



**POLICE
LIFE**

THE SINGAPORE POLICE FORCE MAGAZINE
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Peace and Cooperation through Music
Never Judge a Plastic Bag by its Colour

LEAP FOR LEADERSHIP

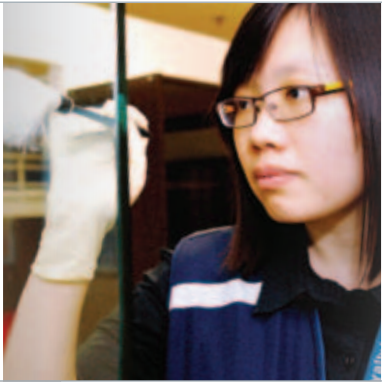
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NOTE FROM THE TEAM



Ms Chew Si Lei Jinnie
Journalist
Police Life

In this issue, read how our officers are empowered and moulded into leaders of the future with the Learn Equip Act Progress (LEAP) Programme. Learn of how the eagle eyes of our Community Policing officers detect crime by spotting a seemingly innocuous plastic bag. Join us in conversation with retired Deputy Assistant Commissioner of Police Mr Thambiah Letchamanan as he recounts his policing days in post-war Singapore and tells us why being a police officer is a calling for life.

Having the opportunity to meet these passionate officers and hear their stories is what keeps me excited to continue bringing to you snippets of life in the SPF. I hope such stories also serve as an inspiration to all of us as we go on with our daily pursuit to protect our home and keep Singapore safe. I hope you will enjoy this issue.

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With so many divisions and departments in the Singapore Police Force (SPF), and each developing identified leaders in their own different ways, there is a need to institute some structure and consistency to the process and programmes in place for leadership development across the Force. With decentralisation, units ran the risk of missing out essential components of leadership development needed to groom officers for leadership roles in future postings.

Today, officers can look forward to tapping on the Learn Equip Act Progress (LEAP) Programme, which is the revised and rebranded Leadership Development Programme (LDP). The LEAP Programme is aimed at ensuring a clear, concise, consistent and robust structure to develop leadership competencies of police officers.

Officially launched on 22 Aug 2014 by the Ministry of Home Affairs Deputy Secretary (Policy), Ms Goh Soon Poh, Deputy Commissioner of Police (Policy), Mr T. Raja Kumar and Director Manpower, Senior Assistant Commissioner of Police Tan Hung Hooi at the Police Headquarters auditorium, the event was attended by about 250 police officers and senior officers across different units. There was also an opportunity for LEAP participants to mingle and engage with the senior leaders.

LEAP FOR LEADERSHIP



SSSgt Ng Shi Wei
Manpower Department





“SPF needs to develop our officers to be effective community leaders and leaders at every level as we strive to be the Force for the Nation aiming to make Singapore the safest place on earth.”

Deputy Commissioner (Policy) T. Raja Kumar, in his opening address

A new framework

Each year, about 200 police officers across all units will be nominated to participate in the programme. Driving the programme will be the Manpower Department (MPD), Training Command (TRACOM) and the Unit Leadership Development Committees (ULDC) led by the respective Deputy Commanders and Directors. Under each ULDC, activity managers pegged at the level of Commanding Officers, Heads and Assistant Directors will be tasked to mentor and run the unit leadership development programme (ULDP) for the LEAP participants.

Closely guided by the SPF Leadership Competency Framework introduced in 2004, the LEAP programme focuses on developing a wide range of leadership competencies for participants across three years: **Self** Leadership in the first year, **Team** Leadership in the second year and **Strategic** Leadership in the third year.

