



HOME TEAM ACADEMY

ANNUAL REPORT 2023/24

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CHIEF EXECUTIVE FOREWORD

The Home Team Academy (HTA) is the Corporate University of the Home Team (HT). This is something we keep front and centre as we deliver the leading-edge forefront safety and security training and learning (T&L) initiatives we are renowned for.

Our aim? To produce skilled HT leaders, trainers and officers who are exemplars of leadership and trusted, valued and respected members of our community.

We can do this because of our passionate and dedicated people. We might be a small Home Team Department but we punch above our weight. Collectively, we work to meet the needs of the HT for Singapore's current and future safety and security.

SPOTLIGHTING HTA'S FOUR GOALS

Through the years, we have remained committed to our four focus areas – and it is no different for FY2023/2024. From hosting conferences to becoming technologically smarter, strengthening our partnerships and winning people development awards, we have kept up with an event-filled calendar through the financial year.

1 BEING THE CENTRE OF EXCELLENCE IN TRAINING AND LEARNING

Building on the success of leading the setup of the first Crisis Management Steering Committee for the Whole-of-Government (WoG), we kick-started the first of many activities with the inaugural run of the WoG Leaders in Crisis Governance Programme (LCGP) in August 2023. Our first LCGP welcomed senior leaders from the HT and nine other government ministries. It was designed to better support government leaders in being crisis-ready and collectively level up Singapore's crisis management capabilities.



Another milestone for us was hosting the first-ever Leaders in Crisis Management Forum in April 2024, held as part of the Milipol Asia-Pacific – TechX Summit 2024. With the theme of “Leading and Learning in the Polycrisis World”, the forum served as a platform for over 500 local and international leaders and experts to gather and share their unique perspectives and rich experience in crisis management relating to public safety and security.

2 ENHANCING OUR SMART CAMPUS

We continued our march forward to become a smart campus by launching the Home Team Learning Management System 2.0 (HTLMS 2.0) in two phases in September and October 2023. The HTLMS 2.0 provides an end-to-end solution for online learning, from content development to lesson delivery, learner assessment, and course evaluation, and serves a diverse range of users including the HT's content developers, trainers and learners.

As part of the effort to level up the classroom experience on HTA's campus, we launched our first Smart Classroom in September 2024 with the target of completing 31 classrooms by mid-2025. These classrooms will feature newer smart panels packed with a curation of interactive applications to make learning more immersive and engaging.

We have also started developing a 3D Visualisation Model of HTA with a 3D wayfinding feature for a seamless campus experience for officers and visitors to identify and locate venues. This serves as a stepping stone for future projects related to our facility, encompassing security and safety management and training and learning in the form of virtual scenarios for use in simulation training.

3

STEPPING UP OUTREACH AND ENGAGEMENT

The fourth HTA Advisory Panel meeting was held in August 2024, where we appointed the following new members: Mr Han Neng Hsiu, DS (Leadership), PSD and Dean and CEO, Civil Service College and Professor Francisco Veloso, Dean, INSEAD.

On the partnership front, we signed three new Memorandums of Understanding (MoUs) with the United Kingdom's Coventry University in July 2023, the Institute of Adult Learning in October 2023 and the Australian Border Force in April 2024. We also signed a Letter of Intent (LoI) with the French IHÉMI in January 2024.

These MoUs and LoI formalise our shared commitment to developing quality training programmes with our counterparts. They are also testament to the fact that our brand and quality is well received and respected.

4

PEOPLE DEVELOPMENT

We pride ourselves on having an open work culture, where staff feel psychologically safe to communicate feedback and engage with their managers. It develops trust and serves to assure them that we are committed to looking after their needs, such as guiding them to take up courses for career-related progress and encouraging flexible working arrangements.

For our efforts, we have garnered numerous awards. We were given the Gold Award for Workplace Culture & Engagement, and Silver Award for Employee Experience & Well-being from the Singapore Human Resources Institute at the 16th HR Awards ceremony in October 2023. We also won the Silver Ribbon Mental Health Award in 2023 for the second consecutive time for our holistic well-being model for our staff.



Equally noteworthy are the sweep of prizes we won at the prestigious Brandon Hall Group Excellence Awards in August 2023. They are:

- Best Use of Games of Simulations for Learning (GOLD)
- Best Advanced in Learning Technology Implementation (GOLD)
- Best Unique or Innovative Learning and Development Program (SILVER)
- Best Advance in Leadership Development (GOLD)
- Best Unique or Innovative Leadership Programme – Phoenix Programme: Effective Leadership Development to Drive Home Team Transformation (SILVER)

LOOKING AHEAD

In FY2024/2025 and beyond, we plan to continue establishing ourselves as a Centre of Excellence in our T&L areas of Leadership Development in Public Safety and Security, Simulation Training for Incident Management, Evaluation and Assessment and Online Learning.

Some of the key initiatives we will be implementing include adding more continual education opportunities for the alumni of our leadership development programmes. These will be in development with our partners at various Institutes of Higher Learning.

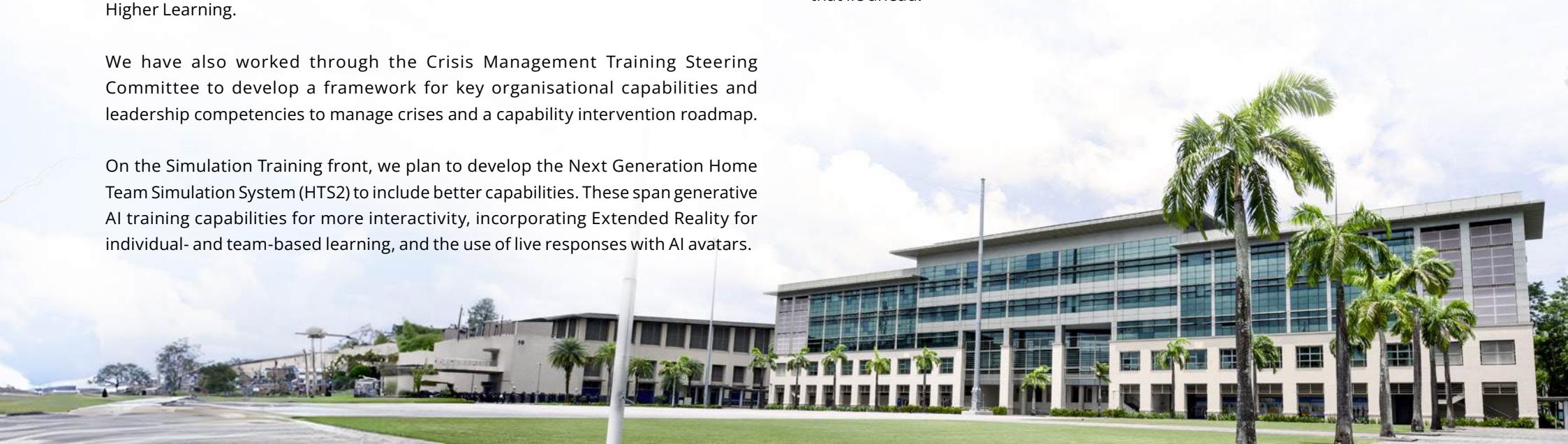
We have also worked through the Crisis Management Training Steering Committee to develop a framework for key organisational capabilities and leadership competencies to manage crises and a capability intervention roadmap.

On the Simulation Training front, we plan to develop the Next Generation Home Team Simulation System (HTS2) to include better capabilities. These span generative AI training capabilities for more interactivity, incorporating Extended Reality for individual- and team-based learning, and the use of live responses with AI avatars.

When it comes to Evaluation and Assessment, we are building on the foundation laid out in the development of the HT Evaluation Dashboard to track T&L effectiveness, engagement and efficiency. This “one-stop” dashboard consolidates and presents HTA’s end-of-course evaluation data for analysis and action planning. It is a platform to launch our efforts in using evidence-based methods for decision making and resource prioritisation to support T&L needs. We will be promulgating the HT Evaluation Dashboard in FY2024 and working with the HT Departments to include their data for use in it.

Finally, with Online Learning, since the launch of the HTLMS 2.0, we have been tracking change requests and looking out for new iterations of the system’s capabilities to keep the online learning experience smooth and effective. We will strengthen the usage of the enhanced HTLMS with increased engagement outreach to users. New capabilities will include advanced analytics using data graphs and adaptive learning capabilities where learners can personalise their level of training.

With the continuous adoption of more emerging technologies such as AI and data analytics to enhance our work processes and delivery of learning outcomes, my team and I now stand more ready than ever to support the T&L needs of the HT. I hope you enjoy reading this year’s annual report as a prelude to the exciting times that lie ahead!



ABOUT THE HOME TEAM ACADEMY

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

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

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



As the Corporate University of the Ministry, the Home Team Academy curates knowledge of essential skills and drives the relevant training so as to enhance the Home Team's capabilities. It also serves as a safe space for officers to experiment, learn and grow their skills to serve Singaporeans better.



MS SUN XUELING

Minister of State, Ministry of Home Affairs and
Ministry of Social and Family Development

THE CORE OF HTA

OUR VISION, MISSION AND CORE VALUES

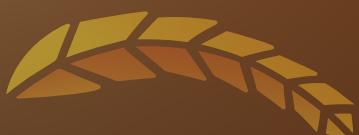
The Academy's Vision, Mission and Core Values are known as the core of HTA. This forms the foundation of the work that our officers do to transform the T&L ecosystem in the HT.



HTA'S ADVISORY PANEL

HTA is supported by an Advisory Panel comprising local, international, professional and academic distinguished members. The Advisory Panel was set up to support HTA's transformation journey as a leading Corporate University in homefront safety and security.

