

**POLICE
LIFE**

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Ensuring a Successful Run of the Games

Our SEA Games Preparations
Doing the Force and the Nation Proud

Logistics and Operations Go Hand-in-hand

By SAC Cheang Keng Keong
Director, Police Logistics Department

Be it a major sporting event like the SEA Games or a complex police operation, SPF's logistics capabilities form the backbone and there are many new initiatives in place to ensure the force remains ahead of the curve, says Director, PLD, SAC Cheang Keng Keong. He was speaking to ASP (NS) Loh Wee Lee of the Public Affairs Department.



Napoleon Bonaparte, a great French conqueror, underestimated the importance of logistics in his war conquests. Despite the valour of his troops and effectiveness of his fighting tactics, he was eventually floored by his Achilles heel – logistics, or rather, the lack thereof. When his logistics were unable to keep pace with the advancement of his troops, his increasingly weary and under-equipped men eventually lost the war.

We have, thankfully, learnt from his mistake, and it is a mistake that we cannot afford to make. Logistics must be a core capability to achieve the Singapore Police Force's (SPF) mission.

In 2014, I took over the leadership of Police Logistics Department (PLD). Despite my earlier familiarity with the work of this department, I quickly realised how the Police logistics business has evolved significantly over the years. Consequently, the PLD business model must change accordingly.

The traditional mantra has always been that operations requirements drive logistics support. This prevailing thought still holds true today, and will remain so for the foreseeable future. That perspective is already quite well embedded in the way PLD has been structured and performing, be it for supporting daily ad-hoc operations or driving well-orchestrated major events such as the 28th SEA Games. Embedded in our vision, PLD provides effective and efficient means to support SPF, and we are relentless in being timely, reliable and efficient in serving our Operations customers.

The SEA Games, held from 5 to 16 June 2015, is a good case study. PLD played a pivotal role in providing logistical support to meet the event's operational requirements. PLD provided support for all the infrastructural set-up, issuance of operational equipment and vehicles. Way before the commencement of the operation, PLD officers had already engaged the various units and vendors to understand their operational requirements and made proactive preparations. PLD set up core infrastructure such as Command Posts, tents

for rest areas, check stations for vehicles and barricades were set up at various sites to facilitate Police operations. PLD also made selective post-set up checks to ensure the infrastructure met the necessary requirements.

New Mindsets

I have always reminded our logistics officers to be nimble, and adopt a mindset that Operations requirements almost always change at the last minute, as dictated by the scope and terrain of our Operations and the fluidity of the ground situation. Hence, within the available time frame, the logistics must be ever-ready to respond and meet the requests – there is no absolutely no luxury of “sufficient lead time”.

In recent years, every officer in every department in the entire public service is facing increasing scrutiny on compliance with rules and regulations. The discoveries and prosecution of various lapses have led to the introduction of new safeguards to improve accountability when it comes to using public resources. The challenge is to maintain our agility while being fully compliant – that is something which requires a deep and thorough understanding of various procurement rules and framework.

To manage all these trends that I have outlined above, we are embarking on three major initiatives to build our new Logistics target operating model.

Grooming Talent

The Logistics fraternity has always had a healthy blend of uniform and civilian officers. We can also readily bring in the right logistics talent at various levels of expertise. Over the next five years, PLD will feature more civilian officers of the right expertise. We need engineers with a background in hard sciences to do product and material testing. We welcome car fanatics to dream and build our next generation Fast Response Car (FRC). We love to recruit logistics experts who have experience in

world-class inventory management systems that have underpinned Singapore's success in the global supply chain and logistics space. In selected areas where prior Operational knowledge is essential, we will continue to staff and train uniform officers to provide the useful operational insights.

New Solutions

Beyond fulfilling requirements, we need to be proactive logistics solutions providers to all our customers. We work so closely with all our Operations counterparts – Frontline, Invest, Intel, and so on. We have such an intimate view of Operations that we intimately understand the planning and on-the-ground challenges and constraints. Coupled with the declining birth rate and eventual shrinkage in Police manpower resources, I am prodding my Logistics team to constantly brainstorm new logistics solutions to improve the way we conduct Operations. Not every idea will work, but we want to be relentless purveyors of new ideas.

Apart from internal networks, we are strengthening our external networks with our partners, so that we can explore new logistical equipment that is already marketed, or in other instances, be co-partners to pilot new logistical concepts. This will keep us relevant, and and be at the forefront of logistics development in the larger market.

Streamlining the System

We are excited to develop a new Integrated Logistics Management System. This single all-encompassing system will aggregate the information found in multitude of legacy logistics and procurement systems, including Gebiz, AIS, NFS, and more. We can do an immediate stock-take of any inventory throughout the SPF with this one-stop asset management system. Moreover, we no longer expect officers to memorise the plethora of procurement rules. We will codify all these requirements into the system, including the required separation of roles to enhance accountability.

