

**WITH YOU  
ALL THE WAY**

Immigration & Checkpoints Authority

**YEARBOOK 2004**





**WHEN YOU  
ARE AT PLAY...**



**...WE WILL  
KEEP WATCH**



**WHEN YOU  
GO ON A TRIP...**





**...WE WILL  
ENSURE  
A SMOOTH  
JOURNEY**





**WHEN A  
LOVED ONE  
ARRIVES...**

**...WE WILL  
EXTEND A  
WARM  
WELCOME**





**WHEREVER YOU GO  
WHATEVER YOU DO**

**WE ARE WITH YOU  
ALL THE WAY**

# ICA MISSION

We ensure that the movement of people, goods and conveyances through our checkpoints is legitimate and lawful. We administer and uphold our laws on immigration, citizenship and national registration fairly and effectively.

# SHARED VISION

Inspiring Confidence in All

# DEPARTMENTAL VALUES

Integrity, Commitment, Accountability

## CONTENTS

Our First Commissioner	14	Working And Playing	26
Our New Commissioner	17	Initiatives For You	28
Our Leadership Group 2004	18	Our Partners	36
Our Organisation Structure	22	Contributing To The Community	48
Our Checkpoints	24	Our People	60
Statistics For The Year	25		



## OUR FIRST COMMISSIONER

**Mr Lock Wai Han was the man at the helm as the first Commissioner of ICA. Having overseen the effective merger of ICA and leading the organisation in the fight against terrorism and SARS (Severe Acute Respiratory Syndrome), Mr Lock is a clear candidate for success. So what makes this man tick? Our Editorial Team had a chat with him to find out more about his aspirations for ICA.**

As we spoke with Mr Lock, it was easy to understand why the Straits Times singled him as one of the 50 young Singaporeans to watch. Like ICA, Mr Lock is a “young veteran”. Just 37 years old, his youth belies the vast experience he has had in the public service. He joined the Police Force in 1986, after being awarded the Singapore Police Force (Overseas) Scholarship, and held various positions in the Police Force before his appointment in 2003 to oversee the formation of ICA. His leadership was immediately tested by the twin threats of terrorism and SARS, and he rose to both challenges by galvanising ICA officers into action, confronting both events with cool-headed strategies and confidence. The effectiveness of ICA’s actions reinforced the government’s belief that ICA is a necessary institution in a changing global security landscape.

### **FAMILY, FOOD AND FUN**

Like a true blue Singaporean, Mr Lock is a foodie and you will often find him at Holland Village savouring the best laksa in town or at

East Coast enjoying the wanton mee. He is very adventurous when it comes to food, having gamely tried sea urchins and fried scorpions. Despite his busy schedule, he makes it a point to spend time with his family and friends. The golf course and the gym are regular haunts for him as he works off the calories from his “rich” diet.

### **WITH YOU ALL THE WAY**

His enthusiasm was infectious as he spoke about ICA’s role in tackling the global threat of terrorism. The sense of conviction and determination was apparent as he spoke about ICA’s continued vigilance in preventing the smuggling of undesirable persons, drugs, weapons, explosives and other contrabands through our checkpoints.

Besides ensuring a safe and secure Singapore for all to live, work and play in, ICA plays an important part in the lives of Singaporeans and foreigners living, working or studying in Singapore. ICA’s role begins at birth, when a child born in Singapore is registered with ICA. The child then registers for his first National Registration Identity Card (NRIC) at the age of 15. As a cosmopolitan Singaporean, if he marries a foreign wife, he applies for Permanent Residence and eventually Singapore Citizenship for her. When he passes on, his family members would register his death with ICA.

## OUR FIRST COMMISSIONER

**Besides ensuring a safe and secure Singapore for all to live, work and play in, ICA plays an important part in the lives of Singaporeans and foreigners living, working or studying in Singapore.**



As Mr Lock puts it, "We are with you all the way" also ironically extends to immigration offenders who overstay their welcome in Singapore! He stressed that to inspire confidence in Singaporeans as well as the regional and international community, ICA has to provide quality security and service at all times. Close working relationships with strategic partners are also critical. Whether with our Home Team partners, with other government agencies in Singapore, or with international counterparts, ICA's goal is to make Singapore a safe and secure home for all.