HTA would like to express our deepest gratitude to Ms Ong Toon Hui and Professor Illian Mihov who have stepped down from the Advisory panel in 2023. In 2024, HTA welcomed two new Advisory Panel members: Mr Han Neng Hsiu and Professor Francisco Veloso.



Chairman
Mr Pang Kin Keong

Permanent Secretary
(Home Affairs)



Mr Andy Tsang
Deputy Commissioner
National Narcotics
Control Commission
China



**Mr Gil
Kerlikowske**
Professor of Practice
**School of Criminal
Justice and Criminology**
Northeastern University
United States



**Professor
Francisco Veloso**
Dean
INSEAD



**Professor
John Latham**
**Vice-Chancellor
and CEO**
Coventry
University Group
United Kingdom



Mr Khoo Boon Hui
Board Member
Certis



Mr Han Neng Hsiu
Dean and CEO
Civil Service College

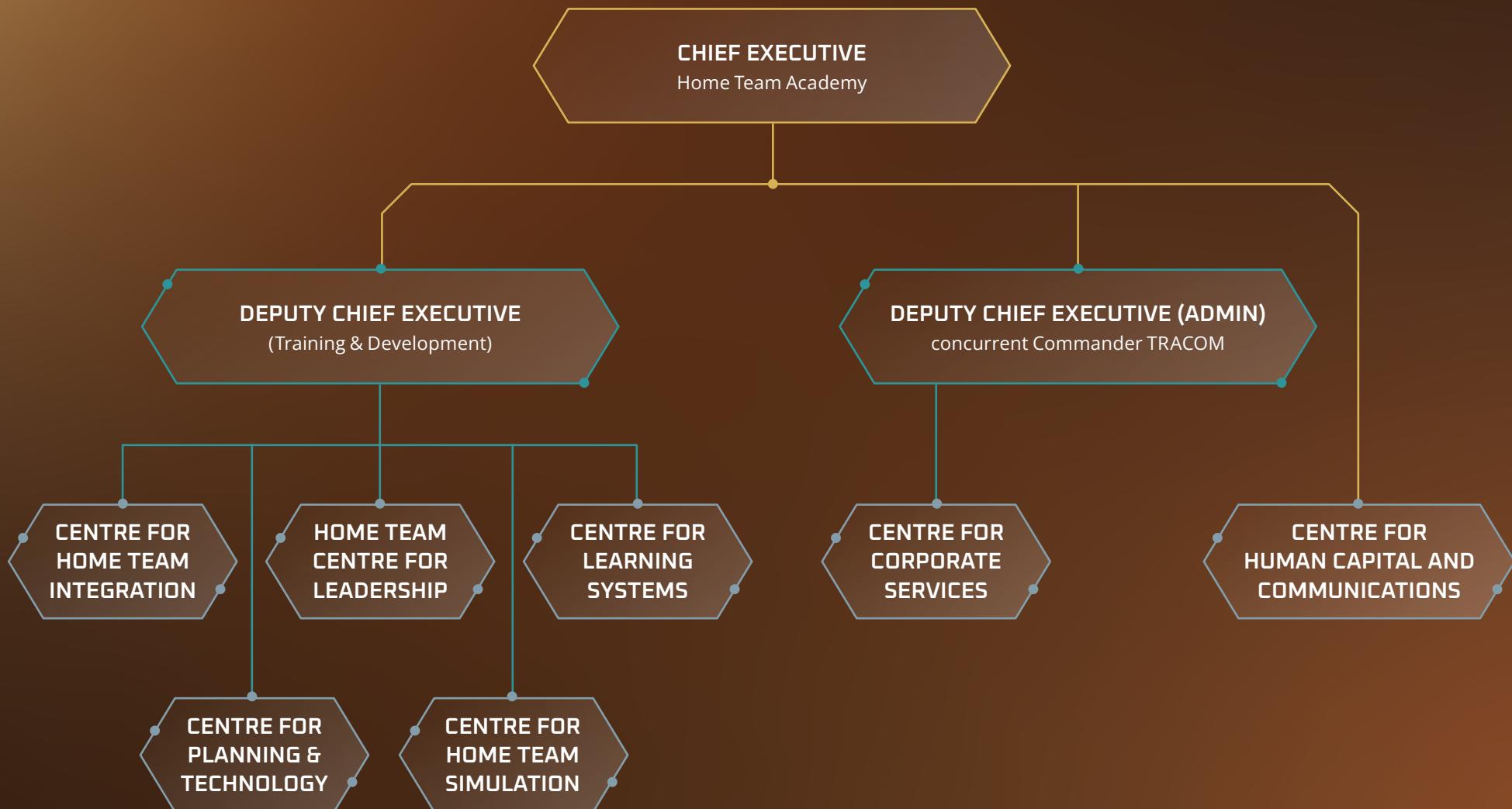


**Professor
Tan Tai Yong**
President
Singapore University
of Social Sciences



**Professor
Susanna Leong**
**Vice-Provost (Masters'
Programme and
Lifelong Education)**
National University
of Singapore

ORGANISATION STRUCTURE

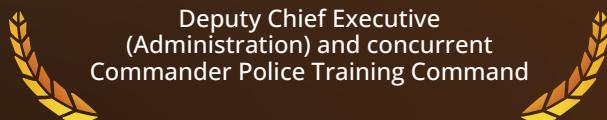


LEADERSHIP GROUP



Mr David Scott Arul

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



Mr Anwar Abdullah

Chief Executive



Mr Winston Wong

Deputy Chief Executive
(Training & Development)





Ms Tay Lu Ling
Director

Centre for
Corporate Services



Ms Shirley Lim
Director

Centre for Human Capital
and Communications



Mr Ng Jyh Pyng
Director

Centre for
Planning and Technology



Ms Jasmine Bok
Director

Centre for Learning
Systems



Ms Kittybond Koo
Director

Centre for
Home Team Integration



Dr Jasmin Kaur
Director

Home Team Centre
for Leadership



Mr Poon Ngee
Director

Centre for
Home Team Simulation

YEAR-IN-REVIEW

April
2023

FAREWELL TO FORMER DEPUTY CHIEF EXECUTIVE

HTA held a farewell event for Mr Teo Tze Fang, former Deputy Chief Executive, Training and Development, HTA.



May
2023

LAUNCH OF HOME TEAM LEARNING MANAGEMENT SYSTEM 2.0

Launched in May 2023, the Home Team Learning Management System 2.0 is designed to transform training and learning experiences by harnessing learning technology which enhances online training management and delivery.



Achieved Tier 1 (highest achievable performance) for Corporate Scorecard for FY2023



Click/scan [here](#) to view the HTA's Year-in-Review video for FY2023.

June
2023

**ATTACHMENT PROGRAMME
WITH THE UNITED STATES
FEDERAL LAW ENFORCEMENT
TRAINING CENTERS**

In June 2023, two HTA officers underwent a two-week attachment at the United States Federal Law Enforcement Training Centers.



July
2023

**INAUGURAL HOME TEAM
SIMULATION CONFERENCE**

Held on 6 July 2023 at HTA's Auditorium, the inaugural Home Team Simulation Conference received overwhelming support.

**MEMORANDUM OF
UNDERSTANDING WITH
THE UNITED KINGDOM'S
COVENTRY UNIVERSITY**

On 6 July 2023, HTA signed a Memorandum of Understanding with the United Kingdom's Coventry University to strengthen both organisations' collaboration and capacity building in areas such as simulation training and public safety and security programmes.



August 2023

LAUNCH OF HTA'S MULTIMEDIA LAB

Launched in August 2023, HTA's Multimedia Lab caters to the online needs of HT trainers in developing and delivering online learning sessions.

BRANDON HALL GROUP EXCELLENCE AWARDS

In August 2023, HTA's Home Team Simulation System and suite of leadership development programmes were recognised with five Brandon Hall Group Excellence Awards across different categories.



September 2023

HOME TEAM TRAINING EXCELLENCE AWARDS CEREMONY 2023

On 13 September 2023, about 250 HT officers gathered at HTA's Auditorium to celebrate the achievements of the HT's award-winning trainers.



October 2023

MEMORANDUM OF UNDERSTANDING WITH THE INSTITUTE FOR ADULT LEARNING

On 20 October 2023, HTA signed a Memorandum of Understanding with the Institute for Adult Learning, centred around enhancing the HT's professional development.

SILVER RIBBON AWARD 2023

In October 2023, HTA was awarded the Silver Ribbon Mental Health Award for the second consecutive time in recognition of HTA's efforts in creating a mentally friendly and healthy work environment.

SINGAPORE HR AWARDS 2023

In October 2023, HTA received two awards at the 16th Singapore HR Awards: the Gold award for Workplace Culture & Engagement and the Silver award for Employee Experience & Well-being.



November 2023

BIODIVERSITY TRAIL AT CHANGI BEACH

On 14 November 2023, 23 officers from HTA and Singapore Police Force Training Command, one of HTA's co-located training schools, visited Changi Beach for a biodiversity trail to raise awareness of the importance of eco-friendly and sustainable choices.