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Editor's Note

I remember cramming into a university friend's hostel room with a bunch of other hostel mates at 2am to watch Singapore's athletes competing in the 2004 Olympic Games. The 8.30am lecture that was going to happen in a few hours' time wasn't going to stand in our way of cheering on Singapore! My friends and I just brimmed with excitement and pride as we supported our nation's athletes.

Fast forward 11 years, Singapore hosted the 28th South East Asian Games (SEA Games). The excitement and pride I felt as I supported Team Singapore did not change. However, my experience of the Games was very different from all other major sporting events. I was looking at the SEA Games through the Singapore Police Force's eye.

While the various countries' athletes were giving their best shot in their respective sports, the Police was keeping a watchful eye. Officers were deployed at various SEA Games-related venues all over the island, from the moment the athletes arrived at Changi Airport, to the official SEA Games hotels where athletes stayed, to the numerous sporting venues. We wanted to ensure that any crime or law and order situation would be prevented or deterred.

My team of photographers and journalists similarly went all over Singapore to bring you the most comprehensive insight into the Police's involvement in the 28th SEA Games. This massive exercise has cumulated into this special edition of *Police Life*. I hope you enjoy reading it.

Tham Yee Lin
Editor

Our SEA Games Preparations

By DSP Tan Wei Liang James
Operations Department

Angry that their team got disqualified from the 28th SEA Games football competition due to what they felt was an unfair decision by the referee, the fans refused to leave the National Stadium. Chaos quickly broke out with hundreds of fans hurling projectiles at the players and referee who were all stranded on the pitch. Within minutes, the situation escalated with some fans climbing over the barricades to invade the pitch. At the same time, fights broke out at the seating gallery between fans from the two teams. Soon, the stands were covered with smoke from the seats that had been set ablaze by the fans. Chaos, cries and shouting broke out.

Fortunately, the above scenario did not actually transpire but it was just one of the many major exercises conducted in preparation for the 28th SEA Games.

In order for the Singapore Police Force (SPF) to be prepared for the event, the SEA Games Planning Team (Public Order & Exercises) conducted numerous exercises to ensure our officers were ready to deal with any public order threats. Other exercises covering security and contingency scenarios were also conducted to validate our operational plans and enhance our overall preparedness.

Before the Ground Deployment Exercise (GDX) were carried out, a series of Table-Top Exercises (TTX) were also conducted for the Leadership Group from the frontline units. During these sessions, participants deliberated the principal considerations and discussed the plans to deal with a wide range of public order scenarios. Various objects were thrown to test the limits of responding forces and ground realities challenged to ensure we were ready with a sound operational plan. The three-day GDXs proved to be tough and challenging but were certainly worth the time

for the participants who had the opportunity to put all the plans into action.

The GDXs were injected with a high degree of realism to ensure the participants were equipped with the necessary skills to deal with potentially similar situations during the SEA Games. More than 200 role players from Training Command and Special Operations Command were deployed as rioters for the exercises. The exercises were also deliberately held at the actual football venues for the SEA Games — National Stadium, Bishan Stadium and Jalan Besar Stadium.

Exercise participants had to think on their feet and appreciated the unique challenges posed by actual terrain constraints. For example, they realised that the steep steps of the seating gallery actually restricted their tactical options and manoeuvrability— unlike what they had visualised during the TTX. As a result, they had to improvise their strategy and tactics in response to a major incident at the seating gallery. The exercises gave the frontline and specialist units a golden opportunity to test out their interoperability between units.

During the pre-operation phase, the team also conducted movement exercises to test the response of our frontline patrol resources. The exercise was activated in the wee hours of the morning and more than 60 Ground Response Force (GRF) vehicles were activated to respond to a mass casualty scenario. This preparation was key as it gave the frontline units first-hand terrain experience to better appreciate the surrounding areas for the Singapore Sports Hub.

During the operation phase, the team conducted an unprecedented number of Tactical Exercises without Troop (TEWT). In total, 29 TEWT were



conducted covering all the event venues and this helped contribute towards enhancing the readiness of the SPF officers deployed at the SEA Games.

The SPF would not be able to respond effectively in times of crisis without the support of the stakeholders and the event organisers. Bearing this in mind, the team sought the organiser's involvement in the exercises whenever possible and this allowed them to also understand how we carried out our operations.

The SEA Games' venue managers at the respective sporting locations were our strategic partners who worked closely with us to ensure the event went ahead smoothly and safely.

The importance of conducting exercises prior to any major event cannot be overstated. This was evident during our detailed preparations that helped ensure that Singapore's hosting of the SEA Games was a success.



Ensuring Integrity and Fairness at the Games

By SC/Cpl Mok Wen Jie

Unlike many of her colleagues, Assistant Superintendent of Police (ASP) Lam Li Min did not take part in the South East Asian (SEA) Games as a competitor, nor was she part of the police operations for the Games. Instead, she was selected to be an International Technical Official (ITO) for the Precision Pistol Competition (PPC) shooting event, or what is known as an Equipment Control Jury.



