



THE EMPOWERED WOMEN

CONTENT SPOTLIGHT



Page 13

Scam Alert! \$180,000 Nearly Lost to "Tech Support" Scammers

Over three days of lies and deception, scammers posing as technical support employees from a local telecommunication service provider and an officer of a bogus government agency nearly scammed a senior IT professional of \$180,000! Find out how the Singapore Police Force's Anti-Scam Centre worked with their banking partner, OCBC Bank, to prevent the victim from losing his life savings.



Page 22

What's in My Neighbourhood?

Peer into the life of Sergeant Demian Chan, a Ground Response Force officer from Geylang Neighbourhood Police Centre. Read on as he tells us more about his favourite food haunt in the vicinity and his work in the neighbourhood that he has protected for close to four years. We also learn about what motivates him as a police officer and how his job makes a positive impact on others.



Page 20

The Empowered Women

Policewomen are steadily making their mark in this male-dominated occupation, taking up positions in almost every aspect of policing. At present, there are more than 1,800 female police officers, who make up approximately 19 per cent of the Singapore Police Force and can be found serving in practically every unit, even in specialist units. In this issue, read about the progress of women in the police force and be inspired by the untrammelled determination of four female officers who have shown us that women can carve out a career for themselves even in a field dominated by men.



Page 30

The Force's Very Own Voice Talent

Meet Assistant Superintendent of Police (ASP) Sunny Wee, the voice talent of the Singapore Police Force. From his first experience emceeing at 14 years old to scoring voice over jobs and hosting events in the police force, ASP Wee spills the beans on his "secrets" to acing his "voice" jobs. Scan the QR codes within the article and hear him out!

CONTENTS



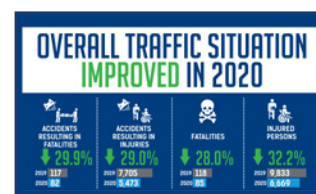
04

Let's Get Social!



06

Annual Crime Situation 2020



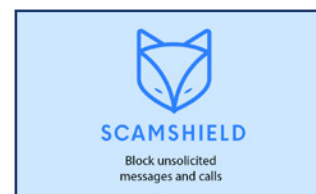
07

Annual Road Traffic Situation 2020



08

A Better Shot



10

Fighting Scams with ScamShield



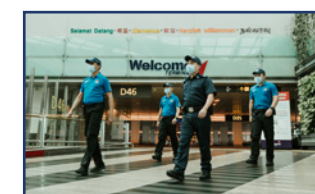
13

Scam Alert! \$180,000 Nearly Lost to "Tech Support" Scammers



16

Poster



18

Passion to Serve



20

The Empowered Women



22

What's in my Neighbourhood?



24

The Tanjong Pagar Rioting Case



26

Leading in Uncertain Times: Stories from SQ117 Hijack, Post 9/11 and SARS



30

The Force's Very Own Voice Talent

Committee

Editorial Advisor
Serene Chiu

Editor
Denise Luo

Chief Editor
Ho Yenn Dar

Journalist
Irwan Shah

Senior Editor
Matthew Chua

Journalist
Syam Roslan

Police Life is a publication of the Singapore Police Force. For feedback or enquiries, please write to the editorial team at SPF_PLM@spf.gov.sg. The materials in this publication are not to be reproduced in whole or in part without the prior written consent of the Editorial Committee. All rights reserved. Whilst we tried to ensure that information provided is up-to-date and accurate, the publisher will not be responsible for any errors or omissions.

Let's Get Social!

Irwan Shah

Check out the Singapore Police Force's Facebook page to find out the latest happenings! Here are some of the highlights for the months of January and February 2021!

Singapore Police Force
January 18 · 🌐

Where were you one year ago on the 18 January? What were you doing on that particular day? Most of us won't remember.

But 18 January 2020 was a significant day for Afif, Mifdhal, Hay Lam and Aashiq. On that day, they graduated from the Police National Service Basic Training Course, ready to join the SPF family to prevent, deter and detect crime.

One year on, where are they now? Watch this video to find out....
[See More](#)



1.3K 147 Comments 386 Shares

Fatima Maxx
A lovely and informative video!
Best wishes to the young men featured in the video. ... [See More](#)

Mohamad Anwar Mohamad
With great respect for the lion and tiger emblem. Keep up SPF.

Frances Jeremiah
Thanku to all our men n women in blue 4 all ur care n svs u provide 4 us..u put urself 1st on e frontline..n sg is safe bcos of e good n strict laws here.

Singapore Police Force
February 26 at 3:01 PM · 🌐

Congratulations to SUPT Ahamed Basha for receiving the Home Team Training Unit of the Year 2020 award! He oversees the Emergency Response Team training as well as the Navigational and Boat Handling training at the Police Coast Guard (PCG) Training School.



Ministry of Home Affairs, Singapore · 🌐

SUPT Ahamed Basha oversees the Emergency Response Team training as well as the Navigational and Boat Handling training at the Singapore Police Force's Police Co... [See More](#)

429 55 Comments 32 Shares

Analyn Tabigue
Congratulations to you sir,

1 Reply

Mohd Ramly
I salute u sir n SPF PCG man/ women to keep our sea protection 🙏🙏

Rafi Kadir
He surely captured Captain America's spirit alright!
Congratulations



Singapore Police Force
February 11 · 🌐

Happy Lunar New Year! May your year be filled with abundance of health and happiness. Stay safe, and enjoy the festivities!

#happylunarnewyear #singaporepoliceforce



644 133 Comments 198 Shares

Bee Salleh
Happy New Year of the OX to all. Thank you for keeping us safe 24/7. Have a blessed and a year full of abundance. Don't forget to Stay Safe 🙏🙏

Adam Adam
Happy New year to all #SPF. Thanks for keeping the nation safe. Appreciate that while many of us on leave to celebrate, you sacrifice the celebration to upkeep safety n law and order. Thank you so much

Singapore Police Force
January 22 · 🌐

Explore the Police Heritage Trail – Former Traffic Police (TP) Headquarters

Familiar to generations of drivers, the former TP Headquarters at 28 Maxwell Road was home to TP for 69 years from 1930 to 1999. The building housed both offices and barracks facilities for officers and their families. It was also the site of Singapore's first Driving Test Centre when driving tests were first introduced in 1941. Today, the building has been repurposed and is known as Maxwell Chambers... [See More](#)



357 38 Comments 51 Shares

Eddy Ong
I was there learning how to drive. Took a test and passed the first time in 1960.

Lee Johnny
This is where I took my driving test in the early 60!

Choo Jimmy
My first attachment after passing out and later was posted to Sepoy Line Accident Department.



ANNUAL CRIME SITUATION 2020

 Syam Roslan

Singapore remains one of the safest cities in the world. For the seventh consecutive year, Singapore was ranked first in Gallup's 2020 Global Law and Order report. 97 per cent of residents reported that they felt safe walking home alone in their neighbourhood at night, compared to an average of 69 per cent worldwide.¹ The World Justice Project's Rule of Law Index 2020 also ranked Singapore first for order and security.²

In 2020, the total number of reported crimes increased by 6.5 per cent due to a rise in scam cases. In particular, online scams saw a significant increase as Singaporeans carried out more online transactions due to the COVID-19 situation.³ Excluding scams, the total number of reported crimes in 2020 would have decreased by 15.3 per cent.