December 2023

YEAR-END GIFT PACKS

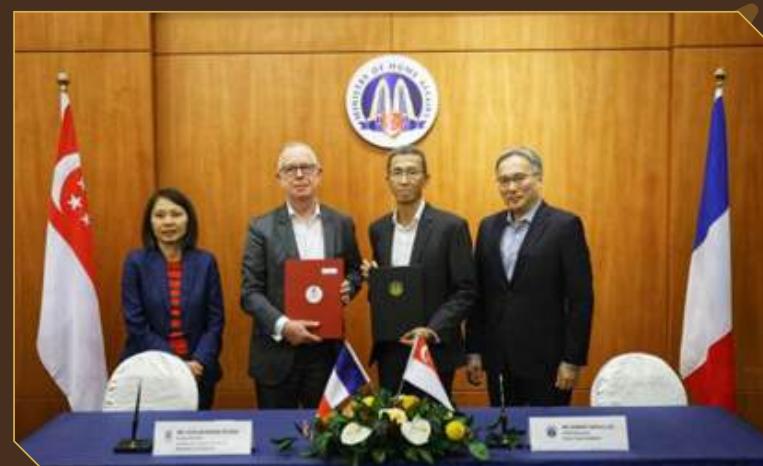
HTA's Staff Welfare Committee distributed year-end gift packs to all HTA officers to thank them for their dedication and valued contributions.



January 2024

LETTER OF INTENT WITH THE INSTITUT DES HAUTES ÉTUDES DU MINISTÈRE DE L'INTÉRIEUR (IHEMI)

On 18 January 2024, HTA signed a Letter of Intent with the Institut des hautes études du ministère de l'Intérieur (IHEMI) to further the development of areas of common interest, such as leadership development and crisis management.



February 2024

COMMUNITY OF PRACTICE FOR CURRICULUM DEVELOPERS

HTA organised its fourth Curriculum Community of Practice (CoP) session with the aim of building networks and sharing best practices among HT trainers and curriculum developers.



March 2024

WORLD POLICE SUMMIT 2024

HTA participated in the World Police Summit that was held in Dubai from 5 to 7 March 2024 to share more about the HT's leadership development initiatives.



FOUR CENTRES OF EXCELLENCE FOR TRAINING AND LEARNING

As the Corporate University of the HT, HTA plays a crucial role in the HT's Training and Learning efforts. HTA has consistently run its programmes and carried out reviews to ensure that course content remains relevant and up-to-date.

HTA, together with Home Team Departments and external partners, curate a robust learning and upskilling curriculum. HTA's broad range of programmes cover learners, trainers and course developers, including both uniformed and civilian officers, and on leadership, incident management, and cultivating the 'One Home Team' mindset.

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

- 1 LEADERSHIP DEVELOPMENT IN PUBLIC SAFETY AND SECURITY**
- 2 SIMULATION TRAINING FOR INCIDENT MANAGEMENT**
- 3 EVALUATION AND ASSESSMENT**
- 4 ONLINE LEARNING**

Through FY2023, various initiatives and programmes were carried out across these four key areas.

1

LEADERSHIP DEVELOPMENT IN PUBLIC SAFETY AND SECURITY

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



ENHANCING THE WHOLE-OF-GOVERNMENT CRISIS MANAGEMENT TRAINING AND LEARNING ENVIRONMENT

HTA will continue to play its part to drive crisis leadership development across the WoG, to enable our WoG leaders to work collaboratively and effectively across various government agencies. To better prepare and equip WoG leaders with the right knowledge, skills, and competencies, HTA spearheads the WoG Crisis Management Training Steering Committee (CMTSC) that was established under the direction of the Permanent Secretary (Home Affairs). The CMTSC is represented by 10 ministries and its purpose is to provide strategic direction to drive and align WoG crisis management training, enhancing crisis management capabilities across the WoG. The inaugural meeting took place on 22 May 2023.



COMMUNICATIONS – MINISTRY OF DIGITAL DEVELOPMENT AND INFORMATION



NATIONAL SECURITY – MINISTRY OF HOME AFFAIRS, NATIONAL SECURITY COORDINATION SECRETARIAT, MINISTRY OF DEFENCE

ENVIRONMENT – MINISTRY OF SUSTAINABILITY AND THE ENVIRONMENT



ECONOMY – MINISTRY OF TRADE AND INDUSTRY



TRANSPORT – MINISTRY OF TRANSPORT



COMMUNITY – MINISTRY OF CULTURE, COMMUNITY AND YOUTH

HEALTHCARE – MINISTRY OF HEALTH



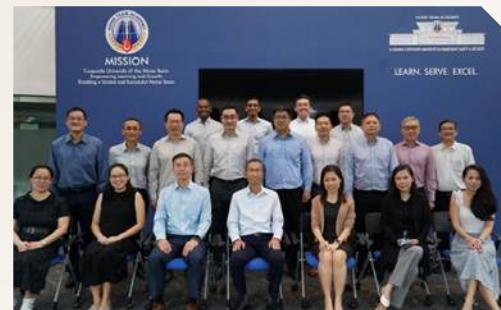
DIPLOMACY – MINISTRY OF FOREIGN AFFAIRS

INAUGURAL LEADERS IN CRISIS GOVERNANCE PROGRAMME

As part of its ongoing mission to deepen the expertise and raise the competencies of senior Public Service leaders in dealing with crises and incorporating the lessons from Singapore's management of the COVID-19 pandemic, HTA conceptualised and developed the new 10-day Leaders in Crisis Governance Programme (LCGP), with its inaugural run in August 2023.

From 14 to 24 August 2023, participants had the chance to undergo experiential learning, engage prominent figures in the Public Service, and pick up useful tips from various subject matter experts.

A series of fireside chats featuring key government personalities brought the LCGP participants closer to the crisis management and leadership issues faced by Singapore in recent years, and gave them an insider's look into how crises are managed at the highest level in the Public Service. To get external perspectives on how crises are managed in a global setting, HTA also engaged the support of its strategic partners from the Australian Institute of Police Management (AIPM) and Coventry University to deliver a series of lectures.



HOME TEAM LECTURE ON CRISIS MANAGEMENT AND PUBLIC SAFETY AND SECURITY

On 18 January 2024, HTA invited Colonel Sylvain Renier, Director of Risk Strategy and International Relations of France's L'Institut des hautes études du ministère de l'Intérieur (IHÉMI), to deliver a HT lecture on "The French Approach to Crisis Management and Public Safety and Security".

During the lecture, Col. Renier touched on managing civil conflicts such as the Yellow Vest Protests, and the organisation of large-scale events such as the upcoming 2024 Paris Olympic Summer Games. A Q&A session moderated by Director, International Organisations and Security Directorate, International Cooperation and Partnerships Division, MHA, Mr. Gregory Foo, added depth to the discussion where topics such as post-crisis psychological effects, and crises with multiple triggering events were addressed. The lecture was well received and saw active participation among the audience members, especially during the Q&A segment.



PHOENIX PROGRAMME

The Phoenix Programme 2024 brought together a diverse cohort of 25 participants, comprising 17 uniformed and civilian officers from various WoG Departments and Statutory Boards, alongside 8 officers from WoG public service agencies including Ministry of Defence, Customs, Ministry of Manpower, Ministry of Transport, Ministry of Foreign Affairs, Attorney-General's Chambers and Ministry of Social and Family Development.

The programme featured signature fireside chats with distinguished government and private sector leaders. Participants engaged in thought-provoking discussions with government leaders including Deputy Prime Minister and Minister for Finance, Mr Lawrence Wong, and Senior Minister and Coordinating Minister for National Security, Mr Teo Chee Hean.

These sessions were complemented by valuable insights from industry leaders such as Ms Belina Lee, Deputy CE for Mandai Zoo, and Mr Nikhil Eapen, CEO of Starhub, offering a diverse perspective on leadership and organisational transformation. The fireside chats delved into a comprehensive range of critical issues shaping Singapore's future such as geopolitical shifts impacting the nation's economy and security, evolving social dynamics influencing governance, and technological advancements revolutionizing public service delivery.



A study trip to Shanghai and Beijing made up an important part of this run. Participants gained valuable insights from relevant government agencies on matters concerning public policy and governance, as well as safety and security. These included various departments under the Ministry of Public Security, People's Public Security University of China, and Central Commission for Discipline Inspection. Additionally, the participants visited private sector companies such as Trip.com Group and Ant Group to learn about their digital transformation and innovation initiatives.

The 2024 iteration stands out as the highest-performing run to date since its inception in 2017. Participants unanimously agreed that the programme's learning objectives were met, with an average rating of 4.84 out of 5, showcasing the Phoenix Programme's continuous improvement and increasing effectiveness in meeting its objectives and promoting inter-agency networking within the Home Team and the wider public service.



HOME TEAM SENIOR LEADERSHIP PROGRAMME

Held to enhance senior leaders' proficiency in keeping up with the rapid pace of change and transformation, the six-week Home Team Senior Leadership Programme* was held from 12 September to 20 October 2023. Thirty-one participants had attended the programme, comprising 27 uniformed and civilian officers from various Home Team Departments and 4 participants from WoG public service agencies such as Singapore Customs, Ministry of Defence and Corrupt Practices Investigation Bureau.

Participants broadened their perspectives through dialogues with public and private sector speakers. These included Mrs Josephine Teo, Minister for Communications and Information & Second Minister for Home Affairs (MHA); Mr Pang Kin Keong, Permanent Secretary, MHA; Mr Albert Chua, Permanent Secretary, Ministry of Foreign Affairs; Heads of HT Departments, Mr Ng Lang, Chief Executive, Land Transport Authority and Mr James Liu, Dir (Public Sector), Google. Complementing the programme were academic insights gained from modules that were conducted by INSEAD, the Lee Kuan Yew School of Public Policy, the S. Rajaratnam School of International Studies and the Australian Institute of Police Management (AIPM). Intrinsic to the programme is HTSLP being a platform for participants to network and learn from each other through group reflection and informal peer-sharing sessions.

The programme included a study trip to Tokyo, Japan, where the participants had visited the Embassy of Republic of Singapore, Fuchu Prison, Tokyo Fire Department, Immigration Services Agency, Narcotics Control Department, The Cabinet Office, Tokyo Metropolitan Bureau of Transportation and private sector organisations such as Fujifilm and the NEC Future Creation Hub.