At ICA, we uphold the belief that people are the foundation of our organisation. Mr Lock acknowledged that ICA would not have been able to achieve so much in so little time if not for the dedication and ability of its officers. He pledged that we will continue to build a cohesive culture in ICA and nurture the ICA Values of Integrity, Commitment and Accountability.

### **PARTING SHOT**

For Mr Lock, work is never just a job - it is a mission, always driven by the vision of upholding Singapore's safety and security. He always asks himself a question to spur himself on, and he exhorts every ICA officer to do the same:

**“What have you done today to inspire confidence in all?”**

## OUR NEW COMMISSIONER



Mr Eric Tan succeeded Mr Lock Wai Han as Commissioner of ICA on 1 April 2005. No, it's no April Fool's joke! Mr Eric Tan, previously Director of Central Narcotics Bureau (CNB), is as real as one can get. He is familiar to many at ICA, having been seconded to the then Singapore Immigration & Registration (SIR) from 1998 to 2001. He remembers fondly his stint with SIR, working closely with his colleagues to tackle the immigration offender situation and contingency planning for the potentially volatile landscape.

The 44-year-old PSC scholar is a self-proclaimed operational person with a hands-on approach to work. He affirms: "In an increasingly complex operating environment, going back to basics and simplicity in execution are the keys to successful operations. I treasure moral courage and integrity as important core values which officers should continually uphold." His immediate task at hand will be to ensure that ICA can contribute more as a Home Team enforcement agency, to Singapore's safety and security.

ICA and Singapore are in safe hands.

## OUR LEADERSHIP GROUP 2004

The ICA senior executive leadership is collectively known as the Leadership Group. Led by the Commissioner ICA, the group comprises the Deputy Commissioners, Directors, Deputy Directors, Senior Managers of the Services Centres and Commanders. The Leadership Group provides stewardship for the organisation.