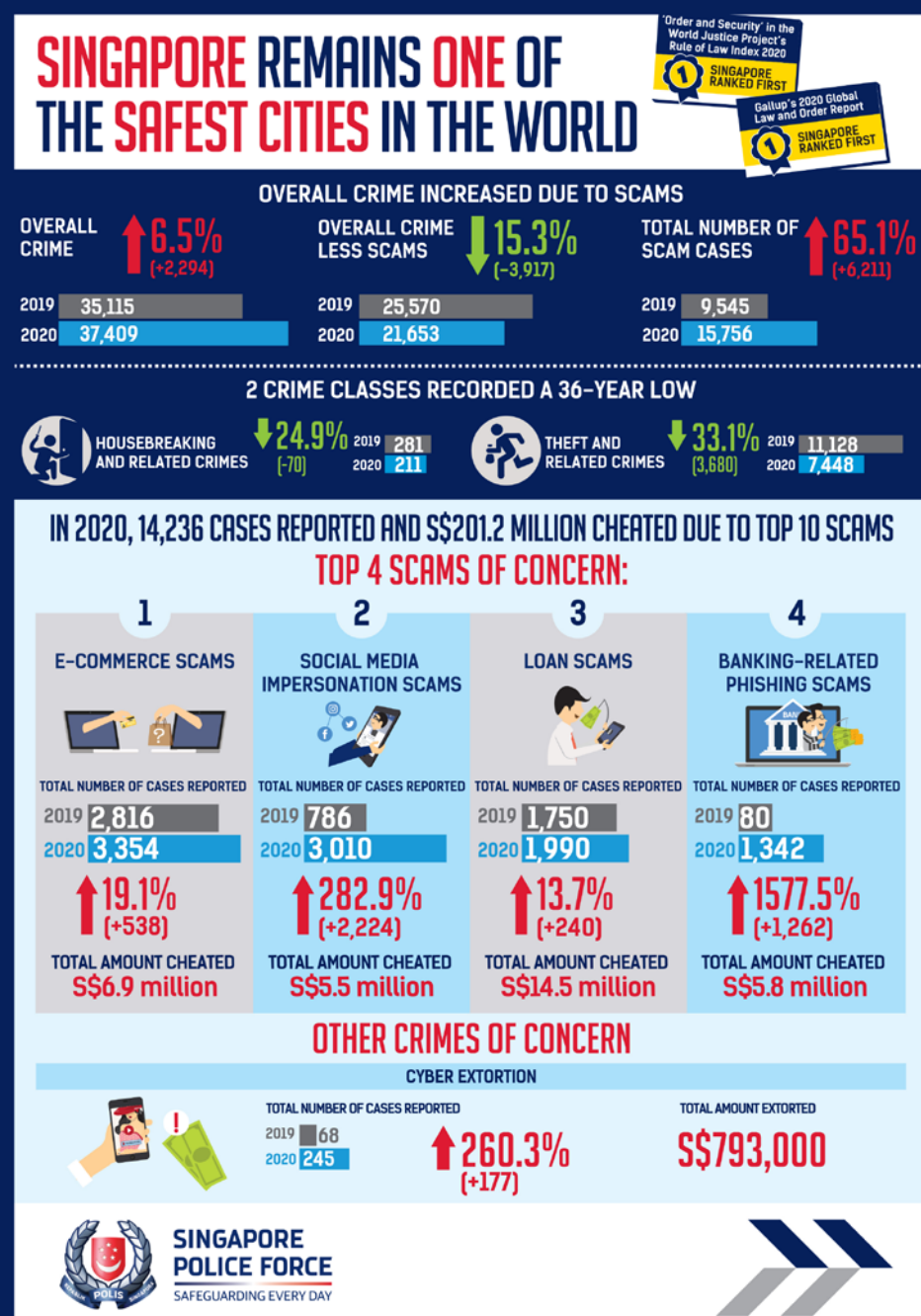
Criminals, including scammers, remain an ever-present threat to public safety and security. The COVID-19 situation creates opportunities for them to exploit the public's fear and sense of uncertainty, and develop new ruses to prey on potential victims.

Everyone has a part to play in keeping Singapore safe and secure, especially during these uncertain times. We can prevent someone from falling victim by being aware of these threats and cautioning our loved ones and friends about them. Let us all continue to remain vigilant and work together to keep Singapore safe and secure!

¹ Extracted from: <https://www.gallup.com/analytics/322247/gallup-global-law-and-order-report-2020.aspx>

² Extracted from: <https://worldjusticeproject.org/our-work/research-and-data/wjp-rule-law-index-2020>

³ Extracted from: <https://www.channelnewsasia.com/news/business/record-number-of-digital-banking-transactions-during-covid-19-12645256>

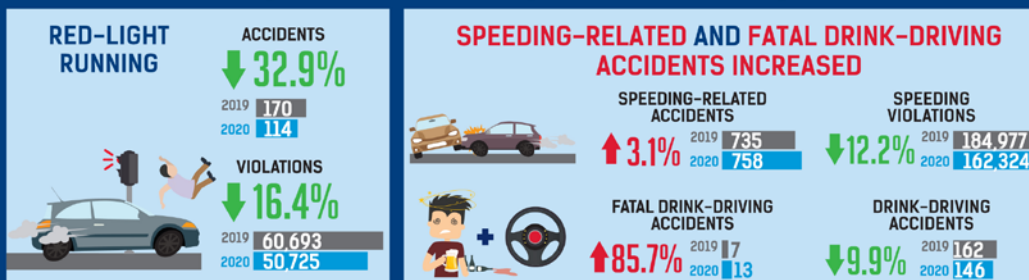
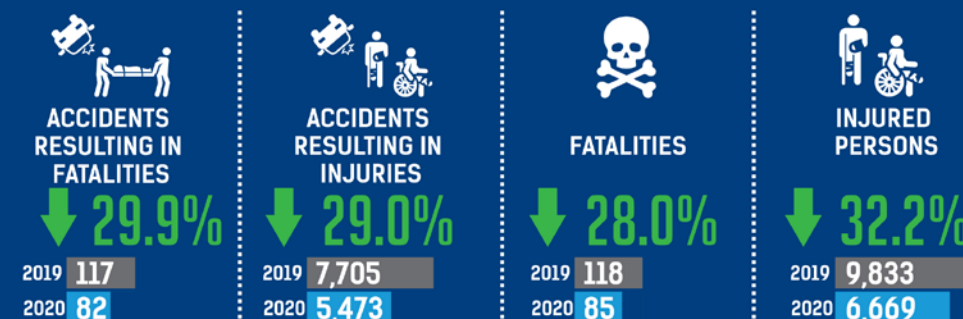


ANNUAL ROAD TRAFFIC SITUATION 2020

 Syam Roslan

The road traffic situation improved in 2020, with fewer road traffic accidents, fatalities and injuries as compared to 2019. The number of fatal accidents and fatalities also fell to a record low. These decreases were partly attributable to the lighter traffic due to the COVID-19 situation, especially during the Circuit Breaker period. However, increases in the number of speeding-related accidents and fatal drink-driving accidents remain a concern. Road safety is a shared responsibility. Let us all play our part in making Singapore's roads safer.

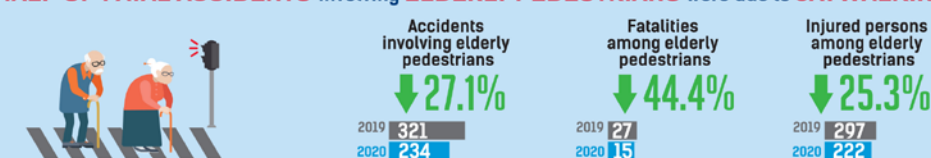
OVERALL TRAFFIC SITUATION IMPROVED IN 2020



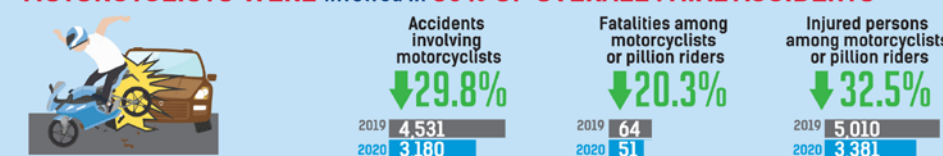
ELDERLY PEDESTRIANS AND MOTORCYCLISTS REMAIN VULNERABLE

THEY ACCOUNT FOR A DISPROPORTIONATE NUMBER OF ACCIDENTS RESULTING IN INJURIES OR DEATH

About **HALF OF FATAL ACCIDENTS** involving **ELDERLY PEDESTRIANS** were due to **JAYWALKING**



MOTORCYCLISTS WERE involved in 63% OF OVERALL FATAL ACCIDENTS



A BETTER SHOT

✍ Irwan Shah 📷 Singapore Police Force

Bedok Division's pilot programme, "A Better Shot (ABS)", kick-started in January 2021, offering free English and Mathematics tuition classes to primary school students in need of assistance. In collaboration with Yun Yin Dian (YYD) Education Centre, a charity organisation, and the People's Association (PA), officers from Tampines Neighbourhood Police Centre (NPC)'s Community Policing Unit (CPU) transformed the Tampines East Neighbourhood Police Post (NPP) Community Zone into a centre for learning every weekend.