A Passionate Shooter

Currently a Team Leader in Bukit Merah West Neighbourhood Police Centre (NPC), ASP Lam started shooting during her days as a student in the National Police Cadet Corps. She represented the Immigration and Checkpoints Authority (ICA) during the Home Team Games from 2005 to 2011. After joining the Singapore Police Force (SPF) in October 2012, she continued to take part in various shooting competitions and met many other competitive shooters in the Force.

"I was not always a marksman to begin with, but I had the opportunities to shoot with the top shooters in the SPF and, in fact ASP Teh Kah Hoon of the Gurkha Contingent was my mentor for pistol handling," ASP Lam said. "The passion they displayed for shooting rubbed off on me, and I have not looked back since."

She is currently active in the PPC discipline, where shooters are required to conduct precision shooting at various distances

(7-50 yards, or about 6-45 metres), in different positions and under different timings.

Missing a Mark, To Uphold Another

ASP Lam was initially chosen as one of the few SPF officers to undergo selection for the PPC shooting event at the SEA Games, together with other members of the PPC shooting event team comprising officers from various Home Team Departments, including the Central Narcotics Bureau, Singapore Prisons Service and SPF.

Although she narrowly missed qualifying for the final competing team by just three points during the trials, she remained as a reserve shooter for the women's team, and was given the new task of being the Equipment Control Jury for the PPC shooting event.

In this role, ASP Lam was responsible for checking the weapons and ammunition to ensure that they adhered to the requirements



stated so that there are no undue disadvantages to the shooters. On the day of the match, she had to check the trigger weight of the weapons before the shooters could begin, and ensure that they did not have any communication devices with them. Random ammunition would also be taken from the shooters for weighing and velocity checks. If their equipment failed any of the checks, the shooters would be disqualified.

Supportive Colleagues, Bonding as One Home Team

Having to train for the SEA Games team selection from June 2014, ASP Lam had to devote much of her time, up to four sessions every week, in addition to her police work. Later as an ITO, she had to help organise the event, preparing the venue and logistics and fine-tune the rules for dissemination to the various teams for their preparation, and to prepare local and international officials for the rules.

"It was hectic!" she exclaimed. "As our weapons were wearing out due to the intensive training, I was also the non-

official armourer and spent much time trying to salvage the weapons. All these were done on top of my shift hours."

"Looking back, it was a crazy period and I am very fortunate to have supportive supervisors and colleagues who assisted me and accommodated my training schedule when I was an Investigation Officer in Tanglin Division." ASP Lam said. "Even when I was posted to Bukit Merah West NPC, my Commanding Officer and Deputy Team Leader also supported me and let me go for training before I rejoined the team later."

Speaking about her time shooting and working with Home Team officers from the various other departments, she shared, "From training as a shooter to organising the event, it has been a tough yet enjoyable journey as all of us have a common vision of winning the game for Singapore. This is the first time that HT officers collaborated for an International sporting event and we really enjoyed the bonding as one Home Team."



Doing the Force and the Nation Proud

By SC/Cpl Mok Wen Jie

As the rest of the Singapore Police Force (SPF) worked tirelessly around the clock to ensure the South East Asian (SEA) Games went ahead safely and smoothly, 19 SPF officers were equally tireless in representing Singapore in various sporting events. Eleven officers clinched podium wins in their competitions. Three medal winners share their thoughts on their participation in the games.

Giving His All for The Nation

Influenced by his family, Special Constable Corporal (SC/Cpl) Marah Moehammad Ishraf started playing rugby when he was just eight, and he has not looked back since. Having played with the Rugby 7s team for two years now, he was honoured when he was selected to be part of the national team to compete in the SEA Games.

“I was very happy and at a loss for words. It has always been my dream to don the jersey with the national flag. My thoughts at that moment were to give my 100 per cent when I get on the field,” said the 20-year-old.

Currently serving his National Service in the Airport Police Division, SC/Cpl Marah had to manage his work and training, which started a year before the SEA Games.

“It was really challenging to manage both. I had to make a lot of sacrifices and it all boiled down to how I really wanted to represent Singapore and do well. I put my mind and soul into it. When it came to work, I gave my best. When I had training later at night, I focused solely on that. It was physically demanding. At times I even felt emotionally drained and questioned my ability to cope,” he explained.

Ultimately, all his efforts paid off as SC/Cpl Marah and the Singapore Rugby 7s team won the bronze medal at the SEA Games. “I am very thankful and grateful that the SPF has been so supportive to grant me the time-off to attend my training sessions. The constant encouragement from my colleagues also motivated me to train hard. Without their moral support, I don’t think I would have done as well.”



Keeping Our Home Safe, Making the Country Proud

Special Constable Sergeant (SC/Sgt) Lionel Khoo began swimming as a kid when he was intrigued by how swimmers seemed to glide in and out of the water so smoothly and effortlessly. “I like the sport because I enjoy racing, but at the same time I can’t really run, so I see swimming as a platform for me to race,” he added. He made the cut to be part of Singapore’s swimming team at this year’s SEA Games, on his second stint with the national team, having achieved fourth place in the 50m breaststroke event at the SEA Games in 2011.