**MR CLARENCE YEO**  
Deputy Commissioner  
(Policy & Administration)



**MR LOCK WAI HAN**  
Commissioner ICA



**MR KOH CHONG HWA**  
Deputy Commissioner  
(Operations)





**MR JAMES LOW**  
Director Intelligence



**MR TUNG LENG KEI**  
Director Corporate Services



**MRS LEE-HO SOW HENG**  
Director Policy



**MR BHOPINDER SINGH**  
Director Operations

**MRS PRAVINA JIT**  
Director Manpower



**MR JASWANT SINGH**  
Director Planning &  
Technology



**MS JULIA SNG**  
Director Corporate  
Communications



**MR TAN KOK GUAN**  
Senior Manager  
Citizen Services Centre



OUR LEADERSHIP GROUP 2004



**MR TAN HANG TJONG**  
Senior Manager  
Visitor Services Centre



**MR KNG ENG KIAT**  
Senior Manager  
Permanent Resident  
Services Centre



**MR LEE CHIAN TAK**  
Commander Woodlands



**MR FOO SACK JEE**  
Commander Airport  
(retired on 1 January 2005)

**MR ONG CHOO KEE**  
Commander Enforcement



**MR TAN POH KEE**  
Commander Airport



**MR MOHD FARHAD BIN  
MOHD SHARIFF**  
Commander Field Operations



**MR NAM LIANG CHIA**  
Commander Coastal





**MR WONG KONG WA**  
Commander Tuas



**MR ERIC CHUA**  
Commander Air Cargo



**MR LIM WEI MENG**  
Commander Ports



**MR TAN HOCK GUAN**  
1 Deputy Director Operations



**MR WU YIM MENG**  
Deputy Director Planning

**MRS EVELYN WU**  
Deputy Director Training



**MR DAVID TAN**  
Deputy Director Policy



**MS TAN SOR HOON**  
Deputy Director Technology



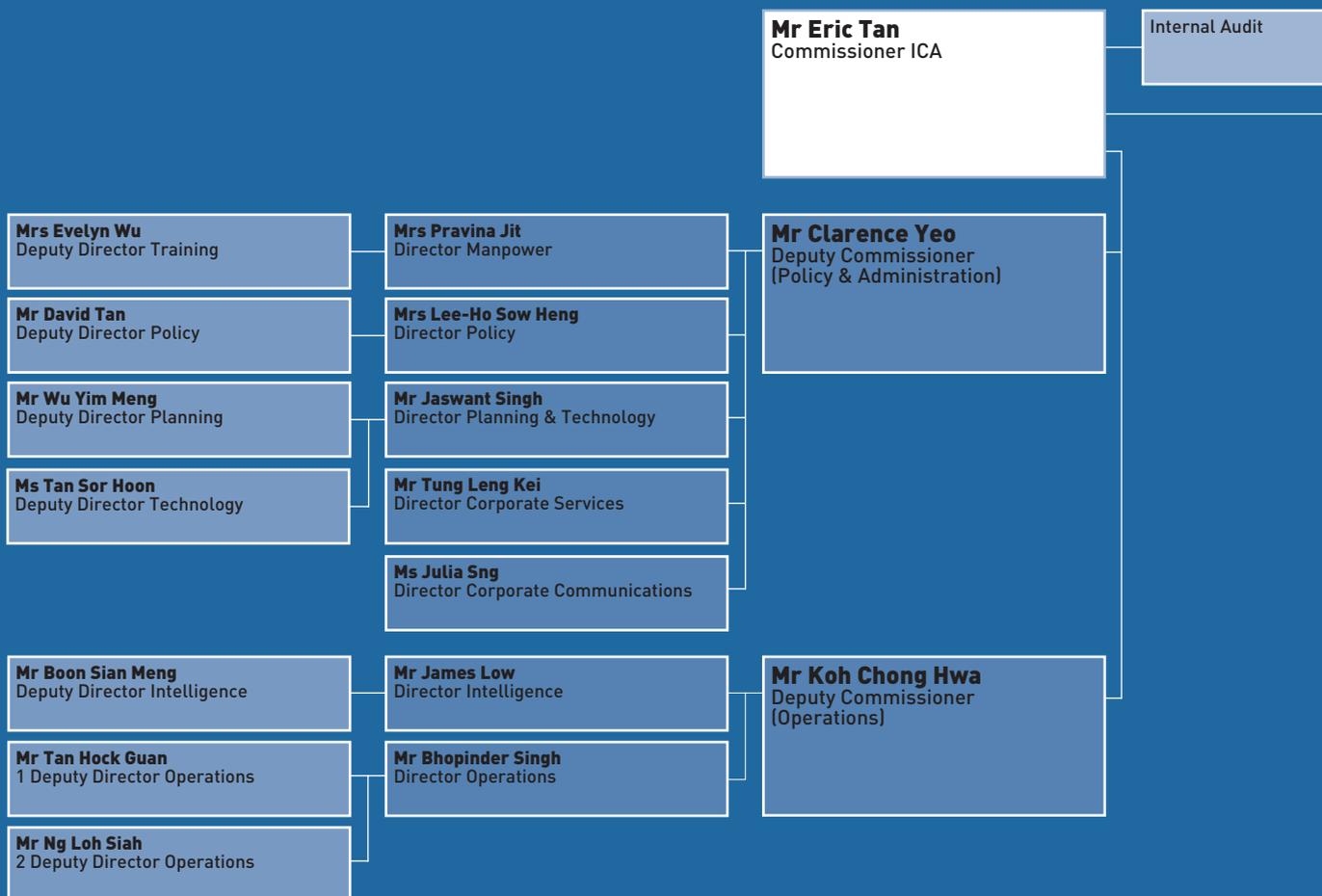
**MR NG LOH SIAH**  
2 Deputy Director Operations



**MR BOON SIAN MENG**  
Deputy Director Intelligence



## OUR ORGANISATION STRUCTURE (wef 1 April 2005)



**Mr Lee Chian Tak**  
Commander Woodlands

**Mr Wong Kong Wa**  
Commander Tuas

**Mr Tan Poh Kee**  
Commander Airport

**Mr Eric Chua**  
Commander Air Cargo

**Mr Nam Liang Chia**  
Commander Coastal

**Mr Lim Wei Meng**  
Commander Ports

**Mr Ong Choo Kee**  
Commander Enforcement

**Mr Mohd Farhad Bin Mohd Shariff**  
Commander  
Field Operations

**Mr Tan Kok Guan**  
Senior Manager  
Citizen Services Centre

**Mr Kng Eng Kiat**  
Senior Manager  
Permanent Resident  
Services Centre

**Mr Tan Hang Tjong**  
Senior Manager  
Visitor Services Centre

## OUR CHECKPOINTS

The ICA family comprises 3,400 officers. Our officers' continued vigilance at the Land, Air and Sea Checkpoints act as a line of defence against the entry of undesirable persons and cargo to ensure the continued security of our homeland. In addition to carrying out our duties at the Checkpoints, we perform immigration and registration functions such as issuing travel and identity documents at the Services Centres. Beyond the Checkpoints and Services Centres, we also conduct inland enforcement against immigration offenders and ensure their subsequent prosecution and repatriation.