REDEFINING YOUTH ENGAGEMENT

The then Commander of Bedok Division, Assistant Commissioner of Police (AC) Julius Lim, spoke about the need for the CPU to redefine the concept of how youth outreach programmes were being run. Traditionally, such programmes were done through crime prevention talks, exhibitions or school holiday programmes. However,

tackling the root cause of delinquency needed more than just these efforts. It required a whole different approach, which would redefine how youth engagement programmes would be held.

The CPU officers observed that delinquent youths usually faced social problems such as financial difficulties at home or lack of parental guidance and support. They

also observed that the target audience of most existing Singapore Police Force (SPF)'s youth outreach programmes are for youths between 13 and 17 years old rather than those between seven and 12 years old. The redefined approach to youth engagement programmes would need to be done more holistically so that it would also benefit youths of the younger age group, and the people around them.

WORK PLANS

Following AC Lim's guidance, a team of CPU officers decided to explore the provision of free tuition services to school students, which would give them a conducive environment where social resources are available. Moreover, it would be helpful to have CPU officers as role models to guide them in hopes of steering them away from crime. In collaboration with YYD Education Centre, the team spearheaded the ABS programme in the first quarter of 2020. They also reached out to PA to help spread awareness and publicise the ABS programme to low-income families residing in Tampines.

Through PA's vast community networks, families are able to seek assistance for referrals from social agencies such as family service centres, to enrol eligible primary school students for the ABS programme. Grassroots leaders were also informed about ABS and helped to promote the programme to low-income families during house visits. The whole process is done in addition to CPU's current efforts where they conduct crime awareness house visits and assess for potential primary school students to join the ABS programme.

RESPONSIBILITY TO THE COMMUNITY

Even during its infancy, the ABS programme yielded a positive impact on the community. During one of the joint house visits by CPU officers and YYD Education Centre volunteers, they came across a single parent facing financial difficulties due to her hefty medical bills. She was also the sole breadwinner for her three children, one of whom was diagnosed with autism. After assessing their situation, the family was referred to social agencies for financial aid via PA, with one of the children eventually enrolling into the ABS programme. This is the very essence of the programme, tackling the larger social




issues that underpin potential youth delinquency while realising students' potential.

Aside from academic tuition, the ABS programme also serves as a platform for character building in primary school students. They will be engaged in various activities such as learning journeys, field excursions and bonding activities together with Tampines NPC's CPU officers during the school holidays. The CPU officers will also serve as mentors, teaching nuggets of life skills and civic mindedness, while building stronger bonds to steer students away from crime.

The ABS programme helps to reaffirm the positive role that the SPF plays in improving the quality of life in local communities; where police posts do not just serve as a place of safety and security, but also as a beacon for knowledge and community well-being. The SPF remains committed to strengthening its trust and relationship with the community.



Fighting Scams with ScamShield

 Irwan Shah

To fight scams, the National Crime Prevention Council (NCPC) worked together with Government Technology Agency (GovTech) and the Singapore Police Force (SPF) to launch a mobile application, "ScamShield", on 20 November 2020 as part of their Year-End Crime Prevention Campaign to protect the public against scammers.

FILTERING IMPURITIES

Scammers often use Short Message Services (SMSes) or phone calls to initiate contact with potential scam victims. To prevent such SMSes and phone calls from reaching mobile phone users, ScamShield was developed with Artificial Intelligence (AI) technology to identify and filter out scam messages through the identification of key words in such messages. The AI technology also allows the application to automatically filter possible scam messages into a newly created junk folder, thereby preventing the message from being opened by the mobile phone user.

Scam numbers, which were reported by other ScamShield users, will also be blocked by the application.

To protect the privacy of ScamShield users, the application was designed to not collect any personal or location data from the mobile phone user.

While the application is currently available for downloads on iOS devices, NCPC is in the midst of working with its partners to roll out ScamShield for Android users. In the meantime, check out what some users have to say about the application since its launch!

FEEDBACK FROM MEMBERS OF THE PUBLIC

REIS CHANG KAILING
22, Student

"Since I downloaded ScamShield, there has been a noticeable decrease in the number of scam calls and messages. The app is very easy to use and the reporting function on the app is very intuitive as well. Definitely recommend downloading it to filter out possible scam calls and messages."



JOSELLA CHENG GEOK KWONG
67, IT Executive

"Since installing the ScamShield application, I feel protected as I do not receive many scam calls nowadays."



RUBIAH SAMAD
69, Retiree

"Sometimes I get a lot of scam calls and messages which not only frustrate me, but also overwhelm me as I am left guessing - are they really scams or genuine in nature? The ScamShield application has given me greater peace of mind as it automatically blocks most of these scam calls and messages!"



WIEBKE HANSEN
35, Video Editor

"A friend recommended ScamShield to me after hearing my complaints about unwanted phone calls. Since then, I have not had one of those anymore."



MATIN WALLISTER
28, Business Owner

"The ScamShield application is effective at allowing me to block and report any of these unwanted calls/messages. As a business owner, it provides me additional comfort knowing that the people who are trying to get in touch with me are not trying to scam me. I see it as a very effective solution especially for the older generation as they are often more prone to being victims of such scams."



ScamShield as
of January 2021

84,731
Number of
Downloads

2,371
Total number
of scam calls
blocked

208,680
Scam Messages
(Automatically
Reported)

54,500
Scam Messages
(Manually
Reported)

BLOCK SCAMS WITH SCAMSHIELD



Scammers often initiate contact with potential scam victims through Short Message Services (SMSes) or phone.

Using ScamShield, you can filter scam messages and calls from numbers used in reported scam cases.



Filtered scam SMSes are moved to the junk folder, while blacklisted scam calls are blocked from the user.

Protect yourself and your family from scams and start using ScamShield today!



Scan here to download and protect yourself from scams!

For more information, visit
ncpc.org.sg/scamshield

ScamShield does not store any personal data

Mobile number is not required for registration

A crime prevention initiative by:



In collaboration with:



**SINGAPORE
POLICE FORCE**
SAFEGUARDING EVERY DAY

BEWARE OF FAKE CALLS

IF IT'S A "+" NUMBER



IT COULD
BE A SCAM

Learn how to spot Impersonation scams at
notwhotheysaytheyare.sg

SPOT THE SIGNS. STOP THE CRIMES.



Scam Alert! \$180,000 Nearly Lost to "Tech Support" Scammers

Irwan Shah Elliot Wong

On 16 December 2020, Mr KK (not his real name), a senior IT professional, received a phone call from someone claiming to be a technical support employee from a local telecommunication service provider. What ensued in the subsequent three days was a slew of deceptions that nearly resulted in him losing \$180,000 of his life savings. *Police Life* brings you the insights.

Computer Network Hacked

Introducing himself as "Alex Murphy" – a tech support employee from a local telecommunication service provider – the caller informed Mr KK that his internet router was hacked. He needed to investigate the problem to prevent anyone from connecting to his network. To prove his identity, "Alex" attempted to verify himself by asking Mr KK to check his modem number while he verbally narrated it. "Alex" then told him that he would do all the basic network checks before escalating the matter to his superior, a second scammer by the name of "Paul Thomas", for further investigations.

To reinforce the "authenticity" of the problem, "Paul" asked Mr KK if he understood why the investigation was necessary. Mr KK reiterated the issue as "Alex" had described and concurred on the need for their "investigations". "Paul" then assured Mr KK that he would do all the necessary checks. Thus far, Mr KK did not suspect anything amiss. He was experiencing some network problems and continued to assist the two

scammers. Sensing that they have gained Mr KK's trust, the scammers convinced Mr KK to install "Teamviewer" – a remote monitoring and control software – and told him that they would use this programme to monitor the external IP addresses connected to his network and identify the hackers. Little did he know that he was effectively giving the scammers control over his computer.

On 17 December 2020, "Paul" informed Mr KK that he was escalating the matter to the "Cyber Police Agency", which was actually a bogus government organisation. A third man introduced himself as "Eric Lewis", a "Cyber Police Agency" officer. He went over the whole verification and confirmation process again. "Eric" explained to Mr KK that he was working on a covert operation, and he would need Mr KK to help the Singapore government nab cyber criminals who had stolen the personal information of many victims. To do so, "Eric" requested for Mr KK to grant him access to his bank account so that he could secure his banking access on his computer. On 18 December 2020, the scammers finally escalated their scam operation, this time involving Mr KK's bank accounts.