Serving his National Service as Staff Assistant to Head Investigation in Tanglin Division, SC/Sgt Khoo also began his training a year ahead of the SEA Games, which was just a week after he passed out of his Police Officer Basic Course. Initially posted to the Airport Police Division, which was quite a distance from his training venue, he requested to transfer to the Tanglin Division.

Training 10 times a week for about three hours each session, he said, “It was extremely tiring throughout the entire training period as I had to wake up at 4.30am and head straight to work after training. Even

in the evenings, I didn’t have much time to relax as I had to ensure that I had enough sleep each night. Finding the time to rest as I travelled to and from training and work, kept me going strong during the preparation period.”

Although he came down with a fever a mere three days before the men’s 200 metres breaststroke event, SC/Sgt Khoo persevered and managed to clinch the silver medal, followed by a gold with his team at the men’s 4x100m medley. “Knowing that I have done my country proud when I excel in my sport is as good as knowing that what I do at work plays a part in keeping our home safe, and that is my biggest motivator.”

Continual Strive for Excellence

Police officers are trained to be proficient in using their arms as part of their basic training. Over the years, some officers develop a passion for their weapons. One such officer is Station Inspector (SI) Sivakumar Velayudhan, who has been with the Singapore Police Force (SPF) for 23 years.

Having competed in Pistol Precision Competitions (PPCs) since 2005, he has won many medals over the years, even breaking national records during the Singapore Open Shooting Championship 2009 – PPC Stock Pistol event (475 out of 480 points), and the Singapore Invitation Shoot 2014 – PPC Snub Nose Category Event (395 out of 400 points).

Even the most experienced shooters have to train very hard for the SEA Games. Said SI Sivakumar, “The selection process was tough and it lasted ten months. It was a roller coaster ride for most of the shooters, juggling our day jobs and also squeezing time in for training.”

With training held daily from 9am to 5pm, SI Siva was able to tap into leave for sportsmen to concentrate on his preparations for the SEA Games. “Thanks to my supportive supervisors and understanding peers, I was able to focus fully on my training,” he added.

All that hard work eventually paid off when SI Sivakumar and the team won the silver medal in the Precision Pistol Shooting (Team) event.

Yet, he continued to hone his skills and compete in other PPC events. In July 2015, SI Siva together with the SPF shooting team, won a total of nine Golds, four Silvers and two Bronzes at the 2015 World Police and Fire Games (WPFG) Shooting Competition in the United States. Speaking to his fellow officers, he gives these words of encouragement: “Find passion in whatever you are doing, recognise your strengths and weaknesses and always keep improving yourself and work towards excellence.”



THE TOTAL MEDAL TALLY



SC/Sgt Lionel Khoo Chien Yin

Tanglin Division

- Silver 200m Breast-Stroke
- Gold Men’s 4x100m Medley Relay



SC/Cpl Marah Moehammad Ishraf Bin Marah Moehammad Hoessein

Airport Police Division

- Bronze Men’s Rugby 7s



Ms Christabelle Lim

Bedok Division

- Silver Women’s Rugby 7s



ASP Teh Kah Hoon

Gurkha Contingent

- Silver Precision Pistol Shooting (Team)
- Bronze Precision Pistol Shooting (Individual)



SI Sivakumar Velayudhan

PHQ

- Silver Precision Pistol Shooting (Team)



SSgt Mohamed Elhazeeq Ul Haq Bin Mohamed Ehsan Ulhaq

Clementi Division

- Bronze (in all 4 events)
- Sepak Takraw (Chinlone-Non-repetition Primary)
- Sepak Takraw (Chinlone-Same Stroke)
- Sepak Takraw (Chinlone-Linking)
- Sepak Takraw (Chinlone-Non-repetition Secondary)



SC/Cpl Mohammad Yassin Bin Suhaimi

Police Coast Guard

- Bronze Men’s Sepak Takraw (Team)
- Silver Men’s Sepak Takraw (Regu)
- Bronze Men’s Sepak Takraw (Team Double)



NSPI Amshar Bin Amin

Bedok Division

- Gold Men’s Floorball



SC/Sgt Siraaj Bin Ramadhan

Tracom

- Gold Men’s Floorball



SSI Mohd Zain Bin Amat

Tracom

- Bronze Men’s Trap Shooting (Individual)
- Gold Men’s Trap Shooting (Team)



NSPI Muhammad Hafiz Bin Abdul Rased

Transcom

- Silver Men’s Hockey

Securing the Games

By Cpl Muhd Shahrunnizam bin Abdul Rashid

On 5 June 2015, the National Stadium hosted the opening ceremony of the 28th SEA Games. A total of 5,570 officers from 11 departments in the Singapore Police Force (SPF) were deployed to police the vicinity of the stadium to ensure public safety against threats such as biological and terrorist attacks.

The officers were from the six Land Divisions, Police Coast Guard (PCG), Traffic Police (TP), Special Operations Command (SOC), Airport Division (APD) and the Public Transport Security Command (TransCom). Each unit was assigned their own areas of responsibility and tasks.