## STATISTICS FOR THE YEAR

As our country's first line of defence against terrorist threats, the checkpoints play a crucial part in ensuring the security and safety of Singapore. Our unrelenting vigilance and stepped-up security checks at the various checkpoints have continued to deter the smuggling of illegal immigrants in and out of Singapore. A total of 5,400 illegal immigrants were arrested in 2004. Besides effectively barring attempts to smuggle illegal immigrants, we have also deployed radiographic scanners at the checkpoints to screen goods-carrying vehicles. About 18,000 cases of attempted contraband smuggling were thwarted by ICA last year. Our rigorous inland enforcement efforts have resulted in the arrests of 6,390 overstayers. Together with our Home Team partner, the Singapore Police Force, we will continue to flush out immigration offenders to maintain the well-being of our community.

FACTS & FIGURES	2004	2003	2002
Number of Illegal Immigrants	5,400	5,510	7,860
Number of Overstayers	6,390	6,340	5,690
Total Number of Immigration Offenders (Illegal Immigrants + Overstayers)	11,790	11,850	13,550
<b>Total Number of Passengers Arriving and Departing at the Checkpoints</b>			
Arriving	65,460,100	59,136,400	64,186,900
Departing	65,682,800	59,348,200	64,463,500
Number of Approved Applications for Citizenship	8,500	6,400	7,100
Number of Identity Cards Issued	79,100	79,500	77,500
Number of Passes and Permits (excluding Re-entry Permits) Issued	388,500	286,800	301,600
Number of Passports and Certificate of Identity Issued	242,100	221,100	248,000
<b>Number of Inward Containers and Consignments Cleared at the Checkpoints</b>			
Containers	926,700	1,340,500	1,219,700
Consignments	3,934,500	3,952,900	4,031,600
Number of Parcels Cleared at Parcel Post Section	1,175,900	1,240,800	1,166,500
Number of Cases of Contraband Detected	18,255	8,420	14,010

# **WORKING AND PLAYING**

**2004 was an eventful year for ICA. The Corporate Planning Seminar (CPS) in January and the Workplan Seminar (WPS) in April provided platforms for streamlining work processes. Our Leadership Group members too underwent a series of mental and physical challenges when they attended the ICA Leadership Risk and Challenge Workshop held at the ICA Academy and Sentosa Adventure Centre in September.**

**While we work hard, we play hard too. Various activities and events were held throughout the year to build and foster a sense of camaraderie and belonging among staff. These included the Family Day, the Telefun & Sports Day and the Dinner & Dance. The members of the Immigration & Checkpoints Authority Recreation Club (ICARE) and the PS21 Staff Well-Being Committee (SWC) put their hearts and souls in organising these activities which provided excellent opportunities for our officers to interact and bond.**

**We shall let the pictures do the talking ...**



**1.** Mr Lock doing the balancing act at the ICA Leadership Risk & Challenge Workshop

**2.** CPS participants testing their wits and steadiness

**3.** Our version of The Wheel of Fortune

**4.** Minister of Home Affairs viewing the exhibits at our WPS

**5.** Permanent Secretary (Home Affairs) gracing our Dinner & Dance

**6.** "Lean on me" - Commander Enforcement building trust together with his peers at the ICA Leadership Risk & Challenge Workshop

**7.** Mr Lock giving away prizes to lucky winners at the ICA Family Day

**8.** ICA officers and family members doing the caterpillar walk at the ICA Family Day

**9.** Mr Lock with the proud award recipients at the MHA National Day Observance Ceremony

**10.** Sweating it out at the ICA Telefun & Sports Day

# INITIATIVES FOR YOU



## **INITIATIVES FOR YOU**

**In ICA, security is of paramount importance. With syndicates becoming increasingly high-tech and sophisticated, our techniques have to remain updated and progressive in order to be effective. By leveraging on technology, we are able to enhance our capabilities in the area of checkpoint security, inland enforcement, as well as the management of citizens' and travellers' information.**

**Complementing our state-of-the-art technology is our training programme, which equips our officers with the skills to utilise the tools productively. Only with this two-pronged approach will we be able to continue to Inspire Confidence in All.**

### MAKING A LASTING IMPRESSION

While people may change their names or try to forge their passports, they cannot alter their biometric features. ICA uses the Biometric Database for Immigration Offenders (BDIO) as a central repository to store immigration offenders' fingerprints, photographic images and textual information. This allows us to ascertain if an immigration offender had been previously arrested and repatriated by ICA, allowing for the easy identification and prosecution of repeat offenders.