(From left) OCBC Bank service officer Jayce Lim and bank teller Chua Wen Xin together with Senior Staff Sergeant (SSSgt) Mazniyante Binte Abdul Rashid from Clementi Division's Commercial Crime Squad and Assistant Superintendent of Police (ASP) Paige Tan from the Commercial Affairs Department's Anti-Scam Centre (ASC)

The Secret Mission

The scammers told Mr KK that they had devised a plan to nab the hacker. The plan was to transfer \$180,000 – supposing to be provided by the “Cyber Police Agency” – into one of Mr KK’s bank accounts and later to transfer that amount to a Hong Kong bank account. They also assured Mr KK that they would be able to catch the hacker red-handed by monitoring those people who would have gained access to the money. The scammers added that there was already a previously failed attempt of transferring the same amount by the hacker, and this plan was set to snare the perpetrator.

Unbeknownst to him, the scammers had already transferred \$180,000 from one of Mr KK’s bank accounts into his dormant OCBC Bank account to make him believe that the money came from the “Cyber Police Agency”. The scammers later instructed him to proceed to the bank to make a telegraphic transfer. As it was meant to be a “covert” operation, Mr KK was advised to be calm and to remain tight-lipped, even to the Police, for this plan to work. Mr KK did as the scammers told and proceeded to the OCBC Bank branch at Clementi to carry out his “secret mission”.

Sensing Something Amiss

Ms Chua Wen Xin, the bank teller serving Mr KK that day, sensed that something was amiss when Mr KK was reluctant to share more information when she tried to probe further about the bank transfer. Ms Chua also highlighted the danger of scammers to Mr KK and tried to convince him to halt the transfer. However, Mr KK was adamant about making the transfer, became defensive and resistant to provide further details. Seeing Mr KK’s insistent attitude, Ms Chua decided not to antagonise him further. Instead, she told Mr KK that she would update him in two hours. Only then did Mr KK agree to her suggestion and left the branch. In reality, she was actually buying time to inform her Fraud Risk Management team, which in turn alerted the Commercial Affairs Department’s ASC.

ASP Paige Tan – the duty officer at ASC that day – immediately contacted the victim and tried to convince Mr KK to stop the transfer. Unfortunately, the scammers had successfully played on his emotions and led him to become sceptical of her call, believing the transfer and instructions from “Eric” to be true. To reinforce the urgency and authenticity of her concerns, ASP Tan decided to engage police officers from Clementi Division to visit Mr KK at his home. When the officers arrived, Mr KK refused

them entry into his home. Despite his resistance, the officers persisted and managed to convince Mr KK’s wife about the urgency of the matter and they were eventually allowed in.

Mr KK, who was on the phone with the scammers, remained hostile and uncooperative. The officers persisted, and his wife finally explained what had been happening. After grasping the full situation, the officers requested Mr KK to double-check the dormant account

and his other bank accounts. Only then did he realise that the \$180,000 in his bank account was not transferred from the “Cyber Police Agency” as he had been led to believe. The transfer was actually from one of his other bank accounts, and he was about to transfer his own \$180,000 out to the scammers. Fortunately, thanks to the strong partnership between the SPF and the banks, as well as the quick-witted and persistent officers from the ground, a potential victim of a tech support scam was successfully averted.

HOW TO PROTECT YOURSELF AGAINST SUCH SCAMS:

When you become aware that you may have fallen prey to such scams, you should:

- Log off and turn off your computer to limit any further activities that the scammers can execute;
- Report the incident to your bank to halt further activities on your bank accounts;
- Change your iBanking credentials and remove any unauthorised payees that may have been added to your bank accounts; and
- Report the matter to the Police.

Preventive measures to adopt:

- Beware of unsolicited calls from persons claiming that they are staff of telecommunication service providers or from a government agency, even if they claim that there are issues with your telecommunication devices or allege that you are implicated in a criminal offence. Scammers may use Caller ID spoofing technology to mask their actual phone numbers and display different numbers. Calls that appear to be from a local number may not actually be made from Singapore.
*From 15 April 2020, all incoming international calls will be prefixed with a plus (+) sign. Be vigilant when receiving any unexpected international calls, and reject those which spoof local numbers.
- Do not panic and do not follow instructions to install applications, type commands into your computer or log onto your online banking accounts. No telecommunication service provider or government agency will request for your personal details or access to your online bank account over the phone or through automated voice machines. When in doubt, always call the official hotline of your telecommunication service provider to verify. It may also be wise to call a trusted friend or talk to a relative before you act on such instructions, in order to get a second opinion which can help counter possible misjudgements on your part.
- Never provide your name, identification number, passport details, contact details, bank account numbers, credit card details, or One-Time-Passwords (OTPs) over the phone to unfamiliar or unverified persons. Such information can be very useful to criminals.

If you wish to provide any information related to such scams, please call the **Police hotline** at **1800-255-0000**, or submit it online at **www.police.gov.sg/iwitness**. If you require urgent Police assistance, please dial ‘999’.

Join the ‘**Let’s Fight Scams**’ campaign at **www.scamalert.sg/fight** by signing up as an advocate to receive up-to-date messages and share them with your family and friends.



Join our Telegram channel to receive scam alerts from us!
Scan to join or at **<https://t.me/ncpcscamalert>**!




You may download the ScamShield application, available for iOS, from the QR code to filter scam messages and calls.





PASSION TO SERVE

 Syam Roslan

 Naveen Raj

Launched in 2018, the Volunteer Special Constabulary (VSC) (Community) vocation was introduced to provide more opportunities for members of the public who have always been keen to serve but are unable to meet the training and operational requirements of the armed VSC officers with the Singapore Police Force (SPF). Proving that age is just a number, *Police Life* (PL) spoke to one of the oldest VSC (Community) officers, 59-year-old Mr Rojavuraja Kannan, who holds a regular job as an Accounts and Finance Manager in a Singapore-based investment holding company.



PL: How did you learn about the VSC (Community) vocation?

Kannan: In September 2018, I participated as a grassroots volunteer, acting as a gunshot victim, in an Emergency Preparedness Day event held at Tampines Central. It was during the volunteers' briefing session that I learned about the VSC (Community) vocation in detail.

PL: What motivated you to sign up as a VSC (Community) officer?

Kannan: My passion to serve and do my part for our community. I have always wanted to be part of the SPF as I would like to contribute to the safety and security of Singapore. I used to volunteer in several community policing programmes such as "Vehicles on Watch" and "Citizens on Patrol". Through these experiences, I gained a lot of knowledge on community policing and how volunteerism efforts contribute to Singapore's safety and security.



PL: How did your family react to your decision to take up this vocation?

Kannan: My family members were excited and supported me wholeheartedly as they were aware of my strong passion to be a part of something meaningful and to serve the public.

PL: How do you manage between your work and volunteering commitments?

Kannan: I am fortunate to have very supportive colleagues and a supportive boss who are always willing to help me out when I have to attend various training classes on weekdays.

PL: Were there any challenges you faced during training?

Kannan: The Police Defence Tactics (PDT) training was exhausting at times, especially after a full day in the office. But thanks to the motivation and support from both the trainers and my fellow trainees, I was determined to overcome any fitness limitations and was able to pull through the training sessions.

PL: Which segment of the training did you enjoy the most?

Kannan: Despite the exhaustion from the PDT sessions, I enjoyed it the most. This is an important life skill that could come handy in times of need.

PL: How did you feel when you finally completed the training to be a VSC (Community) officer?

Kannan: I felt a great sense of fulfilment. There were a lot of useful life skills and knowledge that I picked up,

including an in-depth understanding of the SGSecure movement. After completing the training, I was eager and excited to find out where I would be posted to and could not wait to don my uniform and commence my duty as a VSC (Community) officer. I am now with the Airport Police Division (APD)!

PL: Tell us about your most memorable incident while on duty.

Kannan: While patrolling at Changi Airport, I spotted an unattended bag and quickly reported it to APD. Thankfully it was not a security related incident and the owner of the bag was traced eventually. Even though this might be a minor incident to some, it made me realised that I am now more aware and observant of my surroundings, and would not leave anything to chance.

PL: What words of encouragement do you have for members of the public who are interested to sign up as VSC (Community) officers?