The HTSLP 2023 had also achieved its highest ratings to date, while also demonstrating a consistent upward trend over the past three years. Participants agreed that the programme's learning objectives were met, with an exceptional average rating of 4.9 out of 5. Similarly, all participants acknowledged the course's effectiveness in enhancing appreciation for HT collaboration.



**Following a comprehensive review in May 2024, the Home Team Senior Command and Staff Course (HTSCSC) had been renamed to the Home Team Senior Leadership Programme (HTSLP) effective FY2024. The new name more accurately represents the course's focus on senior leadership development and creates a more cohesive framework for leadership progression within the HT.*



2

SIMULATION TRAINING FOR INCIDENT MANAGEMENT

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

INAUGURAL HOME TEAM SIMULATION CONFERENCE

Held on 6 July 2023 at HTA's Auditorium, the inaugural Home Team Simulation Conference received overwhelming support and was attended by over 290 participants and distinguished guests.

Jointly organised by HTA and Home Team Science and Technology Agency (HTX), the conference, titled "Advancing Simulation Training to Empower Learning & Growth in the Home Team", serves as a platform for the participants to interact and explore possible opportunities for future collaborations and partnerships. The event was attended by HT officers, staff from the institutes of higher education, industry partners, and numerous subject matter experts in simulation training, which presented an excellent platform for the participants to broaden their understanding and knowledge of the field, and networking opportunities.

The conference included sharing sessions by Professor John Latham CBE, Vice Chancellor and CEO of Coventry University Group, and member of HTA's Advisory Panel; Dr Syed Mohammad, Director of Modelling and Simulation Technology Center, Science and Technology Directorate, Department of Homeland Security; Mr Ying Meng Fai, Director, Human Factors and Simulation Centre of Expertise, HTX; and Mr Gilbert Chen, Assistant Director, Capability Development, HTA.



A panel discussion moderated by Dr Saravana Kumarasamy, Deputy Director (Modelling & Simulation), Human Factors and Simulation Centre of Expertise, HTX, also gave rise to a range of interesting conversations on the development and usage of simulation capabilities initiated by members of the audience.



NEXT GENERATION HOME TEAM SIMULATION SYSTEM

HTA's Home Team Simulation System (HTS2) is an award-winning and first of its kind training capability that allows the exercise of situational awareness, command and control, as well as the demonstration of sense-making capabilities when making strategic decisions using simulated exercise scenarios. Since the HTS2 was launched in 2018, more than 7,000 officers from across the HT have been trained using the system.



As part of upgrading and enhancing the system's capabilities, HTA's Next Gen HTS2 will use advanced technologies such as Artificial Intelligence avatars and Extended Reality to provide a realistic and interactive environment for training. The system will support joint training, between HT officers and other agencies at the Whole-of-Government level. The Next Gen HTS2 will also capture data on performance, response times, and decision-making, allowing trainers to provide targeted feedback and improve the overall training experience.



AUSTRALASIAN SIMULATION CONGRESS 2023

As Research and Thought Leadership form the key pillars for HTA to be the Centre of Excellence in Simulation Training for Incident Management, HTA adds value by sharing and creating discussions among the community on current research initiatives. In August 2023, HTA participated in the Australasian Simulation Congress (ASC) held in Adelaide, in August 2023. Together with a representative from Singapore University of Social Sciences (SUSS), HTA presented on the joint research project by HTA and SUSS, titled 'Identifying Necessary Features for Effective Scenario-Based Simulation Training: A Study on Optimal Learning'. The study aims to investigate the features for scenario-based simulation training to ensure optimal transfer of learning for HT officers. It was a new milestone as it was also the first time HTA presented our simulation research findings at an overseas international platform.



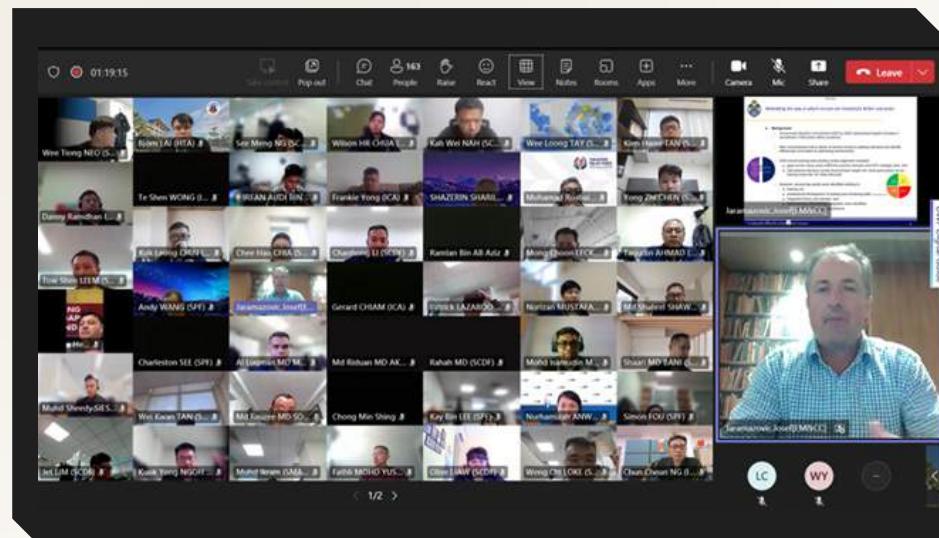
3

EVALUATION AND ASSESSMENT

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

COMMUNITY OF PRACTICE FOR CURRICULUM DEVELOPERS

In February 2024, HTA organised its fourth Curriculum Community of Practice (CoP) session with the aim of building networks and sharing best practices among HT trainers and curriculum developers. The virtual CoP saw over 180 HT officers embarking on a learning exchange between local and overseas speakers from the Singapore Police Force and Singapore Civil Defence Force, and strategic partners from the Singapore University of Social Sciences and Queensland Police Service to share best practices and expertise on curriculum design.



HTA-SUSS CURRICULUM DESIGN AND DEVELOPMENT PROGRAMME

HTA partnered the Singapore University of Social Sciences (SUSS) in 2021 to develop and pilot the HTA-SUSS Curriculum Design and Development Programme. The programme will benefit Home Team trainers and curriculum developers who are looking to deepen their expertise in instructional design, assessment and evaluation of training content. Since inception in 2021, HTA has organised 6 runs including the FY2023 runs conducted in May and August 2023, attended by more than 120 officers.

The programme has received good feedback from HT participants on the use of active-learning approaches and industry-benchmarked frameworks that are relevant for application in the HT's diverse T&L contexts.



4

ONLINE LEARNING

The rapid advancement of technology has heightened the imperative for HT trainers to master online andragogy skills as online learning and digital learning platforms increasingly become integral to training delivery, with greater emphasis on learner experience and learner centricity.

As a Centre of Excellence in Online Learning, HTA leads the building of this capability in HT officers and strengthens the rigour of online learning applications within the HT through 3 key strategies namely; deepen HT trainers' competencies to enhance online learning; enhance HT online learning systems and spaces; and cultivate online learning habits in HT officers.

HOME TEAM LEARNING MANAGEMENT SYSTEM 2.0

The Home Team Learning Management System (HTLMS) is the primary e-learning platform for over 50,000 HT officers, including NSFs, NSmen, and regulars. Launched in May 2023, HTLMS2.0 is designed to transform training and learning experiences by harnessing learning technology which enhances online training management and delivery, while also serving as a platform to manage e-learning resources and track learner progress. HTLMS2.0 facilitates innovative online learning approaches, such as the creation of learning communities to support social collaboration. It also empowers trainers to create their own learning materials through an integrated content creation tool. Additionally, the implementation of single sign-on has greatly improved user experience. HTLMS2.0 represents a significant step forward in providing a more engaging and streamlined online learning environment for our HT.

KEY FEATURES OF HTLMS 2.0



IN-BUILT CONTENT
ALTERING TOOLS



AUTOMATED
NOTIFICATIONS



SINGLE-
SIGN-ON



SEAMLESS END-TO-END
LEARNING EXPERIENCE

HTA-IAL CONTINUING PROFESSIONAL DEVELOPMENT PROGRAMME

As part of HTA's commitment to enhancing the online learning competencies of Home Team trainers, HTA partnered with the Institute for Adult Learning (IAL) to develop workshops focused on virtual training delivery. These workshops provide upskilling opportunities for trainers to enhance their virtual training capabilities:

- **Virtual Training Ei Bi Ci**

This course is tailored for Home Team trainers conducting or planning to conduct virtual training using SG Teams. Participants will learn how to navigate SG Teams effectively and improve their confidence in delivering virtual training sessions.

- **Be a Virtual Training Ninja**

Designed for trainers looking to integrate more advanced digital tools into their virtual sessions, this course helps participants elevate learner engagement by incorporating a range of online tools with SG Teams. Trainers will gain hands-on experience in creating dynamic and interactive virtual learning environments.

Both courses underscore HTA's dedication to building a future-ready Home Team training community.



SEEDING

'ONE HOME TEAM' MINDSET

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

HOME TEAM GALLERY



The Home Team Gallery (HTG) is one of HTA's key training platforms to seed a 'One Home Team' mindset and shared values among HT officers. It supports HT integration, people development, and transformation to help officers as well as members of the community to understand the HT's roles in homefront safety and security. Visitors also learn more about the significance of the HT concept and gain a better appreciation of the HT's operational challenges.

Since its reopening in May 2022, there have been over 14,000 visitors. In the post-visit survey, all zones in the gallery have been rated favourably by over 90% of respondents.