Keeping order in Our Public Transport

TransCom officers stationed themselves at different MRT stations island-wide to ensure the smooth flow of large crowds of commuters using public transport in order to prevent any public order incidents at these venues.



Securing Our Waters

The PCG was deployed to secure the area during the SEA Games torch relay providing security to the athletes lighting the Cauldron outside the National Stadium.

They were also deployed at areas of Marina bay and Bedok Reservoir to secure the water sports events such as traditional boat races, water skiing and canoeing.



Projecting Police's Force

The SOC officers conducted foot patrols, maintaining their round-the-clock presence at the vicinity of the Singapore Sports Hub together with teams from Division Tactical Teams (DTT) and Special Women Task team (SWTT).

Officers from the SOC K9 Unit helped to conduct checks on the vehicles located at bus holding bays, paying special attention to dangerous chemicals and explosive substances.



Facilitating a Smooth Journey

TP officers worked with the sports, transport and venue officials on the traffic control along the various routes and locations of the various Games. During the Triathlon and cycling events, for instance, TP officers conducted road blocks and paved the way for the athletes to ensure the races went ahead without a hitch.



Ensuring a Safer Stay

Clementi Division officers were primarily deployed at various official SEA Games hotels including the Marina Bay Sands, Pan Pacific Singapore and Marina Mandarin to ensure that the athletes and officials had a safe stay here in Singapore.



Ensuring a Smooth Traffic Flow

Ang Mo Kio Division officers managed both human and vehicular traffic from the Stadium MRT station to the nearby Kallang and Mountbatten areas.



Watching the Venues

Bedok Division officers secured various competition venues, including the Singapore Indoor Stadium and the National Stadium. Their primary role was to provide security for both the VIPs and spectators in the stadiums.



Securing the Gateway to Singapore

The APD officers were tasked to ensure the safety of the athletes and officials when they arrived and departed from Singapore Changi Airport.



Eagle Watch!

The Central Division officers were assigned to look out for and take action against any Unmanned Aerial Vehicles and unauthorised boat launching devices that entered the restricted areas during the Games.



Guarding the Games

Officers from Tanglin Division provided safety and security for spectators, athletes and officials at competition venues, for sports events such as squash, football and rugby held at The Tanglin Club, Bishan stadium and Bishan sports Hall.



Ensuring a Smooth Ride

Jurong Division officers positioned themselves at bus holding bay areas located at Old Airport square, the Old Police Academy and the F1 pit building. Their role was to ensure the security of the transport arranged for the athletes and officials against any vehicle-borne threats.

Sharing the Spotlight

By SC/Cpl Harsha Ramachandran



They Gave Us the Technological Capability

The Police Technology Department (PTD) played a crucial role during the SEA games. One of the divisions within the PTD that contributed immensely to the deployment was the Communications (Comms) Division, which ensured that the radio infrastructure was functioning throughout the event. They made sure that officers on the ground were able to communicate with their respective command posts, an absolutely integral function for any ground operations. For the SEA Games, communications was conducted over the new Ministry of Home Affairs Communications Network 2 (MCN2), which was implemented a month before the start of the SEA games.

Besides the Comms Division, other divisions were busy contributing in their own way. Within the Infocomm services and support division, the ops support section deployed ten experienced officers. These officers provided IT Support for the 31 competition venues as well as all 20 official SEA Games hotels. Their work included round-the-clock support for closed circuit television cameras, metal detectors and X-ray machines, all of which were very important to security operations at the SEA Games. In addition, ops support section also helped set up the various IT systems needed in the various command posts.

The team spent many months of long hours and weekends testing and troubleshooting the MCN2 system to get it ready for the SEA Games. Nothing beats seeing the fruition of the system used by our officers and receiving positive feedback from them.

Bertha Kem
Assistant Director, Communications Division
Police Technology Department

They Gave Us the Operational Capability

During the SEA Games deployment, the Police Logistics Department (PLD) provided critical support.

In preparation for the Police operations for the SEA Games, PLD officers proactively engaged and collaborated with the various units to understand their needs for the SEA Games deployment. They



set up physical infrastructure such as the various Command Posts, adequate rest areas for officers and checking stations and barricades to facilitate Police operations.

While the Police Logistics Base issued operational equipment to units to help them carry out their duties safely, the Automotive Engineering and Management Division worked with vendors to



check and provide vehicles to Land Divisions to help them carry out their duties swiftly. Nearly the entire PLD was involved in the SEA Games operations in one way or another.

Even after providing all the necessary support, the PLD went a step further by conducting post-setup checks to ensure the infrastructure met their high standards.

The success of the 2015 SEA Games deployment can be attributed to the hard work across the Singapore Police Force (SPF). While the efforts of frontline officers were plain for the public to see, there were many support units that worked to make the security operations smooth and seamless. We speak to the staff departments to find out how they helped make the region's largest sporting event a success.

The vital role logistics officers play in supporting SPF's operations cannot be understated. All logistics officers can take pride in knowing that we have contributed to the success of events such as the recent 28th SEA Games.