Kannan: VSC (Community) is a meaningful vocation where you will experience the satisfaction of being on the frontline serving members of the public. You will feel a strong sense of camaraderie when you go through the training and duties with fellow officers. These are my greatest motivations that keep me going!

If you are interested to learn more about the VSCC vocation, scan the QR code to head over to the SPF website!



THE EMPOWERED WOMEN



Denise Luo



Public Affairs Department

"We look good in uniforms!" Deputy Assistant Commissioner of Police (DAC) M. Malathi said, laughing. I could not agree more even if it was a remark made in jest. Female officers not only look smart and suave in their uniforms, they are also swift and decisive when they are in the thick of action. Their untrammelled determination and courage allow them to rise to the occasion to confront and overcome obstacles that stand in the way. Policewomen have evidently broken down barriers and are steadily making their mark in this male-dominated occupation, taking up positions in almost every aspect of policing.



DAC Tay Wee Li

DAC M. Malathi

ASP Fionie Chan

Sgt Siti Nurdiana Binte Khairuddin

Of Progress and Parity

Gone are the days when women in the Singapore Police Force (SPF) were confined to mostly administrative work or served as radio or telephone operators in the Operation Rooms - a common sight when the police force started hiring women in 1949. A real expansion of the roles and responsibilities of female officers only came later in the 1970s and subsequently the 1980s, when female officers took on more field and investigative roles. Since then, a new generation of female police leaders was born. They went on to achieve many firsts, and many from the core group of leaders who entered in the 1980s and early 1990s continue to serve with distinction today.

At present, there are more than 1,800 female police officers, who make up approximately 19 per cent of the Force and can be found serving in practically every unit, even in specialist units. Compared to a decade ago, we see a 21 per cent increase in the number of female officers deployed in specialist units such as the Traffic Police, Police Coast Guard, Special Operations Command, and the Security Command. This is a commendable progress that reaffirms the tenacious women who have emerged from hellish trainings with their male counterparts. In case you are wondering, there are no concessions or shortcuts for female officers. If male

officers are expected to scale a wall while donning a 20kg load, female officers will do just the same.

For Assistant Superintendent of Police Fionie Chan, a planning officer with the Traffic Police, gender equality manifests itself in the standards which she constantly holds herself to, irrespective of the work she undertakes.

"I take it upon myself as a team leader to make sure that I meet the standards of my officers, if not better. I would go for runs together with my team, we would train together in the gym and even on days off, we would walk the ground...to ensure our familiarity with the terrains," explained ASP Chan, who was previously one of the female team leaders of the pioneer batch of Central Division's Emergency Response Team.

The growing prominence of women in the police force has proven that policing is not all about the muscles. Women may be petite in size, but they are stouthearted. When responding to incidents, female Ground Response Force (GRF) officers are just as adept as their male counterparts when apprehending suspects.

"People may see me as the weakest link since I am small in stature but that does not hinder me from carrying out my duties as a GRF officer. I am unafraid

to react even when the situation turns violent or gets chaotic," Sergeant (Sgt) Siti Nurdiana Binte Khairuddin, GRF officer from Bukit Merah East said matter-of-factly.

Policing is not about exerting force on the community that it polices. It is through trust, consent and respect of the community that policing can be done effectively. And women, by nature, have certain unique qualities that bring about positive outcomes in law enforcement work, such as defusing potentially violent confrontations.

"There was this guy creating trouble and I stepped in to disengage the situation. Although he went on, his brother told him to relax on account that I was a female. Female officers are able to soften the situation from escalating," DAC Malathi said, recalling an incident that took place during Thaipusam years ago.

Moreover, by being more intuitive and better at picking up emotional cues, female officers are easily better communicators who can be that nurturing pillar to younger officers. Currently serving as the Deputy Commander of the Public Transport Security Command, where she has around 650 officers under her charge, of which 70 per cent are Full-time Police National Servicemen, DAC Malathi takes

it in her stride to bridge the generational gap with this group of young officers who are serving their national service. **"They come from very different backgrounds, we need to understand their behaviours... and guide them,"** DAC Malathi said, emphasising the importance of nurturing her officers and ensuring their safety when they are out on patrols.

No Man's World, An Equal World

Today, women stand shoulder to shoulder with their male counterparts, be it in rank or appointment. Female officers now occupy 16 per cent of the total senior leadership positions in the SPF, a 50 per cent rise from 2011. These women serve in a myriad of positions ranging from Deputy Commander and Commander of specialist units to Director and Deputy Director of staff departments. They have proven that women are on par even in a field of work that is traditionally perceived to favour men over women.

In the SPF, opportunities favour no one gender. As one of the key officers who pioneered the development of robotics and unmanned systems capabilities - a seemingly male-centric domain, DAC Malathi has proven that female officers too can excel with the right attitude and aptitude. Then the Assistant Director of Future Operations Division in the Operations Department, she was tasked to work with her team to harness the potential of emerging technologies to aid frontline policing, augmenting crime-fighting efforts.

The first Multi-purpose All Terrain Autonomous Robot (M.A.T.A.R.) which she could recall, was essentially **"an iPad on a robot"**, a very basic model that only had rudimentary teleconferencing capabilities to the Operations Room. Following several reiterations, M.A.T.A.R. 2.0 was finally developed and revealed at the Police Workplan Seminar three years ago. As compared to its rudiment predecessor, M.A.T.A.R. 2.0 was packed with features including autonomous navigation with obstacle avoidance.

"We wanted to develop capabilities that would allow our officers to be redeployed to do higher value work. The sensors on the autonomous robot (M.A.T.A.R.) can then pick up suspicious behaviours," DAC Malathi elaborated.

She continued to push the tech frontier with her officers when she led her team to experiment with the functions of Unmanned Aerial Vehicles (UAVs) to see how best a suite of different types of UAVs could be integrated with existing capabilities to augment police operations. The immense potential of UAVs led to the subsequent setting up of

a UAV unit in 2019, paving the way for bigger and bolder technologies that can be tapped on for smart policing.

Coping with the Second Shift

Women's contributions to the police force have been and will continue to be an integral part of the SPF's story. Notwithstanding their commitment to their paid work, these women also hold multi-faceted roles back at home as daughters, sisters, wives and mothers. An equitable environment is thus important in supporting and empowering women in their pursuits, not only at work but also at home.

For DAC Tay Wee Li who presently serves as an Assistant Director in the Police Intelligence Department, there is no place for gender stereotyping and the segregation of gender roles in her family. And this is one of the key factors that has enabled the mother of twins to continue rising through the ranks. DAC Tay's husband, a Central Narcotics Bureau officer, is no stranger to operational demands and understands the challenges of her work. He is ever supportive of DAC Tay's passion for police work and makes the concerted effort to lighten her second shift by sharing caregiving and domestic responsibilities.

"We work as a team and manage together. There are times when he has to pitch in more and the reverse applies to me when he is busy at work. It definitely helps when your spouse is as 'operational' as you are, in 'taking over' what needs to be done for the family," DAC Tay quipped.

Coupled with the help that DAC Tay gets from her family, she is able to work with a **"peace of mind"** knowing that her daughters are in good hands, being taken care of by their grandmother in the day. Nonetheless, having survived multiple postings handling operationally intensive events such as General Election (GE) 2011 and the Trump-Kim Summit in 2018, DAC Tay remains thankful for the strong support from her bosses and co-workers.

"I was about four to five months pregnant with twins when I had to plan and execute the GE2011 operations for deployments at Ang Mo Kio and Hougang areas. Thankfully, bosses had arranged for someone to shadow me and help me with certain parts of the ops and my colleagues were also very helpful," DAC Tay said, citing the great team synergy she had with her co-workers.

"It is a culture within the SPF, there is always genuine care and concern to make sure that everyone is well, regardless whether it is about the job

or their personal lives. They will tell me to settle things back at home first," she continued.

An Ever-Supportive Organisation

Clearly, organisation culture also plays an instrumental role in empowering and amplifying the female voice at work. Be it in providing avenues for female officers to share their opinions or in offering them opportunities to empower themselves through academic advancements, the SPF has always ensured that such openings are available for them to develop their potential and progress in their careers.

ASP Chan who started out as a Sergeant, is one such officer who had taken up a part-time degree, and later joined the ranks of graduate officers. She has proven that female officers are given equal opportunities at continuous learning to better themselves professionally even in a male-dominant field, so long as they are keen to do so and have what it takes.