Moving forward, the HTG is embarking on several initiatives to enhance visitor experiences and gallery operations. Plans include upgrading multimedia and refreshing content, building competencies for HT officers involved in gallery programming and the introduction of a robotic concierge and exploring the use of AI robotic guides.

HOME TEAM FOUNDATION COURSE

The Home Team Foundation Course (HTFC) is a 10-day residential course for new HT senior officers to promote HT integration and collaboration. The course includes classroom sessions, fireside chats with HT senior leaders, experiential learning components as well as visits to HT agencies to understand their respective functions and challenges.

Since HTFC's inception in 2018, HTA has conducted 45 runs and about 1400 HT senior officers have attended the course. Participants found HTFC useful for the development of a common HT identity, with a high average rating every run.



INCLUCATING ONE HOME TEAM MINDSET THROUGH LEGO® SERIOUS PLAY® FACILITATION METHOD

To foster a cohesive HT culture, it is important for HT officers to be aligned with HT values and reinforce our 'One Home Team' identity. However, culture & identity are abstract topics which may require some creativity and engaging methods to engage HT officers. To enhance internalisation of concepts and retention of knowledge, HTA leveraged the LEGO® SERIOUS PLAY® (LSP) facilitation method, which uses LEGO bricks as a medium to facilitate communication, problem-solving and reflection.

Recognising that HT officers are mostly tactile learners, HTA piloted the use of LEGO® SERIOUS PLAY® facilitation method through three one-day workshops in Feb and Mar 2024 to help HT officers understand the need for a 'One Home Team' mindset, and how each of them play an important role to establish a strong HT Culture.

About 90 HT officers have attended the workshops, achieving an average satisfaction rating of 4.6 and above across all the indicators. The use of LSP has been introduced in HT Civilian Milestone Programme courses such as Step-Beyond (Gr 10), Step-In (Gr 12 and 13) and Civilian Support Officers Foundation Course (Gr13(i) to 15).



TRAINING

HOME TEAM CIVILIAN OFFICERS

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

HOME TEAM CIVILIAN MILESTONE PROGRAMME

The Home Team Civilian Milestone Programme (HT CMP) is a series of four courses aimed at providing relevant skills and knowledge to civilian officers at key stages of their careers.

The programme has been well-received by the officers and over 1700 officers have attended the series of four civilian milestone courses since the CMP started in end-2018. Looking forward, CTS plans to organise learning activities, such as workshops and visits, to complement the CMP courses. The aim is to provide timely and up-to-date learning opportunities for civilian officers. As a start, CTS organised a one-day workshop titled 5G Market Potential and Job Opportunities with the National University of Singapore on 29 February 2024.



TRANSFORMATIONAL AND STRATEGIC EMERGING SKILLS

To support the next bound of HTT 2030, HT must constantly upskill its officers in emerging skills to be operationally ready to keep Singapore safe and secure. HTA has been working with SkillsFuture SG (SSG) to develop a survey to identify HT emerging skills and provide targeted training interventions for HT officers effectively for the next 3 years. Eight out of 22 emerging skills garnered the highest number of responses across the HT. Moving forward, HTA will work with internal and external stakeholders to raise awareness among HT officers about these emerging skills through targeted training.

HEART SKILLS

ETHICAL AND PROFESSIONAL INTEGRITY



COLLABORATION WITH STAKEHOLDERS



CONTINUOUS IMPROVEMENT MANAGEMENT



DIGITAL SKILLS

ARTIFICIAL INTELLIGENCE



SECURITY GOVERNANCE



ROBOTICS AND AUTOMATICS TECHNOLOGY APPLICATION



INTERNET OF THINGS



DATA GOVERNANCE



HOME TEAM GENERATIVE ARTIFICIAL INTELLIGENCE SEMINAR

Co-organised by HTA and the Home Team Science and Technology Agency (HTX), the HT Generative Artificial Intelligence (AI) Seminar highlighted the HT's proactive approach in staying abreast of the latest trends in the digital landscape, and equipping our officers with the necessary skills to adapt. Held at MHQ Auditorium on 23 Feb 2024, the seminar featured esteemed speakers from Microsoft, AI Singapore and GovTech Singapore and was well-received by over 320 participants from the HT and other Ministries. The seminar aimed to raise awareness among HT officers about current generative AI capabilities, challenges, and potential uses in homefront safety and security.



SUPPORTING CONTINUING EDUCATION AND TRAINING

In today's rapidly changing world, the field of public safety and security faces challenges of unprecedented complexity. To remain effective in safeguarding Singapore's safety and security, it is essential for HT officers to invest in their continuous education journey.

To ensure our HT officers continue to be future-focused, HTA continues to promote lifelong learning and drive high-quality programmes to equip HT officers with the knowledge and skills they need.

PIONEER BATCH OF BACHELOR OF PUBLIC SAFETY AND SECURITY PROGRAMME GRADUATES

Developed by the Singapore University of Social Sciences (SUSS) and supported by the Ministry of Home Affairs Singapore, the Bachelor of Public Safety and Security (PSS) programme was launched in 2020 to provide students including MHA-sponsored officers, with theoretical knowledge in the areas of criminology, crisis management, and psychosocial intervention. HTA works closely with the stakeholders to oversee content development and programme evaluation. As of Oct 2023, more than 500 HT officers and public-run students have enrolled, both full-time and part-time, in the degree programme.

12 October 2023 saw the graduation of 23 MHA-sponsored officers from the pioneer batch of the full-time PSS degree programme as part of the SUSS Convocation 2023. The PSS programme provided the MHA-sponsored officers with exposure to diverse perspectives and expanded their knowledge of public safety and security.



TRAINER DEVELOPMENT

TRAINING EXCELLENCE AWARDS CEREMONY 2023

On 13 September 2023, about 250 HT officers gathered at HTA's Auditorium to celebrate the achievements of the HT's award-winning trainers. A total of 14 trainers and nine training units were recognised for their inspiring commitment and dedication to upholding training excellence and being innovative in their training approaches.

Given out by HTA annually, this is the pinnacle achievement in the HT training community. It recognises exemplary trainers and training units for excelling in their curriculum design and delivery of quality programmes.



TRAINERS' DAY 2023

The Home Team Trainers' Day, held on 13 September 2023, is a Community of Practice platform aimed to enhance the instructional delivery skills of HT trainers. This event is vital in strengthening the broader HT trainer development ecosystem.



Participants had the opportunity to attend workshops led by Home Team Departments and Institutes of Higher Learning, covering various topics, including the latest in learning technologies and advanced facilitation techniques. This collaborative platform supports trainers in honing their craft and staying at the forefront of training excellence.





ENHANCING OUR SMART CAMPUS

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

SMART DIGITAL LEARNING SPACES

HTA IS COMMITTED TO PROVIDE A SEAMLESS AND INTEGRATED LEARNING EXPERIENCE FOR LEARNERS.

MULTIMEDIA LAB

Launched in August 2023, HTA's Multimedia Lab caters to the online needs of Home Team trainers in developing and delivering online learning sessions. The lab is designed to be a conducive space for collaboration among Home Team trainers and curriculum developers and is furnished with soundproof pods and essential equipment for trainers to deliver online learning professionally.



ENHANCED SMART CLASSROOMS

HTA has been enhancing its Smart Classrooms which are equipped with features designed to enhance the training and learning experience of both trainers and trainees. The first phase of 31 classrooms expected to be completed in September 2025.

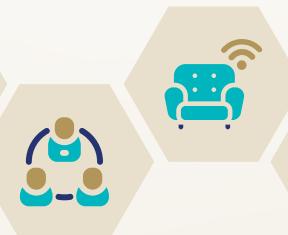
The classrooms are designed to support training in physical, virtual and hybrid formats and features an AI-augmented video camera with voice-tracking features that can cast live training sessions or record training sessions for remote classes or webinars. These next generation smart classrooms also feature built-in lighting sensors and enhanced acoustics along with ergonomic and configurable classroom settings to promote a conducive learning environment. The smart panels are also packed with digital tools and applications to enable effective learning and engagement.

KEY FEATURES OF A SMART CLASSROOM

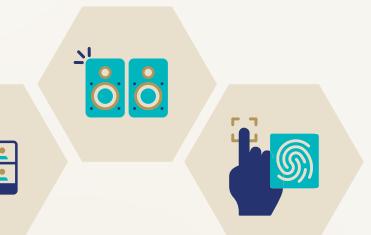
INTERACTIVE DISPLAY PANEL



CONFIGURABLE FURNITURE



INTEGRATED AV EQUIPMENT



INTERCONNECTIVITY ACROSS CLASSROOMS

VIDEO CONFERENCING CAPABILITIES

HUMAN FACTOR ELEMENTS

SMART SAFETY AND SECURITY

THE DIGITAL TWIN 3D VISUALISATION MODEL

HTA is developing a 3D visualisation model of HTA, starting with a 3D wayfinding feature for a seamless campus experience for officers and visitors to identify and locate venues within the campus. Beyond that, the 3D visualisation model is intended to integrate with HTA's other projects to:

- a. Future proof and fulfil requirements for future project integrations;
- b. Meet our security requirements; and
- c. Assist in emergency planning and facility management.



The HTA 3D visualisation model serves as a 'stepping stone' for future projects related to facility, security and safety management where the model is used as a basis for visualisation to provide a coherent view across different systems. The 3D visualisation model could also be accessed by HTA's co-located schools for training usage (e.g. virtual tours using 3D maps, orientation for new trainees), create simulation training scenarios and planning for emergency evacuations.



SMART INFRASTRUCTURE

UPGRADE OF HTA'S SECURITY COMMAND CENTRE

HTA takes pride in providing both an excellent learning experience on Campus, and a safe and conducive learning environment for our officers. The adoption of technologies in our infrastructure and processes extends to the regular maintenance of safety and security in HTA.