Superintendent of Police Tan Yong Nien
Assistant Director, Logistics Readiness Division,
Police Logistics Department



They Publicised the Good Work Done

The Public Affairs Department (PAD) worked tirelessly throughout the SEA Games in order to ensure that Police communications reached the Public promptly and enhanced the SPF's good public image.

Officers from the Multimedia Communications Division (MCD) were on the ground photographing and documenting the work of our officers and SPF athletes. The demands on MCD were very high, and thankfully officers from other Police departments and divisions had responded to calls for support and volunteered to supplement PAD's resources, especially in the area of photographic coverage of the various events.

Back at the Police Headquarters (PHQ), officers from the Public Communications Division (PCD) ensured that internal communications were kept up at a consistent pace to keep the entire Force updated on the SEA Games operations, and keep officers' morale up. They also updated the SPF Facebook, Instagram and Twitter accounts regularly in order to inform the public on the various security features and traffic information during the SEA Games. Other PCD officers on the ground helped to facilitate media requests and interviews with our officers and athletes.

OUR VERY OWN
SPF NILA!



The SPF was invited to take part in the 28th SEA Games "Make-a-NILA" programme. Nila is the official mascot for the SEA Games. Our enthusiastic PAD officers hand-made a miniature SPF uniform for this initiative.

Our Role in the Glorious SEA Games



Reproduction from *Police Life* August 1993



Sports have a special ability to bind people from even the most varied backgrounds. Like national service, the love of the game is a great equaliser and unifying force. We saw this in action at the 17th South East Asia (SEA) Games which Singapore hosted from 12-20 June.

When Star Swimmer Joscelin Yeo took gold after gold, the nation cheered heartily. When the

Singapore soccer team was crushed in the semi-finals, the nation groaned in disappointment.

But it wasn't just the sportsmen and women who starred at the games. Singapore did too. We can be rightfully proud of having successfully hosted this prestigious event. Everyone will long remember the spectacular opening and closing ceremonies.

These were shows par excellence. Singapore last hosted the games a decade ago.

The Singapore Police Force (SPF) officers assigned to games tasks deserve resounding applause. They were involved as officials, judges and yes, competitors too.

Another group of officers involved were the 71st intake of Police National Service officers. Some 230 of them spent three months training for the glorious opening and closing ceremonies at the National Stadium. They made up the 17th Sea Games Tableau contingent.

The young men had just enlisted when they learnt they would be part of one of the greatest shows ever stages in Singapore. "I was shocked when the instructors told us we were going to be part of the SEA games," said SC Iryadi Ismail. His was a typical reaction.

They had to undergo vigorous training to prepare for both Police work and the Games. Their positive attitude towards the intensive training certainly impressed SC Cpl Derrick Ho who noted that they even had to resume training after dinner to around 9 p.m.

It was all worthwhile when they put up a sparkling performance at the opening ceremony. This began with the entry of the Women Police Pipes and Drums followed by the Tableau contingent.

Our boys bearing the flags of the participating nations and the SEA Games flag kept perfect time with the pipers. The audience erupted into applause and cheering for the start of a simply spectacular show.

Among the Singapore winners at the 17th SEA Games were 13 of our officers. To recognize their contributions through sport to the nation, they were honoured in a special prize presentation ceremony held on 8th July at the Senior Police Officers' Mess (SPOM).

This was in keeping with the mission of the Police Sports Association (PSA) which is "To promote sports and nurture the potential of every officer in sporting activities."

Addressing the gathering at the ceremony, Commissioner of Police, Mr Tee Tua Ba noted that sport can inculcate the values of self discipline, patience, a sense of fairness and responsibility. It can also help develop teamwork among officers which is so essential to police work.

He also announced the PSA's new directions and policies as well as three tier rewards system. This will see police sportsmen and women receiving cash incentives and awards at PSA, national and international levels.

The Commissioner later chatted with the SEA Games medallists at a reception.



Gold

Neo Ah Suan
Karate

Florence Chua
Hockey

Yee Wai Peng
Hockey

Geraldine Ho
Hockey



Silver

Neo Ah Suan
Karate (Team)

S. Sinnathurai
Tae Kwon Do

Ranjit Singh
Hockey

Imbrahim N Tecklan
Hockey

Md Noor B Adam
Hockey

Rozli B Ahmad
Hockey



Bronze

Yahya Madon
Soccer

Nazri Nasir
Soccer

W/S/Sgt Chai Lai Yong
Fencing

W/S/Sgt Chan Lai Yong
Fencing (Team)

David Alexis
Boxing (Team)



Setting Foot in the City



SC/Sgt Gabriel Chan Duen Yue

If you had a keen eye for details, you might probably have noticed a group of men donning dark-blue fatigues and dark-blue beret, led by a soft-capped uniformed officer, and patrolling the walkways along the Marina Bay during the 28th South East Asian (SEA) Games. Well, if that piques your curiosity, they were certainly not our day-to-day red beret-wearing Police Tactical Unit (PTU) officers or the grey beret-donning Public Transport Security Command (TransCom) officers who you would normally see at public areas, and surely they were not part of the K9 Unit, despite sporting similar uniforms.