Each year, LEAP participants will go through a pre-identified training programme headed by the TRACOM, as well as two ULDP activities headed by the respective ULDCs

YEAR
1 Self
Leadership

YEAR
2 Team
Leadership

YEAR
3 Strategic
Leadership

ACTIVITIES TO BE PERFORMED EACH YEAR:

1
TRACOM
Centralised Programme

2
One Fixed
ULDP Activity

3
One ULDP Activity
with a list of choices

Overall-in-charge: **Manpower Department**

This new framework provides leadership training for participants (through courses coordinated by the TRACOM), and also exposes them to actual leadership moments and experience through suitable ULDP activities, such as being deployed as the In-Charge or 2nd In-Charge for Divisional Police Deployments, to build up skills, knowledge and higher-order thinking process.

The MPD oversees and tracks the leadership developmental progress of all LEAP officers through the yearly submission of ULDP progress report of the participants.

“The LEAP Programme creates a consistent framework in training leaders from all units. Personally, I hope to improve my leadership skills, particularly my public speaking during the first year of the programme which focuses on developing competencies under Self Leadership.”

SI Jamie Pang Yin Cheng, LEAP Participant
Ops Management Division, Operations Department



Consistency creates new opportunities

With the new standardised training scheme for all officers, the new structure will benefit not only potential leaders, but current ones as well. As Senior Staff Sergeant Wahida Abdul Aziz, Deputy Officer-in-Charge (Youth), Community Policing Unit, Pasir Ris Neighbourhood Police Centre, said, “The new programme will benefit officers aspiring to be leaders. For me, this will act as a benchmark on what is expected of a leader in the SPF, in addition to personal growth and development.”

Led by the MPD, LEAP is a key program under the SPF People Development Master Plan seeking to develop leaders, professionals and learners in all our police officers. In support of the Police Transformation Programme (PTP), the LEAP Programme also represents the Force's refreshed efforts in enhancing officers' experience in terms of their leadership development journey.



NEVER JUDGE A PLASTIC BAG BY ITS COLOUR

By SC (NS) Mohamed Feroz Jahan
Public Affairs Department

The instincts of two Community Policing Officers led to the detection of two drug offenders.

Sergeant (Sgt) Mohamed Idil Bin Mohamed Ali and Corporal (Cpl) Dorigo Cai were part of a team conducting joint block visits along Tampines Street 45 earlier this year. Member of Parliament for Tampines Group Representation Constituency, Mr Baey Yam Keng, representatives for the Town Council and the Housing and Development Board (HDB) and Residents' Committee (RC) members made up the rest of the team. The friendly visits took a sudden turn at about 9.45pm.

Expect the unexpected

One of the grassroots leaders, Ms Ivy Soh, saw two men seated on the

stairway behaving suspiciously as the team walked from the fourth floor to the third. "I alerted my fellow grassroots leaders and the police officers who were part of the entourage," said Ms Soh. Sgt Idil and Cpl Cai's knew they had to quickly take charge of the situation. The officers thus approached the men to strike up a conversation.

"From their body language during our interview, we knew they were lying through their teeth. Every question posed to them was met with unease," said Sgt Idil.

When the two men were asked to produce their identity cards, one of them fled. Both officers gave chase

while the other man was kept under close watch by Tampines North Zone 5 RC Chairman, Mr Wong See Choon.

Run away from a Plastic bag

Despite the officers' best efforts, the fleeing man quickly disappeared from sight. The officers then returned to check on the other man. "We had earlier spotted a plastic bag being hidden from our sight by the suspect who had fled. We suspected it could contain some suspicious contents," said Sgt Idil. True enough, they found the plastic bag with the person who had been held back and it contained items that indicated the use of drugs. Upon questioning