### MAKING A MOLEHILL OUT OF A MOUNTAIN

Imagine being confronted by a mountain of documents! This scenario has become a thing of the past with the introduction of DMS (Data Management System) – a system which allows for the conversion of physical documents into a user-friendly electronic database. It allows you to store, share and retrieve information, as well as generate reports and statistics effortlessly. With such a system in place at ICA, we are certainly making molehills out of mountains.



### OOPS... YOUR SLIP IS SHOWING!

Crooks who are planning to slip past our checkpoints with forged documents better think twice! We have enhanced our ability to detect forgeries with the help of the Forgery Detection Web Portal. This portal provides an online platform for officers to share

knowledge and intelligence on forgery detection.

The portal contains high quality close-up images of forged/tampered travel documents and concise descriptions of the discrepancies detected. It adopts a forum concept where knowledge can be created, shared and archived as officers engage in discussion on forgery cases or detection techniques. Officers' knowledge and skills picked up through experience and sharing are documented and categorised for easy retrieval.

**INITIATIVES FOR YOU**



**BACK TO SCHOOL**

Our very own ICA Academy (ICAA) was established to support the training of ICA officers, with courses that are tailor-made to suit our unique requirements as a security agency. The academy was converted from an old school and it is here that rookies are whipped

into shape. Well, in a matter of speaking at least! At the ICAA, officers are trained in an environment conducive for team-building and innovative thinking. Dormitories, an outdoor fitness corner, a basketball court and BBQ pits are some of the facilities officers can look forward to.

Facilities at the ICAA were specially designed to enhance training in specialised competencies, such as security and technology related matters, vehicle and cargo search techniques and forgery detection. Here, you can familiarise yourself with the possible hidden compartments in vehicles while honing your search techniques.

So if you haven't been to our very own ICAA, what are you waiting for? Come on down and take a look!

### INSIGHT ICA

The ICA Gallery, also known as Insight ICA, was officially opened on 1 April 2004 to commemorate ICA's first anniversary. This splendid gallery showcases our heritage and reinforces our commitment to keep Singapore safe and secure. Insight ICA also serves as a platform for us to reach out to the public and share the dynamism of this "young veteran" with them.

Inside the gallery, visitors will be able to tour two main sections: Reminiscing Our Past and Securing Our Future. The former showcases our historical achievements and milestones using interesting anecdotes, in addition to visual and written accounts of ICA's rich legacies; while the latter offers an overview of ICA's everyday work through videos, interactive multimedia kiosks and colourful graphic panels.

Since its opening, Insight ICA has seen an average of about 1,200 visitors per month. Many have found the gallery to be very informative,

and general feedback on Insight ICA has been positive and encouraging, the best testimony being repeat visitors!

The gallery is open from 9.30am to 4.00pm (Mon to Fri) and 9.00am to 12.30pm (Sat). It is closed on Sundays and Public Holidays. Enquiries can be made via email to [ica\\_heritage@ica.gov.sg](mailto:ica_heritage@ica.gov.sg) or phone 6391-6436/6564.

### SERVICE EXCELLENCE

To promote the importance of service excellence in ICA and to pledge our commitment to deliver excellent service to our customers, ICA held its inaugural Service Quality Day on 7 October 2004. The theme of this year's Service Quality Day was "Customer Relations is Everyone's Business", reiterating the need for everyone to play a part in building good relations with our customers.