These men were actually officers from the Key Installation Protection Unit (KINS), predominantly made up of our Police National Servicemen (PNSmen). You would unlikely see them in the streets; these KINS officers have always been keeping guard of our nation's high economic-value facilities such as petrochemical refineries and power stations 24/7.

Deputy Assistant Commissioner of Police (National Service) [DAC (NS)] Darric Teo, a Commanding Officer for the KINS contingent in Bedok Division, shared, "The KINS officers were first deployed at key installations from October 2001, and have been employed in such capacities since. In the Asia-Pacific Economic Cooperation 2009 and Singapore Youth Olympic Games 2010, KINS officers were also utilised in protective security missions."

"However, SEA Games 2015 provided the first opportunity for the KINS unit to enhance police presence in public, and conduct high visibility patrols in areas of interest in the city," he added.

The expansion of KINS roles not only aimed to increase police presence, it was also instrumental in ensuring that the Land Divisions could fully patrol and secure these areas.

"The evolving security landscape calls for a collaborative approach to the optimisation of our manpower resources, and the SPF leverages intelligently on the NS availability. For example, TransCom ensures the security of our MRT and bus interchanges effectively through effective deployment of the NS assets," said DAC (NS) Teo.

Several tourist attractions where KINS officers were deployed to include Sentosa, Gardens By The Bay, Botanic Gardens, the Zoo, Bird Park, Suntec City and Raffles City. There was a team comprising at least six officers patrolling in every major location.



Currently, KINS are in transition to a new setup – the Protective Security Command (ProCom) – with a vision to be an authority in tactical excellence for protective security.

"The KINS deployment during the SEA Games 2015 was a harbinger for greater participation in subsequent major operations. Training programmes will be developed, equipping enhanced, manpower augmented and talents fostered in ProCom. The KINS' roles will be expanded to take on new dimensions of public policing duties," DAC (NS) Teo elaborated with pride.

Many KINS officers welcome the change and are looking forward to working in new environments as their roles become more diverse.

"The positive response from the KINS officers has been very encouraging. In fact, it is an overwhelming enthusiasm to ProCom. ProCom will advance our operational scope and capabilities, realise our potential, and offer Police National Servicemen a holistic and rewarding NS experience," added DAC (NS) Teo.

Our Instrumental Volunteers



Cpl Muhd Shahrnizam bin Abdul Rashid



the match. They had to maintain the peace while keeping a close watch for rowdy spectators.

Some VSC officers were also attached to TransCom during the football competition. Their primary role was to facilitate the movement of the large crowd of commuters using public transport, especially at Bishan and Stadium MRT stations.

Yet another group was deployed to secure yet other SEA Games competition venues. In addition to manning security points at venues such as the Institute of Technical Education campuses, Polytechnics, and the Singapore Expo, the VSC officers also helped to monitor surveillance cameras at various locations.

KEEPING DAILY OPERATIONS GOING

With the regular and PNS officers heavily engaged at the SEA Games, the VSC officers deployed at the six Land Divisions stepped in to supplement the remaining officers undertaking day-to-day policing duties.

They patrolled the streets, conducted person & vehicle checks and performed roadblocks at night, providing security coverage in neighbourhoods, industrial estates and commercial district areas.

Protecting the Games

The VSC officers played a crucial role in assisting the regular officers, Police National Servicemen (PNSmen) and the Police National Service (full-time) (PNSF) officers to ensure the smooth flow of the operations. Central Division, for instance, deployed their VSC officers at the Padang where they conducted checks on people entering protected areas, kept a lookout for suspicious people, and prohibited and dangerous items that could have posed safety threats.

VSC officers were also deployed to support the deployments at the football matches held at both the Bishan Stadium and Jalan Besar stadiums, which saw large number of spectators during the Games. Apart from helping to conduct checks at the entrances, the VSC officers had to remain vigilant against any incidents that could have occurred within and outside the stadium's premises during

It is an honour to be part of the 28th SEA Games and a unique experience as I was assigned to different duties. As a photographer attached to the Public Affairs Department (PAD), I had the opportunity to meet officers regardless of whether they were regulars, PNSmen or VSC officers who were at work at the various sites. I was also happy to capture all the proud moments of SPF officers who participated in some of the sports and won medals for Singapore.

A/Inspector (V) Pauline Lim
Volunteer Special Constabulary, and Manpower Branch



Other Areas Where They Contributed

VSC officers attached to Traffic Police, on the other hand, played a different role by providing support to the Support and Technical branch (S&T) by transporting operational equipment and food to those deployed on the ground.

VSC officers also assisted to document the SEA Games security operations with good photographs and video footage. VSC officers with a keen eye for photography assisted the Public Affairs Department (PAD) to capture SPF's officers during the Games, focusing on both officers at work, and those who were representing Singapore at the Games. These photographs were then shared with the rest of the Force to keep everyone up to date on the various roles played by the SPF, and how their work, in one way or another, was supporting the Police mission to ensure safety and security at the Games.