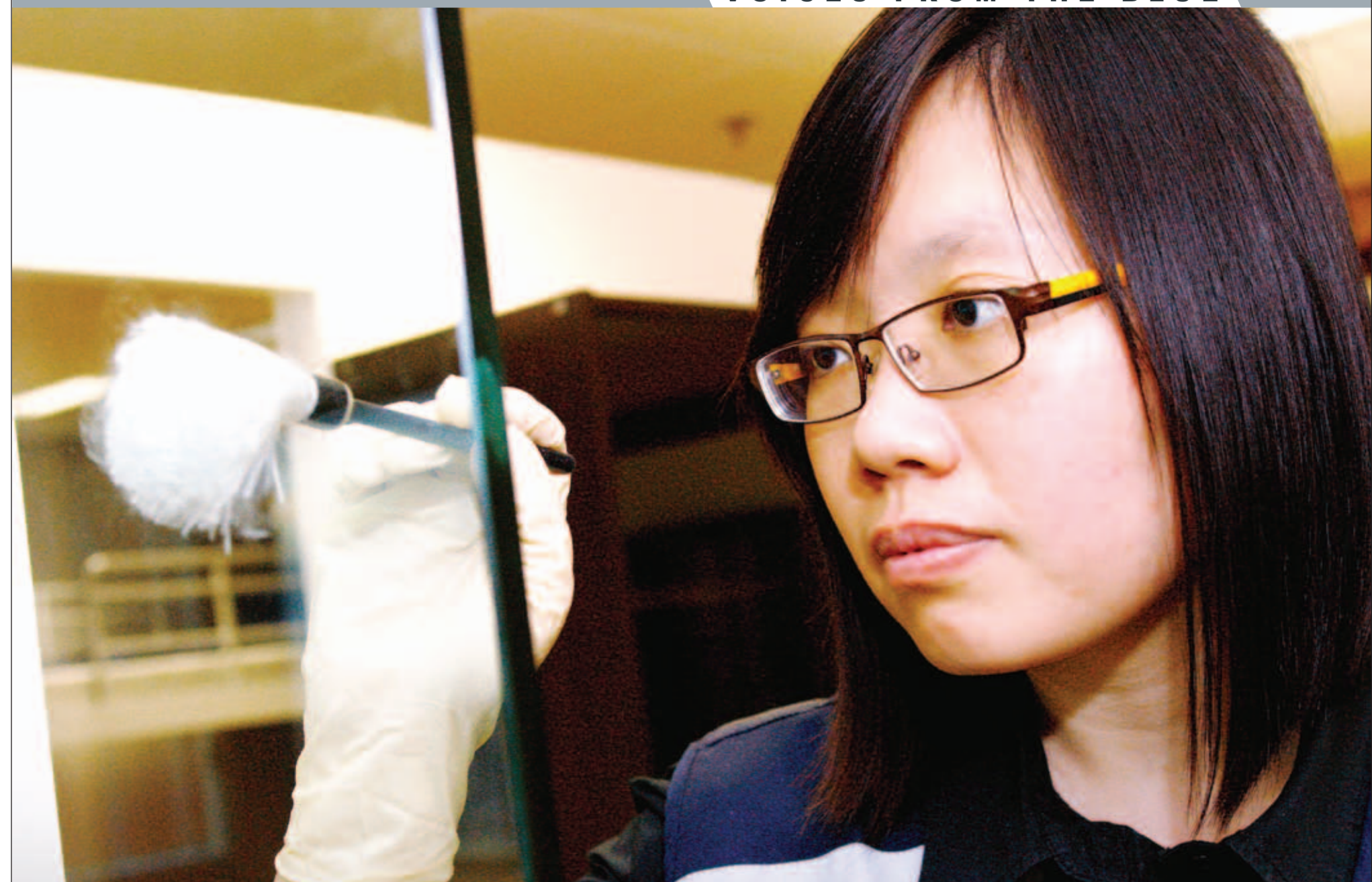
the man admitted to having consumed drugs prior to meeting his friend at the stairway but revealed that the bag belonged to the man who had fled.

Inch-perfect instincts

The two Tampines Neighbourhood Police Centre officers had quickly taken charge of the situation when they sensed something amiss, which earned them praise from Mr Baey. "I remember the calm of that evening when I was visiting residents and quietly the police detected something fishy. It is impressive how quickly the police had sprung into action. This is very assuring to the public. Well done!"