Highlights of the half-day programme included a report on ICA's performance on compliments and complaints by

**"The whole process of setting up the gallery was a challenging yet enriching experience. At the end of the day, nothing gives you more satisfaction than seeing visitors giving you the 'thumbs up' after visiting the gallery."**

**MR JOSEPH MAH, MANAGER OF INSIGHT ICA**

## INITIATIVES FOR YOU

Quality Service Manager, Ms Angie Wong; a sharing session by Excellent Service Award (EXSA) Superstar Award Winner, SICS Tee Soon Kay; the screening of a light-hearted slide show "Quality Service Within ICA: Lost...& Found"; and a breakout discussion which saw participants working together to draw up ICA's Service Charter for their respective divisions/units.

### FLIGHT WITH SQA

It is a challenging journey on board flight SQA (Singapore Quality Service) to reach destination "Organisational Excellence". We took flight SQA because it provides the framework necessary to reach our intended destination. Throughout the journey, the Leadership Group provided the necessary guidance for the technical team to gather information, document the results and chart the direction for the flight. Let us all work together to make this journey an enjoyable and fulfilling one!

### BUT CIRIS-LY...

CIRIS (Central Identification & Registration Information System) is a system platform that connects to many other systems. Its future potential can be likened to an octopus with far-reaching tentacles, each tapping into a different database. Tired of tracking an endless list of user IDs and passwords? With CIRIS, there is no need for different log-ins to get into different systems to retrieve different information.

Our processing work at the various Services Centres will be streamlined with automated workflow. The profiling of travellers, monitoring and spotting of trends as well as the managing of law enforcement efforts will be improved and strengthened with CIRIS.

Where there used to be many, there would only be one in the future.

**“Teamwork is key in the SQA journey and every pair of hands and legs in ICA is required. The journey is a difficult marathon with an ever-shifting finishing line which we aim to conquer by reaching the various sign-posts along the journey. The results will not happen overnight but we know that every quality effort counts towards helping us cross the finishing line eventually. SQA is not an end - it is just one of the means to Inspire Confidence in All.”**



### **LIBRARY @ YOUR FINGERTIPS**

Borrow a book without leaving your seat? Now you can, thanks to the VLS (Virtual Library System)!

The web-based VLS facilitates library transactions by allowing us to track library transactions

such as browsing, borrowing, reserving, renewing or cancelling a transaction anywhere and anytime via the intranet. It also provides alerts, such as overdue books or the availability of a reserved book, via email and SMS. We even have the option of having materials despatched to us!

Response to the user-friendly and convenient VLS has been very encouraging. Kudos to technology for making life simpler and more convenient for everyone!

**“I never knew I could get useful reading stuff at the ICA Academy. Faced with the prospect of giving a presentation, I needed to grab a book on the subject matter at the National Library. However, the reference book I wanted was on loan. I tried my luck at our VLS instead and was pleasantly surprised that I could get the book I wanted. Do check out the VLS and you will be amazed at the collection of books and materials available.”**

**MS NGOON PEI LING, SECURITY PRE-CLEARANCE OFFICER, PORTS COMMAND**

# OUR PARTNERS



## **OUR PARTNERS**

**At ICA, we believe in maintaining a close collaborative relationship with our stakeholders, including our counterparts from the Home Team agencies and strategic partners. It is through this cooperation that we are able to tap into the wide and varied resources available, thereby helping us to maintain a good grip on domestic and international security issues that are of concern to Singapore.**

## HOME TEAM CONNECTION

**EVENT:** 5th Home Team After Action Review Workshop (HTAAR)  
**DATE:** 23 September 2004  
**VENUE:** ICA Academy

The workshop, jointly organised by SPF and ICA, was attended by 18 officers. The session focused on the principles of facilitation and provided a platform for the facilitators to share their experiences as well as to network.



**“The insight into how the different Home Team departments make use of AAR sessions to help them improve their work allows me to better appreciate the importance of setting aside time for reflection on key learning points from past events. At the end of the day, my most important take-away from the workshop is getting to know the group of experienced Home Team AAR practitioners. After all, what better ways are there to grow and learn than to tap on each other's experiences?”**

**MS MICHELLE LEE-NG, SENIOR EXECUTIVE, HR PLANNING & DEVELOPMENT BRANCH**

## OUR PARTNERS

**EVENT:** 7th Home Team National Education Course (HTNEC)

**DATE:** 22 - 24 September 2004

**VENUE:** ICA Auditorium

The 7th HTNEC for Div 1 officers was officiated by DS (Security), Dr Choong May Ling. The participants who attended the three-day course were introduced to the various important aspects of national security.