"My gratitude in SPF lies with having supportive officers and supervisors, who actually took time to groom me and encourage me to chase my dreams. I hope to do the same for fellow officers," ASP Chan enthused.

Women inspire other women. As a relatively new Ground Response Force officer who has less than five years of policing experience, Sgt Nurdiana looks up to fellow women in blue and is driven to further her studies in a related field to build her career.

"Opportunities for officers to pursue their education are aplenty! I would receive emails notifying us of application windows for enrolment in part-time degree programmes. It also helps that our supervisors are always supportive and encourage us to pursue our studies," Sgt Nurdiana said.

Be a COP

2021 has been declared as the Year of Celebrating SG Women; their contributions, achievements and progress across society. The anecdotes from these four female police officers have shown us, once again, that women can carve out a career for themselves even in a field that is dominated by men. They wield power in their own hands, prove their mettle and dare to chase the dreams that ignite the flames in their hearts. As DAC Malathi, aptly sums it, **"Be Courageous, Optimistic and have Passion in the things that you do and the people you work with. Be a COP!"** Let us salute all the women in the Force for their dedication in serving the SPF's mission and cheers to the male counterparts who have played an active role in supporting and uplifting women.

WHAT'S IN MY NEIGHBOURHOOD?

 Syam Roslan

 Naveen Raj



In this issue of 'What's in my Neighbourhood?', Sergeant (Sgt) Demian Chan, a Ground Response Force (GRF) officer from Geylang Neighbourhood Police Centre (NPC) shares with us about his work in the neighbourhood that he has been protecting for almost four years now.

Police Life (PL): How long have you been attached to Geylang NPC?

Sgt Chan: I have been with Geylang NPC for close to four years now. This is my first posting after completing my Police Officer Basic Course and subsequently, the GRF Course in late May 2017.

PL: What do you like about your current job as a police officer?

Sgt Chan: Each time I put on my police uniform and gear up for duty, it gives me a strong sense of responsibility knowing that the work I do can make a positive impact on someone's life and ensure the safety of my neighbourhood.

PL: What is your most memorable work-related incident as a GRF officer in Geylang NPC?

Sgt Chan: Back in 2017, just fresh out of training, I was deployed to conduct an operation on illegal gambling. As it was my first time performing in such an operation, I was rather nervous, but also excited. My heart started racing the moment my colleagues and I got into the vehicle to proceed to the operation location. My mind was constantly unfolding scenarios that could happen. The adrenaline rush was like no other and that feeling would always remain the most memorable for me. The operation was a success, with over 20 persons arrested. I was very impressed with the professionalism and efficiency of my more experienced peers during the raid, and was happy to be part of this operation.

PL: What is the greatest satisfaction you derived from your work?

Sgt Chan: Apart from fighting crime, we can also make a direct impact to the lives that we protect in other ways. There was this incident where my colleague and I came across an elderly lady wandering around in the Sims Drive neighbourhood. She appeared lost and when I asked her for her home address, she provided a block number that had already been demolished.

At that very moment, I realised that she was really lost and could be unwell too. I was determined to help her find her way home as her loved ones would be worried sick. After exhausting all means to establish the lady's residential address and next-of-kin details at the scene, we were about to bring her back to Bedok Division Headquarters to check for any Missing Person Report fitting her descriptions. Just as we were about to leave, a middle-aged man came running up to us and told us that the elderly lady is his mother and he had been looking around for her. Seeing the mother and son reunited was really a great relief. At the same time, it dawned on me that the situation could have been worse as the elderly lady was vulnerable and could have gotten hurt. Our timely intervention had prevented such possibilities and I felt really great knowing that we had made a positive impact on someone's life that day.

PL: What is the biggest misconception of a GRF officer?

Sgt Chan: One of the biggest misconceptions is that police officers have a quota on the number of persons to conduct spot checks, within a shift. This is definitely a myth! Our spot checks are conducted based on several factors such as prevailing crime trends and the officer's assessments.


PL: What is your comfort food in Geylang?

Sgt Chan: A warm bowl of fish soup from Blk 49 Sims Place market! The market also has a wide variety of local foods to cater to everyone's cravings. But be sure to head over in the morning as most of the stalls are closed in the afternoon!

PL: Give a shoutout to the residents of Geylang.

Sgt Chan: Thank you to all residents for entrusting the safety of your neighbourhood to officers of Geylang NPC. Do not hesitate to say 'Hi!' when you see us patrolling!

Crime Files: The Tanjong Pagar Rioting Case

 Syam Roslan

In this issue of Crime Files, we revisit the Tanjong Pagar rioting case in 2018, where a group of seven men viciously attacked four men at three different locations within Tanjong Pagar, and how the Police had worked tirelessly round the clock to swiftly bring the culprits to justice!

26

FRIDAY,
MAY 3, 2019

thenewpaper.

news

Man jailed for 'ferocious violence'

Secret society member and friends brutally attacked three men last year, one of whom needs metal plate inserted in cheek

DAVID SUN

In an outbreak of violence, a group viciously attacked three men at Tanjong Pagar last year.

One of the victims was so badly beaten, his left eyeball now needs to be propped up by a metal plate in his cheek.

The video of the seven men pummeling two of the victims was so shocking, the judge postponed sentencing one of them last week, citing the need to process what he had seen.

Yesterday, that man, Mohammad Hasli Abdul Hamed, 36, a bouncer and senior member of a secret society, was jailed for three years and 10 months and given 12 strokes of the cane.

District Judge Mathew Joseph called the group a wild marauding mob that behaved like animals.

On May 23 last year, Hasli and

six friends met for drinks at Superstar KTV at 47 Duxton Road. He argued with his girlfriend outside and she left.

But during the argument, Hasli thought a man had stared at him and confronted him inside the pub next door.

The group went in and attacked the man and his friend, punching and kicking them.

They kicked one of the men even as he lay bleeding and unconscious on the floor.

When an employee tried to stop them, Hasli punched her.

A video showed the group attacking the men relentlessly, taking turns to rain blows and stomp on one man's head while attacking the other.

After several minutes, the group left, with three of them heading off to another KTV.

But about three minutes later, Hasli, who was with the remain-



Video screenshot of a man being beaten in Tanjong Pagar last year.
PHOTO: STOMP

ing three, bumped into another man. He immediately attacked the man and the rest of the group joined in.

UNCONSCIOUS

They repeatedly punched, kicked and stomped on the man's face and the rest of his body, leaving him unconscious in a pool of blood on the ground.

The 37-year-old had multiple facial fractures and was warded in the intensive care unit.

He suffers from loss of hearing in his right ear. A metal plate was inserted in his cheek, and his medical bills have totalled \$80,000, with more treatment required.

Hasli was convicted on two charges of voluntarily causing hurt, one charge each of voluntarily causing grievous hurt, rioting and being a secret society member.

Deputy Public Prosecutor Li Yi Hong told the court earlier

that Hasli was the ringleader of the group that attacked innocent strangers.

His lawyer Ashwin Ganapathy yesterday told the court that Hasli was aware his actions warranted a deterrent sentence.

Judge Mathew called the case extremely disturbing.

"(These were) acts of extremely persistent and ferocious violence," he said. "I am stunned, almost in disbelief."

He said it was disturbing Hasli's secret society ties enabled him to become a bouncer, and the authorities should look further into the links between secret societies and bouncers.

He said: "It is quite alarming. Secret societies are anathema to society and have no place in modern Singapore. They cannot be allowed to spread like a cancer."

davidsun@sph.com.sg

Source: The New Paper @ Singapore Press Holdings Limited. Reprinted with permission.

On 23 May 2018 at around 3.07am, the Police were alerted to multiple calls of fights at various locations in Tanjong Pagar. Ground Response Force Officers and Investigation Officers (IOs) from Central Division immediately responded to the respective crime scenes, and officers from the Secret Societies Branch, Criminal Investigation Department (CID), led by Staff Sergeant (SSgt) Mohamad Halme Bin Noor and his team, were also alerted.

Preliminary investigations revealed that seven men were involved in the first reported attack at the "Bottoms Pub" located at 46 Duxton Road. Through further viewings of Police Camera (PolCam) and Closed-Circuit Television (CCTV) footage at the crime scenes, it was ascertained that the same group of men were also involved in two other attacks along Tanjong Pagar Road and at the back alley of "Ocean Star KTV" located at 54 Tanjong Pagar Road.