VOICES FROM THE BLUE



THE REAL CSI

By SC Mok Wen Jie

A senior crime scene specialist, Ms Ee Sze Min joined the Singapore Police Force (SPF) in February 2013 after obtaining her Masters of Science, and looking to apply her scientific expertise to aid in criminal investigation. *Police Life* finds out more about the job so often depicted on many crime drama television series.

Ms Ee is part of the Forensics Division (FD) in the Criminal Investigation Department (CID), where she assists in major crimes investigations including murders, serious sexual offences, intellectual property rights violation, specialised crimes and casino crimes.

This Division also delves into operational research to identify the latest methods, techniques, equipment and emerging technologies to enhance SPF's capabilities in tackling crimes committed by an increasingly better-educated population.

Ms Ee's work covers the different facets of forensics, ranging from crime scene investigation, and handling forensic developmental projects. Apart from managing major crime scenes, she also works with the various Land Divisions on suspicious death cases.

Forensic Investigations

"Every contact leaves a trace," says Ms Ee. All crime scenes are thoroughly processed for potential evidence. To ensure that the integrity of evidence is not compromised, FD uses specialised equipment and

chemical techniques deployed by specialists during search and recovery of forensic evidence.

"Our systematic approach towards crime scene investigation and the deployment of various techniques and equipment will aid in the recovery of evidence, no matter how minute or latent... We strive to recover all these objective evidence so that justice will prevail," says Ms Ee.

Using forensics to seek justice for victims

When asked to reflect on her time in FD, she replies, "In my one-year plus

TV DRAMAS VS REALITY

Popular television series today like "Crime Scene Investigation (CSI)" often make forensic investigations appear very quick and easy to solve. In reality, actual forensic analysis of evidence is a very detailed and laborious process, and can take weeks or even months at a time.

with the Force, I have encountered cases from the various CID branches and I must say that the learning curve is steep yet fulfilling.

It is interesting to use the various disciplines of forensics as a tool to either help prove or disprove the different theories put forth in each crime. The challenging nature of the job and my earnest passion to serve the public inspired me to join the Force so that I can help crime victims seek justice on their behalf."

PEACE AND COOPERATION THROUGH MUSIC

By SC Mok Wen Jie

After 11 years, Singapore again hosted the World Police Band Concert. Held from 6 to 8 October 2014, three police bands – the Singapore Police Force Band, the Tokyo Metropolitan Police Band and the New York City Police Department Band – performed together to spread the message of peace and safety through music, while fostering relationships between the various police communities.

Our Police Photographic Society members captured highlights from the Street Parade and march along the Waterfront Promenade at Marina Bay Sands, and the finale concert at the Esplanade Concert Hall.



HEROES FOR LIFE: “IF I WAS BORN AGAIN, I WOULD JOIN THE SINGAPORE POLICE FORCE”

By Afiq Fitri Bin Alias
Home Team News

Mr Thambiah Letchamanan has seen Singapore through its most difficult times. Starting as an inspector in 1952, he rose through the ranks and eventually assumed the rank of Deputy Assistant Commissioner of Police. In doing so, he was involved in virtually every major event in Singapore's post-war history, from the Hock Lee bus riots to the Hotel New World collapse. Home Team News spoke with him to find out more about his experiences.



When Mr Thambiah Letchamanan talks about the old days in the Singapore Police Force, it isn't difficult to imagine him as a young and passionate police officer who has seen Singapore grow from a fledgling city state rife with turbulent periods to the secure first world country it is today.

From the Hock Lee bus riots, Chinese high school riots, and the Hotel New World collapse of 1986 (just to name a

few), Mr Letchamanan has played significant roles in upholding the law and making sure Singapore was kept safe and secure.

Keeping the peace between different races

When asked which event was the most memorable, he pointed out two events—the 1964 racial riots and the Spyros disaster of 1978.