HTA's Security Command Centre will be relocated and upgraded to conduct campus security surveillance and monitoring with less manpower effort, with new technology like digital CCTVs and access rights system.





STEPPING UP OUTREACH AND ENGAGEMENT

HTA seeks to ensure our community and key stakeholders are confident that the Home Team is well trained and prepared to keep Singapore safe and secure – through leading edge Training and Learning, enabled by innovative training technologies and driven by a strong safety culture. HTA's local and international engagement initiatives allow us to advance towards being a thought leader in safety and security, access deep expertise and resources, as well as gain insights in international and regional developments in homefront safety and security. By building a strong HTA brand both locally and internationally, HTA also strives to be seen as a choice employer and strategic partner.

HTA'S WORKPLAN SEMINAR 2023

HTA's Workplan Seminar 2023 was held on 2 May 2023 and graced by Mrs Josephine Teo, Minister of Communications and Information and Second Minister for Home Affairs. The event showcased the HTA's achievements in the past year and upcoming initiatives by HTA and Home Team Training & Learning community.

HTA also launched the Home Team Learning Management System (HTLMS) 2.0. The HTLMS2.0 is a newly upgraded data-driven and collaborative learning system which aims to provide a more seamless end-to-end experience for a diverse range of users like the HT's curriculum developers, trainers and learners.



HOME TEAM JOURNAL ISSUE 13

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

Published in January 2024, Issue 13 of the Home Team Journal is a Special Issue on Crisis Leadership that focuses on delving into how the Home Team and its partners are managing security risks, dealing with the complexity of decision-making during a crisis as well as building capability and capacity for crisis leadership.

The Journal also features Permanent Secretary of the Ministry of Home Affairs, Mr Pang Kin Keong, in the Leadership Interview where he shares more about his leadership journey including leading the Homefront Crisis Executive Group during the COVID-19 pandemic.



Click or scan this code
to read Issue 13 of the
Home Team Journal

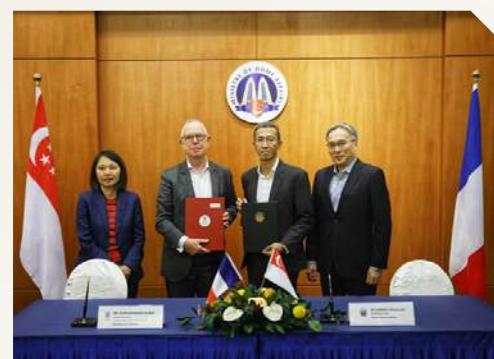
MEMORANDUMS OF UNDERSTANDING WITH LOCAL AND OVERSEAS STRATEGIC PARTNERS

In FY2023, HTA signed two Memorandums of Understanding (MoUs) with the first being with the United Kingdom's Coventry University on 6 July 2023. The MoU seeks to strengthen both organisations' collaboration and capacity building in simulation training, crisis leadership development, and public safety and security programmes.



On 20 October 2023, HTA signed an MoU with the Institute for Adult Learning (IAL) on 20 October 2023. The MoU is centred around enhancing the professional development of HT Departments. This includes the development and delivery of a blend of technology-driven training and traditional methods, complemented by formal programmes from Singapore University of Social Sciences-IAL and event collaborations.

On 18 January 2024, HTA also signed a Letter of Intent (LOI) with Institut des hautes études du ministère de l'Intérieur (IHEMI). The LOI crystallises the commitment between both HTA and IHEMI to further the development of areas of common interest, such as leadership development and crisis management through a range of activities such as exchange programmes and seminars.



ATTACHMENT PROGRAMME WITH THE UNITED STATES FEDERAL LAW ENFORCEMENT TRAINING CENTERS

In June 2023, two HTA officers underwent a two-week attachment at the United States Federal Law Enforcement Training Centers (FLETC). This attachment programme is one of the initiatives to facilitate knowledge-based sharing, joint projects and the exchange of best practices and a result of HTA and FLETC's long-standing partnership. As a follow-up to HTA's and FLETC's first Memorandum of Understanding (MoU) in 2016, both parties had signed a refreshed MoU in 2022.



HTA'S PARTICIPATION AT THE WORLD POLICE SUMMIT 2024

As part of establishing HTA's thought leadership in leadership development training, HTA's Chief Executive, Mr Anwar Abdullah, spoke at the World Police Summit that was held in Dubai from 5 to 7 March 2024. The World Police Summit is the leading global summit for policing and law enforcement attended by officials from across the globe. HTA's presentation shared about how HTA offers a spectrum of leadership development opportunities to facilitate the upskilling journeys of HT and WoG leaders.





PEOPLE DEVELOPMENT

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

H OLISTIC WELL-BEING

HTA TAKES CARE OF ITS TEAM'S WELL-BEING BY ENSURING A SAFE AND SECURE WORKING ENVIRONMENT, ORGANISING TEAM-BONDING ACTIVITIES AND IMPLEMENTING HELPFUL INITIATIVES TO CATER TO THEIR NEEDS.

STAFF WELFARE INITIATIVES

HTA's Staff Welfare Committee (SWC) organises a range of holistic well-being activities for HTA staff including an annual health check-up, regular birthday celebrations, financial workshop, mental well-being initiatives as well as teambonding sessions.

In FY2023, the SWC also collaborated with HTA's Centre for Corporate Services to organise a series of eco-themed events to raise awareness about the importance of sustainability. The events included workshops to create fabric totebags out of preloved clothing and an inter-tidal marine biodiversity trail at Changi Beach and were also open to HTA's co-located schools for the first time.

Based on a feedback survey for HTA officers, more than 90% of survey respondents were satisfied with the SWC's FY2023 events and initiatives, rating 4 or 5 out of 5.



E NGAGED OFFICERS

HTA CONTINUED TO ENGAGE ITS STAFF THROUGH VARIOUS CHANNELS TO KEEP THEM UPDATED ON ITS KEY DEVELOPMENTS AND SOLICIT FEEDBACK TO IMPROVE THE WORK ENVIRONMENT.

ENGAGEMENT SESSIONS

HTA's bi-annual HTA Townhalls provide a platform for HTA management to engage and interact with officers. During townhall sessions, senior management engage officers on various issues such as welfare, recruitment, branding and sustaining productivity levels. HTA seeks to create safe spaces for two-way dialogues by adopting hybrid

engagement tools for officers to provide their comments either online or in-person. Promotions and various awards are also celebrated and presented to recognise officers' contributions and achievements.



A VALUED PARTNER

OUTSTANDING HT AND HTA OFFICERS WERE RECOGNISED THROUGH VARIOUS AWARDS. BOTH TEAMS AND INDIVIDUALS RECEIVED ACCOLADES FOR THEIR DEDICATION TO BRINGING THEIR BEST TO WORK EACH DAY.

CE'S AWARDS

INDIVIDUAL

- Mr Abubakar Siddiq Bin Mohamed Idier
- Ms Lai Liling Cheryl

TEAM

- Ms Sharon Tang, Mr Muhammad Adib Sidek, Mr Jason Choo, Ms Tay Kai Ying, Ms Evelyn Gwee, Ms Olivias Chng
- Ms Sheila Loh Li Hui, Ms Yao Siying, Ms Stephanie Ng
- Ms Seow Jia Ying, Ms Eng Hui Yi, Ms Sia Yu Ting
- Mr Benjamin Goh, Mr Tan Siew Ghim, Mr Gilbert Chen, Ms Charlene Ong, Mr Leong Xiu Zhen, Ms Huang Huiwen, Mr Ying Meng Fai, Dr Saravana Kumar, Mr Terence Tang, Mr Leow Khim Han, Mr Derek Chong, Ms Xu Yuan Xing
- Ms Tay Kai Ying, Ms Hazel Chan, Mr Marcus Sia

CE'S PAT-ON-THE-BACK AWARDS

INDIVIDUAL

- Ms Vionna Lee Wan Qian
- Ms Ng Li Qin
- Ms Charlene Ong
- Mr Bjorn Lai
- Mr Muhamad Izar Bin Ayob
- Ms Eng Hui Yi

TEAM

- Ms Lim Lai Hui, Ms Melissa Teh, Ms Nur Atiqah Binte Abdul Razak, Ms Wong Ci Yi, Ms Nurul Huda, Ms Ong Ker Peng, Ms Chin Shu Min, Mr Neo Ghim Khoon Dave, Ms Koh Hui Tong, Ms Loh Zhiwei Noelle, Ms Joanna Lam, Ms Charlotte Loh, Ms Audrey Chua Mei Qi, Mr Barath Salarjoo, Ms Desrene Teo Rui Ling
- Mr Jeremy Tan, Mr Calvin Koh, Mr Jason Choo, Mr Asyraf Abdul Hamid
- Mr Jason Choo, Mr Asyraf Abdul Hamid, Mr Ong Eng Chye, Mr Seah Jian Min

THE PUBLIC ADMINISTRATION MEDAL (BRONZE)

- Mr Poon Ngee

COMMENDATION MEDAL

- Ms Goh May Yit

R RESPECTED PROFESSIONALS

HTA REGULARLY IDENTIFIES AND SUGGESTS COURSES TO HELP OFFICERS DEVELOP THEIR PROFESSIONAL AND PERSONAL SKILL SETS.

TRAINING ROADMAP

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



DEDICATED TRAINING HOURS

Each officer aims to set aside at least 100 training hours each year for professional development. In FY2023, an average of 102.7 hours of training hours per individual was achieved.