Looking After Our Men and Women



SC/Sgt Gabriel Chan Duen Yue



The operational effectiveness of the Force is entirely hinged on our officers' well-being and mental health. When there are such operations on a massive scale, the Manpower Department (MPD), and the divisional Unit Welfare Officers (UWO) and Welfare Liaison Officers, play an integral role in ensuring officers' needs are met by sufficiently distributing welfare-related resources to the units involved and tending to the officers' psychological needs.

About a week leading to the 28th South East Asian (SEA) Games, each of our officers received resource materials from the Police Psychological Services Division (PPSD) that offered useful tips in managing their work and family matters and coping with operational stress. These hand-outs were distributed to help psychologically prepare officers for the toil of prolonged deployment.

Para-counsellors in each department or unit also helped keep a lookout for officers around them who may be overwhelmed by stress either related to work or at a personal level, by providing a listening ear and practising active listening skills.

Ms Ho Hui Fen, Head Resilience & Counselling Psychology Branch from PPSD, shared, "Besides disseminating posters and brochures, the CARE (PPSD Counselling) Helpline was made available 24 hours for officers who may be distressed. Encouraging messages were also broadcasted intermittently via Whatsapp social platform to raise the officers' morale."

"We also worked closely with the unit para-counsellors who proactively showed continual support for fellow colleagues, either through words of encouragement or pat on the back. If professional help is required, PPSD will offer its assistance," Ms Ho added.

As part of 'morale sensing', officers on the ground were interviewed by the psychologists. The feedback gathered was evaluated and presented to management for possible solutions to remedy some situations within the deployment period itself.

The Commissioner of Police, Deputy Commissioners and Commanders also walked the ground to personally assess operations effectiveness and boost morale.

SC/Sgt Luqmaan Al Hakeem, a Neighbourhood Police Centre Officer (NPCO) from Bedok Division, recalled, "Our Commanding Officers (CO) and Team Leaders (TL) constantly reiterated to us how important running the SEA Games smoothly meant to Singapore. They persistently reminded us of the critical role we played as men in blue, to protect our citizens and visitors to our beautiful nation. And that really boosted my morale and enthusiasm."

That was not all – a Welfare Support Plan for SEA Games 2015, which was conceptualised by MPD as early as March 2014, was in store for all the officers as well! From energy bars to Vitamin C supplements, they all kept the officers invigorated and going. Isotonic drinks were one of officers'

popular choices of refreshment during the operations.

Mr Pang Sab, a welfare officer from MPD, explained, "Welfare support on the ground plays a pivotal role in helping to sustain our officers' morale and resilience operations. In this respect, the provision of welfare-related supplements serves to complement the basic operational supplies provided by Police Logistics Department (PLD) and the respective units or departments. Through this provision, it is hoped that our officers would be able to manage the stress and discomfort arising from their deployment better."

In deciding on the welfare-related items to be issued to various units or departments, the Police Welfare Division carefully takes into account the duration of the operational deployment, working environment and other factors.

"During major deployments which coincide with the month of Ramadan, for instance, we would procure dates

for break-fast consumption and non-carbonated isotonic drinks, which would not upset an officer's empty stomach," Mr Pang Sab shared.

Ground officers were pleased to receive these supplies that had helped them perform better during the extended hours of work.

SC/Sgt Luqmaan commented, "We were given health packs from the Manpower and Logistics departments which include supplements and other helpful items. Ultimately, what made our long duty hours easier to discharge would be our well-provisioned rest areas. I greatly appreciated the organisers for looking after our welfare."



Marking The End of the Games



By Hoong Wee Teck
Commissioner of Police



Singapore hosted the 28th SEA Games from 5 to 16 June 2015, the region's biggest sporting event that saw thousands of officers from the Singapore Police Force (SPF) work tirelessly with other national departments and services to ensure the safe and smooth proceeding of the Games. As the SPF wrapped up its operations, the Commissioner of Police addressed officers on 17 June 2015.

Dear officers,

We have come to the end of our operations for the 28th SEA Games. The past 24 days have been a challenging yet exciting period for all of us as the Singapore Police Force conducted one of our most extensive police operations to ensure the smooth and safe proceeding of the region's biggest sporting event.

Many officers were deployed on the ground to manage crowd and traffic flow, and to provide security coverage at training centres, competition venues and various hotels island-wide. Behind the scenes, our logistics, communications and IT officers also worked tirelessly to provide critical support for the smooth running of our operations.

During my ground visits, I have seen tremendous teamwork and cooperation on the ground, and a seamless integration of processes throughout the operation. Regular police officers, PNSFs, PNSmen, VSC officers and Civilian officers all worked closely with one another to ensure the overall success of our mission. I would also like to commend our officers who held the fort at the respective units to continue our day-to-day operations to safeguard Singapore.

Several of our officers represented our nation at the Games and I am happy to see our officers performing their best in the sporting arena. You have done the nation and the Force proud with your respective achievements. Congratulations to all of you!

Thank you all for a job well done.