Mr Letchamanan remembers the events of the 1964 racial riots vividly. He was on leave that day, and got recalled from the Beach Road Police Station where he was posted.

As there was a riot going on at Geylang Serai, his Officer-in-Charge Mr Ratna Singham and his Superintendent Mr Abdul Rahman Dabashar were both sent there to take command. Shortly

after, he was informed of another riot at Queen Street.

The only Senior Routine Inspector left at the Beach Road Police Station, he had to take the reins of command. As his officers waited for his orders, Mr Letchamanan knew he did not have much time to come up with a plan as the riot was getting more violent by the minute.

“Back then, Raffles Girls School was located at Queens Street... The girls had just ended school and was stuck in the middle of hundreds of people fighting,” he said.

Prioritising their safety, he quickly called the Singapore Armed Forces for trucks to transport the girls back home safely, opening Beach Road Police Station as a temporary shelter while waiting for the trucks.

“The kids were stranded so it was the most obvious choice to me to use the station as a shelter. We made calls to the now closed Satay Club to have them come over and provide food for the people in the shelter,” he said with a smile.

Mr Letchamanan also sent as many officers as he could find to the Boyanese settlement at Crawford Street which was at risk of being attacked by Chinese rioters, to ensure that no more lives would be lost on that day.

“The Boyanese people were the minority in an area that was populated by the Chinese. It was our responsibility to make sure that they were protected,” he said.



At age 34, Mr Letchamanan was a Senior Inspector in the Singapore Police Force. His handling of the 1964 racial riots caught the attention of his superiors and in the wake of the riots he was immediately promoted to Acting Deputy Superintendent of the Beach Road Police Station.

During his tenure, he set up three police stations in racially sensitive areas like Gammon Road and Jalan Senang to make sure that peace was kept between the Chinese and Malays. Mr Letchamanan encouraged each community to look past their own differences and convinced them to protect one another in the event of another violent riot.

In the aftermath of the 1964 racial riots, he even took charge of the Peace Committee established by the former Prime Minister of Malaysia Tunku Abdul Rahman to ensure that racial harmony between the leaders of the Malay and Chinese communities was maintained.

Taking control of Singapore's worst disaster

On 12 October 1978, the Greek tanker *Spyros* exploded at the Jurong Shipyard, killing 76 people and leaving 23 injured.

As the Assistant Commissioner of Police was on leave, Mr Letchamanan had to take the reins as Acting Commander Of Detachment for the *Spyros* accident.

His tasks consisted of overseeing the transportation of the wounded and establishing a main communications station so that all the departments could coordinate their rescue efforts.

“I was there for the entire period of the rescue efforts to make sure everything was under control, answering queries from the media and the public, and most importantly, ensuring that the people who were trapped inside the ship got home safe,” said Mr Letchamanan.

Looking back

Now 80 years old, Mr Letchamanan has put down his baton and service weapon but still keeps his police uniform proudly in his wardrobe.

He misses the days he spent serving the nation and feels a huge sense of achievement for what he had accomplished, and rightfully so. Mr Letchamanan's significant involvement in the unstable periods during the country's formative years has helped shape Singapore into what it is today.

When asked if he had any regrets, he simply said no, and that he wouldn't trade a single experience he had for anything.

“One thing I've learned from all those years is to always stay alert and never take peace for granted,” he said.

“If I was born again, I would join the Singapore Police Force,” he said.

HOME TEAM VOLUNTEERS: A SECOND CHANCE TO FULFIL A LONG TIME AMBITION

By Denise Lee
Home Team News

Volunteer Special Constabulary (VSC) officer Gladys Koh had long nurtured an ambition to be a policewoman. Though this did not materialise, she is glad to be volunteering as a VSC officer today. Home Team News caught up with her after a recent radio interview with Capital 95.8FM and got her to share more about her volunteering experience.



VSC officer Gladys Koh finds her volunteer work enriching as it introduces her to new people and experiences.