**“The HTNEC provides a good opportunity for officers to gain insight into the work of other Home Team agencies and how each agency can work together for the same objective - national security. Want to have a summary on the political situations between Singapore and our neighbours? HTNEC will be a good starting point.”**

**MS MARILYN TAN, SENIOR ADMINISTRATOR, POLICY BRANCH**

**EVENT:** MHA 3I-ED Convention

**DATE:** August - September 2004

**VENUE:** ICA Auditorium



In conjunction with the launch of the Economy Drive (ED) in MHA last year, the ED theme was incorporated into the 3I activities. Correspondingly, the 3I Convention was renamed as the 3I-ED Convention. This convention consisted of two parts:

- (i) Improvement Presentations held from 11 - 13 August 2004; and
- (ii) Award Ceremony held on 2 September 2004.

**"This year's MHA 3I-ED Convention was a breakthrough from the previous years. With the incorporation of the ED component into the theme, it has posed an even bigger challenge for participants to be mindful of the need to maximise the use of limited resources in achieving set objectives. Most importantly, the change in the presentation style from powerpoint slides to the use of props, skits and posters demonstrated the creativity and innovativeness of the participants. As for the Award Ceremony, it was a heart-warming event where the 3I efforts of individuals, teams and Home Team Departments were acknowledged."**

**MS SERENE LIM, SENIOR OFFICER, INFORMATION MANAGEMENT & REGISTRY BRANCH**

## OUR PARTNERS

**EVENT:** 3I-ED A-MHAzing Race

**DATE:** 21 July 2004

**VENUE:** Singapore



"ED" is synonymous with saving money. But it need not be dreary – at least not with the fun and innovative methods cooked up by the 3I-ED Working Committee to promote ED! With Prisons taking the lead in conceptualising and running the race programme, assisted by other Home Team departments, the event was set along the lines of the popular TV reality series "The Amazing Race" where teams were required to decipher clues and get to the various pit-stops using public transport. The event not only succeeded in instilling the values of the 3I-ED programmes but also brought the participants fun and laughter.

**"The 3I-ED A-MHAzing Race was a memorable learning experience for me and the ICA organising team. Although the tight deadline provided some stress, it had helped team members develop a sense of esprit de corps. Being a Home Team project, the team also had the opportunity to work closely with committed, helpful and fun colleagues from SPD and the other Home Team Departments. Now, looking at the wide grins in our group photo taken on the day of the Race, yes, we certainly had fun!"**

**MS SEAH-HONG PEK KUAN, SENIOR EXECUTIVE, FINANCE BRANCH**

## VIEWS FROM STRATEGIC PARTNERS



U.S. CUSTOMS AND BORDER PROTECTION

**“Since the conception of the CSI programme in Singapore, our working relations with the Singapore ICA have grown immensely. Each member of the ICA has been courteous and more than helpful in fulfilling our requests and answering our questions. We look forward to our growing relations with ICA in our effort to combat the threat of terrorism along Singapore and the US borders.**

**Customs and Border Protection CSI wishes to thank you for all that you and your CSI team have done for us to make our stay positive and comfortable.”**

**MR SALVATORE ZITO, CBP COUNTRY TEAM LEADER, US CUSTOMS & BORDER PROTECTION**



IPS MARKETING RESOURCES (S) PTE LTD

**“ICA has enhanced the ability to inspect sea containers entering Singapore using the latest radiographic scanning technology. VACIS is maintained by IPS Marketing Resources (S) Pte Ltd, a Singaporean SME based in Tuas. ICA and IPS have worked closely to ensure that the system was implemented with a minimal impact to the ICA and PSA operations. This close relationship has continued and the sharing of experiences and ideas has ensured that the system has a high availability and low maintenance downtime.”**

**MR RICHARD STUART, MANAGING DIRECTOR, IPS MARKETING RESOURCES (S) PTE LTD**



MINISTRY OF MANPOWER

**“The relationship between MOM and ICA has been very cordial. We’ve been assisting each other in our operations even**

**though resources have been tight. We look forward in continuing to forge stronger ties with ICA through inter-agency forums and projects.”**

**MR NOEL CHIN**, ASSISTANT DIRECTOR, EMPLOYMENT INSPECTORATE, FOREIGN MANPOWER MANAGEMENT DIVISION, MINISTRY OF MANPOWER