AN AVERAGE OF
102.7
TRAINING HOURS



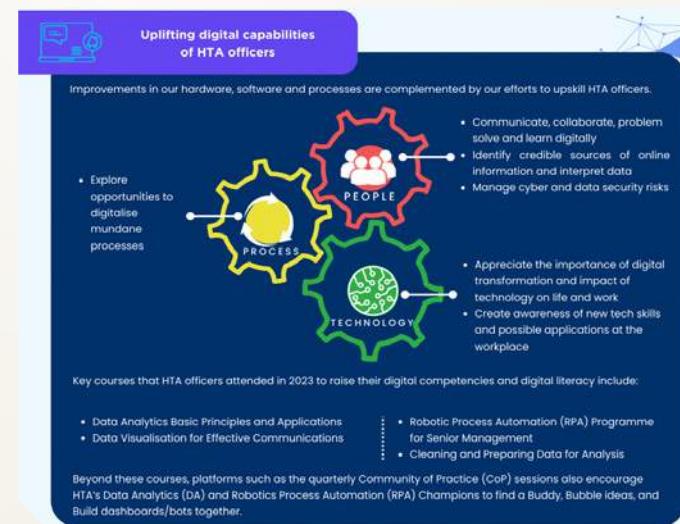
T ECHNOLOGY-ENABLED WORKFORCE

HTA LAUNCHED IT TOOLS TO FACILITATE A PRODUCTIVE AND FUTURE-READY WORKFORCE.

HTA'S DIGITALISATION CHAMPIONS

Since 2021, HTA has also trained more than 40 Robotics Process Automation (RPA) and Data Analytics (DA) champions. These officers have worked on over a dozen RPA and DA projects to enhance work productivity.

A group of Digitalisation Champions among HTA officers were also appointed to identify digitalisation projects to reduce manual processing and allow staff to focus on more value-added work. This initiative seeks to build a ground-up culture of problem-solving and creative solutioning. Successful digitalisation projects include the use of Robotic Process Automation bots to automate data entry and the use of coding to digitalise HTA's meal distribution process for trainees and officers in our co-located schools.





CORPORATE GOVERNANCE AND ACHIEVEMENTS

In FY2023, HTA continued to strive towards organisational excellence, including maintaining high training safety standards. Notably, it achieved a Tier 1 rating in its HT Key Performance Indicators scorecard, the highest possible. This was first introduced in 2015 to systematically measure each HTD's performance in achieving five desired outcomes:

1 Operational excellence

2 Operational preparedness

3 Operational capabilities for the future

4 Strong community partnerships

5 A high-performing Home Team

BRANDON HALL GROUP EXCELLENCE AWARDS

As the Corporate University of the Home Team, HTA takes pride in being at the forefront of training and learning. In August 2023, HTA's Home Team Simulation System and suite of leadership development programmes were recognised with five Brandon Hall Group (BHG) Excellence Awards across different categories. This consists of three gold awards for Best Advance in Leadership Development, Best Advance in Learning Technology Implementation and Best Use of Games or Simulations for Learning as well as two silver awards for Best Unique or Innovative Leadership Program and Best Unique or Innovative Learning and Development Program. The BHG Excellence Awards recognises organisations that have successfully developed and deployed programmes, strategies, modalities, processes, systems and tools that have achieved measurable results.



SINGAPORE HR AWARDS 2023

In October 2023, HTA received two awards at the 16th Singapore HR Awards: the Gold award for Workplace Culture & Engagement and the Silver award for Employee Experience & Well-being. Organised by the Singapore HR Institute, Singapore's leading professional HR body, the annual Awards is a regional benchmark for the advancement of HR practices and affirms that HTA has set the standard for industry best practices.

HTA will continue to engage and support its officers in their development and collaborate with them to build a stronger workplace culture.



SILVER RIBBON AWARD 2023



In October 2023, HTA was awarded the Silver Ribbon Mental Health Award for the second consecutive year. This award recognises HTA's efforts in creating a mentally friendly and healthy work environment. HTA is committed to supporting its staff's mental health through flexible work arrangements and a range of well-being and team bonding initiatives.

TRAINING SAFETY AS A PRIORITY

CERTIFICATIONS FOR MANAGEMENT OF TRAINING SAFETY AND FACILITIES.

HTA has continued to prioritise providing a safe and healthy workplace for all officers on our campus. HTA successfully completed its ISO 45001 surveillance audit in January 2024. The ISO 45001 certification is an international standard for occupational health and safety and testifies that HTA's safety management systems and practices continue to be robust and support the functioning of a safe training environment.

On 15 March 2024, HTA was also awarded the BizSAFE Level Star for our effective training and workplace safety. This certification is a strong testament to HTA's efforts to build a secure and safety workplace for the trainees and staff which can lead to increased productivity as they feel safer and more motivated to train and work.



SAFETY WORKSHOP AND TALK

The HTA's Safety and Security Branch (SSB) organised two safety workshops and talks in October 2023, attended by more than 100 participants from across the Home Team.

On 3 October 2023 and for the first time, HTA invited a trained specialist from the Singapore Police Force's Special Tactics And Rescue (STAR) unit as a guest speaker to give a talk on the safety aspects in conducting 'Method of Entry' training. 'Method of Entry' training refers to training HT officers receive when learning to breach doors during emergency situations and raids. Participants learnt how to improve training safety through sharing insights gleaned from case studies on safety mishaps.



On 26 October 2023, HTA also invited specialists from Changi General Hospital to give a virtual talk to trainers from across the Home Team. The topics covered included the how to minimise the risk of heat injuries, strategies to enhance performance in the heat and how to prevent dehydration as well as optimise recovery.

Participants of both the workshop and talk shared that they found the sessions useful and relevant to their work.



HOW WELL DO YOU KNOW OUR TRAINERS?

GET TO KNOW THE CENTRE FOR LEARNING SYSTEMS THAT EQUIPS HOME TEAM TRAINERS WITH THE LATEST TOOLS AND TRAINING METHODOLOGIES



CLS101

Ms Jasmine Bok remembers running a course when an adjunct trainer revealed he did not understand why he was there, especially after having just finished a 24-hour tour of duty as an investigation officer. Three days later, he admitted that attending it was "the best decision" he had ever made and that he had "benefitted tremendously" from it. Incidents like this spurs the Director of the Centre for Learning Systems (CLS) to do more, and better, for the Home Team (HT) trainers she is tasked to develop.

The HT has approximately 2,000 full-time and adjunct trainers. Each is subject to the Trainers' Competency Development Roadmap (TCDR) that governs their professional development and clearly articulates a four-part pathway for them to advance from trainer to master trainer.

In addition, CLS is also responsible for the professional development of curriculum developers, which began later in 2018 and is anchored by a training curriculum master plan. Jasmine explains, "We recognised that our trainers are the locomotive behind the training delivery and that we needed to go upstream. If the coursework is not well designed, the trainers will not be able to achieve the learning objectives."

A third pillar is supporting the online learning of HT trainers, curriculum developers and officers. This concerns providing adequate technology and user experience infrastructure to

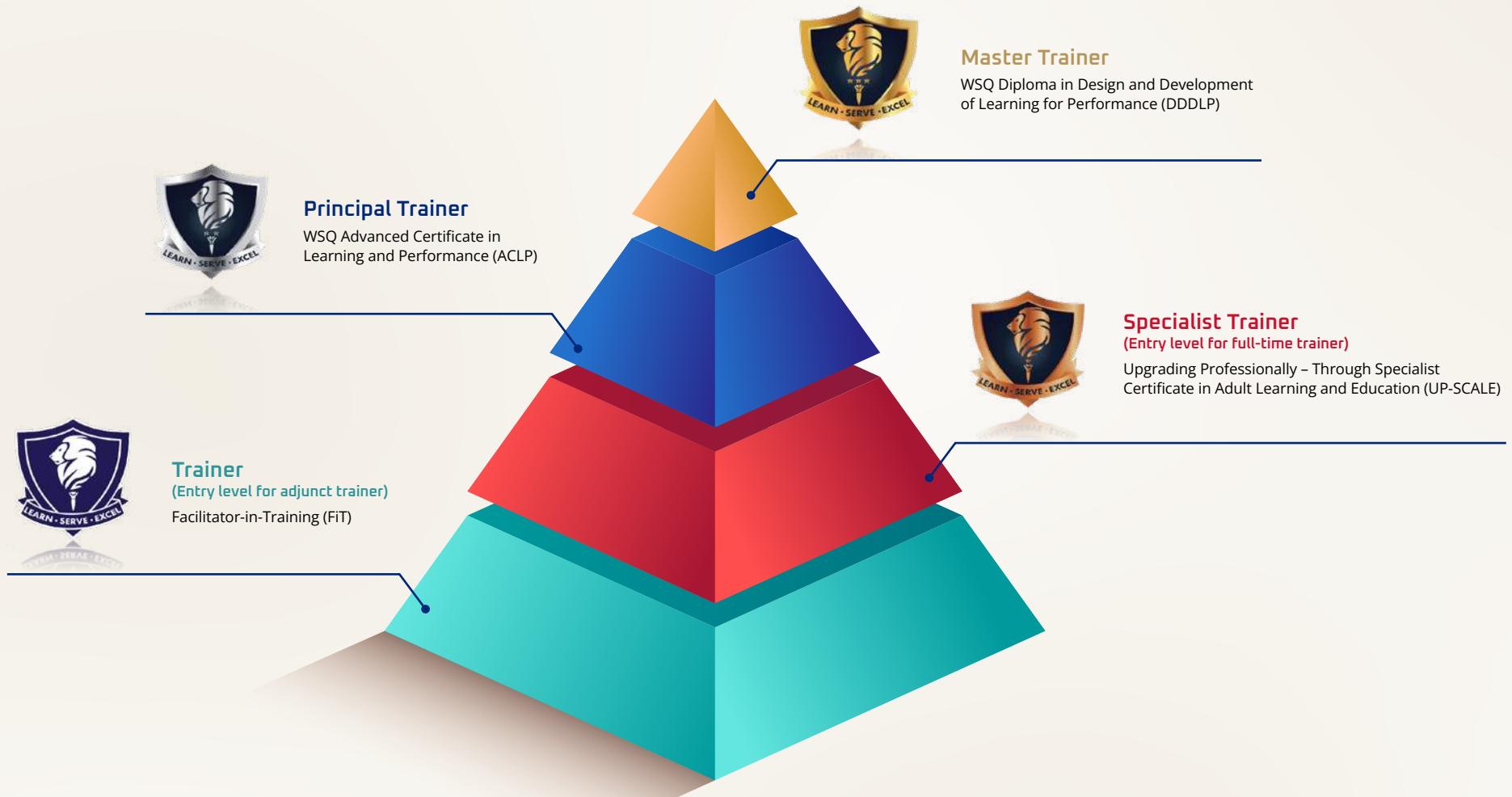
facilitate online learning via the Home Team Learning Management System, while complementing the in-person learning experience by creating conducive physical spaces such as smart classrooms.

