| 19 Upgrading Professionally - Through Specialist Certificate in Adult Learning and Education | 8 |
| WHOLE-OF-GOVERNMENT PROGRAMMES | |
| 20 Introduction to Crisis Management Course | 1 |
| INTERNATIONAL PROGRAMMES | |
| 21 5th Brunei-Singapore Joint Training Annual Exchange Programme | 1 |

HOME TEAM ACADEMY



A LEADING CORPORATE UNIVERSITY IN HOMEFRONT SAFETY & SECURITY

HOME TEAM ACADEMY

501 OLD CHOA CHU KANG ROAD

SINGAPORE 698928

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