Within the same day, IOs from Central Division and CID were also able to identify several men from the group based on their strong ground knowledge from conducting frequent enforcement checks at the pubs and entertainment outlets along Tanjong Pagar Road. With these information, the teams zeroed in on Mohammad Hasli Abdul Hamed, and arrested him at his residence. Two other suspects, Muhamad Jiddan Bin Jaafar and Zafri Ariffin Bin Zaidy, who were found within the premises were also apprehended.

Through further interviews with these three suspects in custody, SSgt Halme and his team were able to obtain the details of three out of the remaining four suspects at large. Within 48 hours, IOs from both CID and Central Division mounted simultaneous raids at the homes of two of the three suspects, and arrested Muhammad Hasby Bin Fadilah and Izzaharul Firdaos Bin Abdul Rahim. The third suspect, Muhammad Qasim Bin Abdul Raub, was arrested during a Traffic Police (TP) roadblock by vigilant TP officers.

As the final suspect was still at large, SSgt Halme and his team conducted further ground investigations and also trawled through reports of past cases involving the same group of suspects. Their persistence and hard work eventually paid off as the team managed to identify the final suspect to be Muhammad Haickel Bin Abdullah. With this information, SSgt Halme and his team raided Haickel's house, but only to find out from his mother that the suspect had not returned home since the incident. SSgt Halme continued to engage his mother over the next few months to assist and encourage the suspect to surrender to the Police. After three months of evasion and constant persuasion from his mother, Haickel eventually surrendered to the Police.

Investigations into this rioting case revealed that the first attack occurred due to a staring incident between Hasli and another stranger from another pub. As for the subsequent attacks, investigations revealed that the group had attacked strangers randomly, absent of any provocation from the victims. All seven men were convicted with multiple offences, including rioting and voluntarily causing hurt with common intention. For their involvement in these vicious attacks, all seven men were sentenced to the following:

- **Muhammad Qasim Bin Abdul Raub – Sentenced to five years, six months' imprisonment and nine strokes of the cane**
- **Mohammad Hasli Bin Abdul Hamed – Sentenced to three years, 10 months' imprisonment and 12 strokes of the cane**
- **Muhamad Jiddan Bin Jaafar – Sentenced to two years, six months' imprisonment and six strokes of the cane**
- **Muhammad Hasby Bin Fadilah – Sentenced to two years, six months' imprisonment and six strokes of the cane**
- **Izzaharul Firdaos Bin Abdul Rahim – Sentenced to one year, nine months' imprisonment and six strokes of the cane**
- **Muhammad Haickel Bin Abdullah – Sentenced to one year, six months' imprisonment and three strokes of the cane**
- **Zafri Ariffin Bin Zaidy – Sentenced to 12 months reformatory training**

The IOs involved in this case were relentless during their course of duty, spending more than 100 hours trawling through PolCam and CCTV footage, conducting extensive interviews with witnesses on the ground to eventually bringing all seven suspects to justice. Members of the public are reminded that rioting is a serious offence, and offenders can be punished with a jail term or even caning. The Police will spare no efforts in bringing those involved to justice!

LEADING IN UNCERTAIN TIMES: STORIES FROM SQ 117 HIJACK, POST 9/11, AND SARS

(Reproduced from 'Leadership Stories Through the Years, Issue 05' by Police Psychological Services Division)

**"You can be a leader at any level,
but the same principles hold."**

– Mr Goh Liang Kwang

It was these words of wisdom that perfectly encapsulated Mr Goh Liang Kwang's core beliefs about police leadership. The former Deputy Commissioner of Police (DCP) spent 35 unforgettable years in the Singapore Police Force (SPF), having carved out an illustrious career both in policing as well as in the public service. Mr Goh started his policing journey back in 1977 and held numerous key appointments such as Officer-in-Command (OC) at Orchard Police Station, Director of Strategic Planning, Director of Operations, and Chief of Staff (COS). With his broad range of experience, Mr Goh conveys learned and lived lessons of police leadership through three significant events he encountered in the SPF.

CRISIS OF SQ117

On the night of 26 March 1991, authorities were alerted to a Singapore Airlines plane being hijacked en route to Changi Airport. Mr Goh who was then Director of Operations, coordinated all the ground operations while liaising with external agencies such as the Singapore Armed Forces (SAF) and the Civil Aviation Authority of Singapore. Having ran countless and regular hijack exercises on aircrafts for years, the operation in response to this actual crisis ran smoothly from the get-go.

"I supported the operations by coordinating different stakeholders during the SQ117 hijack. From this incident, I understood the importance of planning for a crisis and exercising the plan to ensure everyone is familiar with it and the actions are well-coordinated. While we learn to deal with unpredictability as a leader, it is the regular exercise that gives you the confidence in rolling out your actions. The SQ117 hijack was fluid as demands from the terrorists were not something we could predict. Taking initiative and quickly responding to changing situation is critical in managing a crisis. The hijackers demanded for refuelling the aircraft that night. This was an activity which had not been practised in exercise. It was a very challenging task but the Executive Group (EG)' turned this task into an opportunity to buy some time for the execution of the hijack operation. What I learnt from the EG Chairman was to always think ahead. He thought about potential consequences and proactive actions to take – he knew when to keep the cabinet informed, which stakeholders to involve, the importance of adapting operational tactics to dynamic changes of the situations, and how to handle the media impact. This ability to anticipate a few steps ahead is key as a leader."

In times of crisis, there are many actions to be taken and it is imperative that due preparation and prioritisation is done. An effective leader is able to focus on the mission and key outcomes of the organisation or an operation, and this quality will facilitate smooth prioritisation and allocation of resources. The leadership of the EG Chairman was a significant moment of learning for Mr Goh as it imbued in him the importance of forward thinking in times of crisis, as well as the delicate balance between being mission-focussed and saving lives. His leadership also ensured the

smooth running of operations and facilitated teamwork within and between the different stakeholders in the resolution of the SQ117 hijack. While such crises impact us as a nation, Mr Goh felt that disasters from across the world like the 9/11 attack in New York also served as a reminder that we should never take Singapore's safety for granted, as well as the importance of fostering a culture of learning and changing to meet new demands.

A NATION'S WAKE-UP CALL

The devastating terror attack on the twin towers in New York shook the world. Despite it taking place at the other end of the globe, its impact transcended far beyond just the United States and was a wake-up call to the rest of the world including Singapore. The 9/11 attack was a major threat to Singapore's safety and security as we realised that the same event could happen anywhere, and we should never take peacetime for granted.

"Singapore had to prepare for a wide range of potential threats and be situationally aware of the intelligence and agility in responding to such threats. There was also a need to coordinate within the SPF itself and with external agencies as this was not a case of a single incident crisis management but a total defence plan to protect Singapore against the threats of terrorism. It was a big challenge for everyone as we were carrying out more protracted operations with a large amount of resources being mobilised and deployed in various locations. For example, we worked closely with the SAF to protect key installations like the Jurong island during that time. Today, we continue to work with the SAF and other agencies like the Immigration and Checkpoints Authority to protect vulnerabilities in our air, land, and sea domains. Due to the scale of these operations, we had to ensure greater teamwork among people of all stakeholder agencies, both public and private, as well as to prioritise our tasks and resources well."

Apart from effectively coordinating resources at the operational level, Mr Goh also recognised that the morale of officers had to be sustained during this "high alert" period. As such, the SPF built on their morale sensing capabilities which included leaders making regular ground



Mr Goh (second from left), then DCP, speaking with ground officers at one of his ground visits.

visits to boost the morale of officers who were deployed to protect key installations around Singapore. Such morale sensing efforts helped to gather prompt and direct feedback from the ground with regard to strengths and gaps in the operations. This enabled the SPF to bridge the gaps quickly, such as ensuring that officers were provided with conducive working environments and proper welfare. Mr Goh shared a simple example of how ground presence helped the leaders ensure better working conditions for the officers:

"Ground visits were very important as we needed feedback, and this was rolled out expansively since 9/11 happened. During one of the visits, the Commissioner of Police and myself, in the capacity of DCP, went down to Jurong Island. We observed that officers had to draw arms on-site. Officers expressed their concerns about safety considerations regarding the drawing and loading of firearms. Another instance of useful feedback from ground visits was that officers deployed at remote coastal areas reflected to us that there were no proper protective shelters for the officers who had to spend long hours on the ground. We promptly addressed the issue by enhancing the structures and making the environment safer and more conducive. Had we not gone to the ground, we would not have truly understood our officers' sentiments. There is a sense of comfort knowing that police leaders care and are walking the ground to hear their officers out. As a leader, we need to build an open culture where people can express their views and good ideas can surface. These collective discussions will allow us to learn and improve, just like an After-Action Review."