Much like the participants of CLS-run courses, Jasmine is motivated to make an impact by contributing towards the operational success of the Ministry of Home Affairs (MHA). She shares, "When we train one trainer, there is a multiplier effect on a lot of learners in the organisation. It's very important that we do this well to enable our officers to perform their roles effectively and safely at the frontline."



Ms Jasmine Bok (front row, third from left) together with her CLS team and Dr. Samson Lee from the Institute for Adult Learning, one of HTA's strategic partners, at the Home Team Trainers' Day 2024

TRAINERS' COMPETENCY DEVELOPMENT ROADMAP





Colonel Ow Yong Tuck Wah
Singapore Civil Defence Force
Master of the Force

With 11 years of experience as a trainer at the Singapore Civil Defence Force's (SCDF) training institution, the Civil Defence Academy (CDA), COL Ow Yong Tuck Wah is one of the four in the HT who have attained the highest accreditation of Master Trainer. He is also SCDF's first Master Trainer. COL Ow Yong firmly believes that excellent trainers must tap on their ground experience to help trainees gain a deeper appreciation of their training journey.

COL Ow Yong first joined the SCDF in 1994. He underwent numerous postings throughout SCDF, including a stint as the Commander of Bishan Fire Station. He is currently the Deputy Director (Development) and Head of the Leadership Development Centre at CDA.

COL Ow Yong believes that being a Master Trainer allows one to contribute meaningfully to the design of training masterplans (e.g. SCDF leadership programmes) and the architecture of training facilities (e.g. redevelopment of the CDA Field Training Area). His duties as a Master Trainer have also exposed him to various opportunities, such as serving as a course advisor for the pilot ASEAN-Emergency Response and Assessment Team (ERAT) Team Leader Course in Indonesia.

These learning opportunities constantly remind COL Ow Yong of his passion for operations, training, and mentoring. Whenever he stands in front of a class, COL Ow Yong not only strives to impart theoretical knowledge, but also tap on his vast operational experience. "I enjoy sharing my experiences from local and overseas operations through story-telling. My involvement in overseas humanitarian missions has broadened my horizons and strengthened my resolve to help the affected people."

When he mentors past graduates of the Rota Commander Course, and hears how they have applied what they had learnt at the academy, he feels immense satisfaction.



COL Ow Yong conducting oil tank firefighting doctrine lesson for SCDF cadet officers using the SCDF Advanced Command and Training System 2.0



Ms Radhika Naidu
Singapore Police Force
Guardian of Singapore

Do you find the topic of Crime Prevention Through Environmental Design (CPTED) boring? Radhika Naidu has heard such feedback before and, thereafter, decided to use relatable ideas to bring the concepts alive.

One example is how when driving overseas, there are a slew of ways to protect the car, such as using steering locks, parking near the entry or exit points and not leaving valuables in plain sight. "With this experience, I would have effectively imprinted three strategies to prevent situational crimes in the learners' minds," she shares.

Techniques like this have held her in good stead in her role as a specialist trainer at the Singapore Police Force's Centre for Protective Security (CPS). In addition to actively engaging with external stakeholders, like schools and building owners, on security best practices, she also teaches at milestone protective security courses for HT audience. "The end goal is to share with them different aspects of security and how they can put in measures to keep Singapore safe," she adds.

In preparing to do what she does, Radhika has HTA's CLS and SPF's CPS to thank for supporting her. Not only was she able to develop her protective security knowledge through undergoing all the milestone courses, she also found her niche area to specialise in, starting first with CPTED and then global terrorism trends.

Early on, she underwent instruction on how to be a trainer by doing the Advanced Certificate in Training and Assessment, elaborating, "It helped my confidence to stand before experienced audiences, like police officers, who are much more well versed in security, to speak about the topic that I was teaching."

Radhika has done so well in her current role that in 2023, she won the HT Trainer of the Year (Special Commendation) award. Motivating her is the notion that she has a part to play in keeping Singapore safe and secure. "I take absolute pride in the fact that our women, elderly and children can go about their chores with peace of mind. Security is something that isn't afforded to many people and we should never take it granted."



Radhika addressing participants from the CBRE (Chemical, Biological, Radiological, Explosives) Workshop conducted by CPS in collaboration with the US Defence Threat Reduction Agency (DTRA)



ASP Saliman Ishak
Singapore Prison Service
Captain of Lives

ASP Saliman Ishak has always been interested in training for as long as he can remember. He finally had the chance to try his hand at it after joining the Singapore Prison Service as a Senior Trainer at the Singapore Prison Training Institute (SPTI) in November 2020. This came on the back of him being a prison officer for eight years, where he chalked up time managing inmates and their rehabilitation programmes.

"The operational experience helped because I now need to train the trainees to be confident and competent when deployed on the ground. I enjoy imparting my knowledge to the trainees and guiding them to become competent Captains of Lives," says ASP Saliman, when asked about the change in his portfolio.

In making the switch, ASP Saliman embarked on the TCDR, which guided him on the courses that he needed to take to become an effective trainer. He lauds it for the skills and knowledge acquired to allow him to stand in front of an audience and facilitate training courses. In fact, he learnt not to be the only one doing the talking, but also how to engage the class to make the experience more interactive.

"We ask them to share what they have learnt previously and leverage online tools like Kahoot and Ahaslides to make learning more engaging. My role is to facilitate learning than just downloading content to the trainees," he says.

Aside from training, some 20 percent of his time is spent doing curriculum development, which he picked up from a separate CLS course. Notably, he led the review of the DNA of a Captain of Lives module where trainees learn the traits of Captains of Lives that they must embody to perform their duties well and uphold public trust in SPS. It led him to be awarded

the HT Full-time Trainer of the Year award in 2023, the top and most prestigious award given out annually.

ASP Saliman's outstanding performance qualified him to travel to Florida in the United States in 2024 to attend a three-day training conference. He has brought back many fond memories, including tips on how to become a better facilitator, networking with people from all over the world and the use of technology in training. "It was very diverse and really opened up my eyes to the possibilities. I cannot wait to introduce some of the methodologies to my courses," he enthuses.



ASP Saliman guiding a trainee undergoing a virtual reality training simulation at the Singapore Prison Training Institute based at HTA

ALMANAC

HOME TEAM TRAINING EXCELLENCE AWARD WINNERS

HOME TEAM TRAINER OF THE YEAR (FULL-TIME)

ASP(2) Saliman Ishak
Singapore Prison Service

SPECIAL COMMENDATION

- **SI Zhang Xukun**
Singapore Police Force
- **LTC Lee Kian Fatt**
Singapore Civil Defence Force
- **CI(1) Rudyhardi Bin Rosjeli**
Immigration & Checkpoints Authority

MERIT

- **INSP(1) Neo Wee Tiong**
Singapore Police Force
- **CPT Li Chaohong**
Singapore Civil Defence Force
- **INSP(2) Ng Yeong Kok**
Central Narcotics Bureau

HOME TEAM TRAINER OF THE YEAR (ADJUNCT)

MX11A Sarah Lavinia Joseph
Singapore Prison Service

SPECIAL COMMENDATION

- **MX10 Radhika D/O Munisamy Naidu**
Singapore Police Force
- **Associate Consultant Chai Yock Eng Connie**
Ministry of Home Affairs
- **MX11 Sadhana Rai**
Singapore Prison Service

MERIT

- **SI Mohammed Sophian See Bin Mohammed Izwan See**
Singapore Police Force
- **MAJ Soh Cheng Wei Keave**
Singapore Civil Defence Force
- **CI(1) Abdul Najeed Bin Rajatmarican**
Immigration & Checkpoints Authority

HOME TEAM TRAINING UNIT OF THE YEAR

Security Outreach Unit
Ministry of Home Affairs

SPECIAL COMMENDATION

- **Police Custodial Branch Training Committee**
Singapore Police Force
- **CRIMES3**
Singapore Police Force
- **Leadership Development Centre**
Singapore Civil Defence Force
- **Training Unit**
Central Narcotics Bureau

MERIT

- **Forensics Management Branch**
Singapore Police Force
- **Neighbourhood Police Centre Training Wing**
Singapore Police Force
- **Urban Search & Rescue Branch**
Singapore Civil Defence Force
- **Community Corrections Command**
Singapore Prison Service

COURSES AND SEMINARS

20 TOTAL NUMBER OF
PROGRAMMES IN FY2023





HOME TEAM ACADEMY

501 OLD CHOA CHU KANG ROAD
SINGAPORE 698928

www.mha.gov.sg/hta