When she missed the opportunity to join the police force, Gladys Koh thought that that spelled the end of her ambition to be a policewoman. Little did she know that years down the road, she would stumble upon the chance to fulfil this long-held aspiration.

Working as a manager at Global Student Services, the 36-year-old learned about the Volunteer Special Constabulary (VSC) through a colleague and jumped at the chance to participate in it.

Established in 1946, the VSC started out with 150 volunteers and has since grown to its present pool of about 1,100 volunteers, all of whom hail from different walks of life. The volunteer scheme was initiated with the purpose of allowing interested individuals the opportunity to participate in police service and assist in the enforcement of law and order in Singapore.

Ask Gladys what she enjoys about her role as a VSC officer and she would cheerily tell you: "I get to see things differently from a civilian, such as witnessing first-hand how cases are handled."

"As a VSC officer, I get exposed to different duties. I can do uniform duties such as patrol and crime prevention, as well as plain clothes duties. I can also cross over to different Neighbourhood Police Centres (NPC) within the same division, which gives me an understanding of how cases vary among NPCs," she added.



VSC officer Gladys Koh and her fellow Home Team Volunteers shared about their volunteering experience on Capital 95.8FM.

Managing her time between her day job, volunteering commitments and family life is no mean feat but Gladys shared that with proper planning, it is doable: "I plan in such a way that I fulfil the minimum monthly requirement of volunteering hours in the beginning of the month. If I do not have family or social obligations for the month, I'll set aside more time for volunteering."

Attached to Bishan NPC for slightly over a year, Gladys's experience as a VSC officer encompasses the exciting and the unusual. She counts working alongside regular police officers to hunt down unlicensed money lenders and secret society members, as well as dealing with stark naked suspects

wandering around the neighbourhood as some of the interesting cases she has handled.

While volunteering as a VSC officer may be challenging at times, it has its share of perks. "I get to meet and interact with more people, which I enjoy. When observing regular police officers take statements with criminals, I am able to get a glimpse into the minds of the criminals, which helps me understand what motivates them to commit certain crimes," Gladys shared.

Having a supportive employer makes it easier for her to strike a balance between her day job and volunteering duties. "I can request to apply for leave

if I want to take on any major duties. If I do night duties, I can take leave the following day to rest. My employer gives me the flexibility so long as my main job output isn't compromised," said Gladys.

When it comes to doing the job of a VSC officer well, Gladys stresses: "Being passionate about your role is important, as the hours can be long. Not every duty may appeal to you but with passion, everything is doable. One should also have good time management to balance work, volunteering duties and family life. Lastly, having a natural curiosity to want to see and learn different things is also ideal."



VSC officer Gladys Koh takes pride in her work and stresses the importance of having the passion for it.

ELUSIVE BUT NOT EVASIVE

By SC/Cpl Muhammad Alif Bin Sapuan

Officers from the Bedok Police Division pit their grit and determination against a 37-year-old serial housebreaker and emerge victors with his arrest.



The serial housebreaker hid here but was still arrested by the police.

The culprit had committed a series of break-ins between 26 August and 4 September 2014 at private residential estates such as Dunbar Walk, Kurau Terrace, Binchang Rise, Chwee Chin Road, Lynwood and Jalan Punai. He seized the opportunity presented by unsecured doors and windows of the residential units and entered while the occupants were asleep. Careful not to make any noise, he grabbed all the valuables he could find before fleeing.

About 60 officers from the Bedok Police Division, Public Transport Security Command, Police Intelligence Department (PID) and the Criminal Investigation Department (CID) were involved in the investigation. It was a challenging operation as the culprit did not leave any trace behind. Although he entered the units, he was careful not to leave any sign of forced entry.

Staying committed and positive, the officers did all they could to bring the

perpetrator to justice. They went to MRT stations, convenience stalls and neighbouring units to conduct checks and look for Closed Circuit Television footage of the culprit. The officers spent many hours examining such footage to narrow down their leads.