The 9/11 attack instilled in Mr Goh the importance of leaders who are adept in anticipating challenges and fostering teamwork, as well as those who sense-make by being on the ground and embracing a culture of openness. While the threats of terrorism entailed a more tangible battle with the enemy, the SARS crisis in 2003 was a battle against an “invisible” enemy.



Mr Goh, then DCP, officiating the opening of the Police Recruitment Centre.

THE INVISIBLE ENEMY

During the SARS crisis, Mr Goh held the appointment of COS and then DCP. As COS and DCP, his role was to coordinate the overall SPF response and support for the national efforts led by the Ministry of Health. The

challenges were different from the security threats of 9/11. Instead, the focus turned inwards, to the personal safety of officers and the operational resilience of the SPF. Mr Goh had to coordinate actions and plan ahead as COS. The SARS crisis was a different kind of operation as the enemy was an invisible virus and everyone could easily be a potential victim.

“Similar to our efforts on terrorism, it was crucial for us as police leaders to anticipate and plan ahead before rolling out certain measures. The SPF works as a close-knit leadership group and thus, leaders are accountable for what they put into action such that each initiative has to be carefully worked out. My focus then was to provide adequate logistical support for frontline officers to do their jobs, and to assure them of their safety. We had to consider operational changes such as work processes and work environment safety to support operational resilience (e.g., segregated workspaces and backup facilities).”

Police operations require its leaders to attend to the “hardware” of a situation and this is achieved through the careful planning of the practical aspects of operations. However, such operations are ultimately undertaken by officers and equally important to building strong “hardware” is building strong “heart-ware”. It is crucial for police leaders to effectively manage the morale of officers, in addition to supporting their psychological and emotional needs so that officers are better able to carry out their duties smoothly. This was especially so during the SARS period as morale was identified to be a major concern due to the uncertain and protracted nature of the



Mr Goh with the Police Psychological Unit (PPU), currently known as Police Psychological Services Division (PPSD), in the 1990s.



Mr Goh engaging in an interview at the PPSD office.

police operations.

“We had to ensure that our officers were cared for as well as to assure the officers’ families of their safety. By encouraging officers and supervisors to look out for each other, we were able to strengthen the culture of caring during those trying times. The only way to sustain officers’ morale is through caring for them and their families, and PPSD did a very good job with frequent morale sensing during that period. I also recalled one of the leaders in Clementi Division who penned personal letters to officers’ family members to reassure them during that time as well. It was a heart-warming example that reiterated my belief that caring for the men must flow from the leaders to the ground officers. The key lesson I learned from this crisis, more than any other, was that leaders should put people and well-being at the centre of every decision. As the health risks were deadly and the situation unpredictable, it was important that leaders provide assurance and full support to officers and their families. It is the minimum that the organisation must provide and that is what leaders should do.”

While the SARS crisis highlighted the importance of planning ahead and supporting our officers in practical ways, it also reaffirmed Mr Goh’s belief that the maintenance of officers’ morale in such difficult times was a key pillar in the success of such prolonged operations. Thus, he stresses that leaders should always put people at the centre of the

organisation by supporting them. Adopting a culture of care and gratitude is crucial to acknowledge the sacrifices and contributions of our police officers.

LEADERSHIP AT ALL LEVELS

While Mr Goh’s stories of leadership were recounted from his days as a member of the Leadership Group, he maintains that the same principles still hold at every level. *“Everyone in the SPF should be a leader. We work with the community and lead them to ensure the safety and security of our nation. While building leadership capacity and teamwork is an on-going and crucial task, we must also be people-centred in our approach to achieve the mission as well as to adopt an open and learning culture to innovate and progress with the times.”*

As we build up our leadership experience from past leaders, there are no distinct differences apart from the scope and people we manage. We can learn new approaches and tweak our leadership styles along the way, but our behaviours should be consistent. At the very core, Mr Goh believes that leaders should remain authentic even as they progress onto different levels of management. Having retired from the police force in 2013, Mr Goh continues to bring an array of leadership experiences and passion for helping others as he sits as a member on the Board of Trustees of the Industrial & Services Co-operative Society (ISCOS), an organisation that helps ex-offenders in Singapore.

¹ The Executive Group (EG) was reorganised in 2004 into the Homefront Crisis Executive Group (HCEG).

The Force's Very Own Voice Talent

 Mok Wen Jie

 Singapore Police Force

From recording voice-overs behind the scenes to hosting events in front of an audience and even reassuring scam victims over the phone, Assistant Superintendent of Police (ASP) Sunny Wee of the Commercial Affairs Department (CAD) has aced it all. Find out what ASP Wee, currently serving as a Senior Investigation Officer in the CAD's Specialised Commercial Crime Division, has to say about his gift of "voice".



Police Life (PL): Tell us about your first voice-over/hosting experience.

Sunny: I was first given an opportunity to be the emcee for my secondary school's prize presentation ceremony when I was 14 years old. I was nervous but my teachers encouraged me to take up the challenge. It was a great experience that really boosted my confidence to speak in front of an audience.

PL: What about your first voice-over attempt?

Sunny: My first voice-over attempt was for a Singapore Police Force (SPF) corporate video. Similar to my secondary

school days, I had very encouraging colleagues and supervisors, so I decided to give it a shot! I was very excited but apprehensive at the same time as voice-overs were unfamiliar to me. So, I practised hard and tuned in to radios and commercials to reference how professional artistes delivered their lines. To my pleasant surprise, my first voice-over job went pretty smoothly!

PL: How many voice-overs/hosting gigs have you done thus far?

Sunny: I believe I have done more than 100 events/voice-overs for the SPF. To be honest, I still get the jitters each time I take on a new project. But I have always felt honoured to be given the opportunity to be the "voice for the Force"!

PL: How do you prepare yourself for the role?

Sunny: I practise by reading the script aloud to myself, and for hosting events I would rehearse my lines and expressions in front of a mirror. I also make sure to check the pronunciation of unfamiliar words and say them out loud until I perfect them.

PL: What was your most memorable performance?

Sunny: The most memorable voice assignment was hosting the appointment ceremony of Honorary Aide-De-Camp to the President of the Republic of Singapore at the Istana. As it was my first State event, I had to deliver it without hiccups. I was and still am truly humbled and honoured to have been given that opportunity.

PL: What do you find most challenging about these voice assignments?

Sunny: Voice assignments are especially challenging when it comes to live events. Not only is it important to follow planned timing and cues, but also reacting quickly and appropriately when things do not go as planned. I did the live voice-over for the Home Team Show and Festival in 2017. The show was akin to a mini-NDP and it was quite nerve-wracking, I had to be very alert and prepared to not miss a cue or mispronounce a word, just like the commentaries you hear on live NDP shows.



PL: You shared about the challenges of hosting live events, is there anything different when it comes to voice-overs for videos?

Sunny: Voice-overs are very different from hosting live events. I have to watch the actual videos, understand the background, and place myself in the shoes of the character. Some voice-overs require the artiste to speak in a serious and solemn tone, while others may need a more animated delivery, depending on the scene and the soundtrack. That means that I would need to also apply some "acting" skills in my tone of voice and to control them well according to the tempo of the scene and the soundtrack.

PL: Do you have any other interests or hobbies that you look forward to doing out of work?

Sunny: I like to sing and usually prefer mandarin songs. A big difference to my emcee/voice-over assignments, which are mostly spoken in English. And yes, I sing in the shower!

SAFEGUARDING
EVERY DAY VIDEO



THE NEXT-GENERATION FAST
RESPONSE CAR VIDEO



VIDEO ON SIGNIFICANCE
OF THE POLICE DAY



TIRED BY
YEARS
JUSTICE.

IN

I AM AN INVESTIGATION OFFICER

Make history with us. Join the Singapore Police Force.