The officers from the Bedok Police Division conducted operations at Kallang and Geylang with the assistance from the PID. The excellent teamwork of the officers involved allowed them

to trace the culprit's whereabouts after detailed crime analysis and extensive investigations. On 4 September 2014 at about noon, the man was arrested in the vicinity of the Kallang River. Despite being surrounded by officers, he refused to cooperate. Deputy Officer-in-charge of the Violence-against-Persons Squad, Station Inspector Seow Ming Huat said, "He turned violent towards the officers. It was not safe for both the officers and the subject because the Kallang River was right in front of us. If we were not careful, we would have fallen into the river."

All their efforts paid off after ten days of investigation. A total of \$800 in cash, an assortment of foreign currencies, three mobile phones, two mobile cables, three SIM card adaptors, a disposable surgical mask and a cap were seized from the culprit.

Deputy Commander of the Bedok Police Division, Superintendent of Police Chua Chee Wai said, "This case demonstrates the tenacity and excellent coordination of the officers involved to bring the culprit to task. It serves as a warning to like-minded criminals that Police will spare no effort to track criminals down."



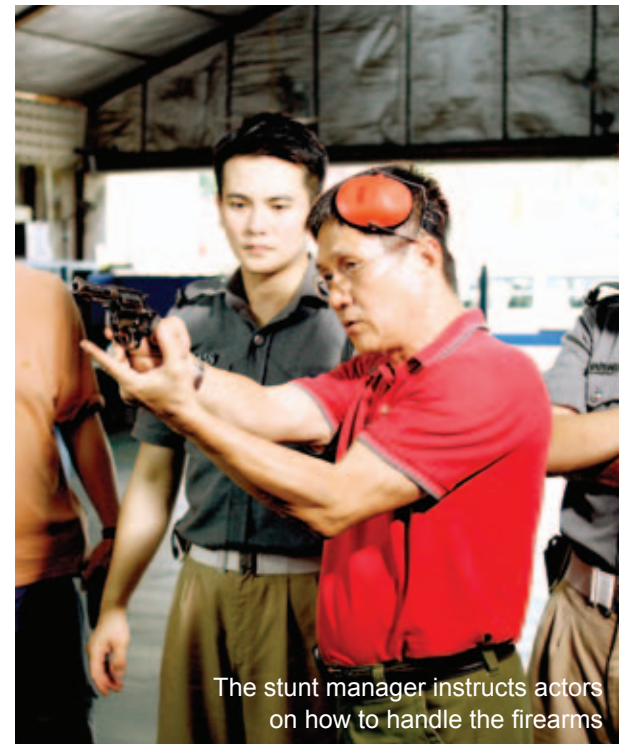
A CLASSIC SETTING FOR A CLASSIC DRAMA

By SC Mok Wen Jie

The crack of gunfire at a practice range, the gruelling run in the field, the strict and disciplined training in the parade square: these are some activities that made the Singapore Police Force what it is today. Once familiar scenes were re-enacted for the cameras at the Old Police Academy, as scenes for the drama series Mata Mata 2 were shot on 28 May 2014. *Police Life* brings to you some highlights of that day.



Actor Fish Chaar acting as gangster Roy Khoo



The stunt manager instructs actors on how to handle the firearms




Re-enactment of a Physical Training (PT) run





Re-enactment of officers practicing at the firing range in the 1960s

HAS YOUR LOVED ONE BEEN **KIDNAPPED?**



 Call '999' immediately when you receive such calls.

 Remain calm and contact your loved one to confirm his or her safety. If he or she is not contactable, try checking with his or her friends or other family members.

 Do not remit or transfer any money to the caller.

PENALTIES FOR CHEATING

JAIL TERM OF UP TO 10 YEARS AND LIABLE TO A FINE



SINGAPORE POLICE FORCE



NATIONAL
CRIME PREVENTION
COUNCIL