SINGAPORE CUSTOMS

**“Singapore Customs and Immigration and Checkpoints Authority are strategic partners who work closely to ensure speedy and**

**efficient clearance of passengers and cargo entering or leaving Singapore. The two organisations hold regular dialogues and meetings both at departmental and ground level for improvement of work processes to better serve the trading community and travellers. Officers of the two organisations maintain good working relationship and work closely with each other. Singapore Customs will continue to work together with ICA to make Singapore a facilitative and secure trading hub.”**

**MR TENG LENG GEE**, DEPUTY DIRECTOR-GENERAL (OPERATIONS), SINGAPORE CUSTOMS



PSA CORPORATION

**“At PSA Corporation, we pride ourselves on providing excellent service to our customers. We believe that customer satisfaction and customer advocacy are essential to our business. To sustain a high level of service, we need the support of our key partners. In this regard, we**

**cherish the close cooperation that PSA has with ICA for many years. Over the years, we have worked together on many projects. The Container Security Initiative (CSI) and the Operation Safe Commerce (OSC) are recent examples. Through these projects, we have worked jointly towards enhancing security of the logistics value chain without sacrificing efficiency. The pro-business mindset of ICA has been the key to the success of the Singapore Port. We, in PSA, are grateful to the support of ICA and we look forward to working with ICA officers to further strengthen our relationship in the years to come.”**

**MS GRACE FU, CHIEF EXECUTIVE OFFICER, SOUTHEAST ASIA & JAPAN, PSA CORPORATION**

## VISITS TO ICA

### 9 March 2004

Visit by the then Secretary for Homeland Security, United States.



CICA briefing Mr Tom Ridge (left), the then US Secretary for Homeland Security and Mr Franklin Lavin, US Ambassador to Singapore, on the border security measures at Woodlands Checkpoint.

### 23 March 2004

Official launch of Coastal Command HQ by Minister (Home Affairs).



Mr Wong Kan Seng officiating the opening of the new Coastal Command HQ.

### 7 - 8 July 2004

Visit by Controller of Customs and Acting Director of Immigration, Brunei.



Dato Eusoff Agaki Haji Ismail (2nd from left), Controller of Customs, Brunei, viewing the exhibits at Insight ICA.

### 26 - 27 July 2004

Visit by Additional Secretary,  
Ministry of Home Affairs,  
Bangladesh.



CICA receiving Mr S. M. Jahrul Islam.

### 14 September 2004

Visit by Minister of the Interior,  
Kingdom of Bahrain.



Commander Woodlands briefing  
H.E. Lt. Gen. Shaikh Rashed Bin Abdulla  
Al Khalifa and his delegates on ICA's  
checkpoint operations.

### 14 October 2004

Visit by Permanent Secretary  
Internal Resources Division/  
Chairman, National Board of  
Revenue, Bangladesh.



Ports Command officer briefing  
Mr Khairuzzamu Chowdhury on  
container screening operations.

# CONTRIBUTING TO THE COMMUNITY



## **CONTRIBUTING TO THE COMMUNITY**

**We are an organisation with a heart. Established in August 2003, ICA SWC Community Service gives back to the community by initiating projects to help the less fortunate children, protect our environment and support national/ministry community service events. These initiatives link us to the wider community and expose us to people and situations outside our daily work. Through such programmes, we hope to give our officers the opportunity to learn new skills, and discover the importance of unselfish serving and giving. In 2004, we were awarded the SHARE Silver Award for our contributions in support of the Community Chest and the WEAVE Award for our invaluable support and contributions towards the Early Intervention Programme for Infants & Children (EIPIC) cause.**

**Apart from the community service projects initiated by the department, some of our selfless colleagues have also volunteered their services in other community projects.**



### SWC COMMUNITY SERVICE

### AFFIRMING CHILDREN

#### **Fund Raising Efforts for Early Intervention Programme for Infants & Children (EIPIC)**

Conducted largely through the ICA Fund Raising Project 2004, our work units organised jumble sales, food bazaars, charity fairs, game stalls, photography editing and car washing services. From the efforts of our officers, ICA contributed a total of over \$38,000, surpassing our own projection of \$10,000.



#### **Service Learning for Community Involvement Programme**

At ICA, our commitment to community-based activities goes beyond giving funds to non-profit organisations. ICA has instituted the Service Learning Programme, conducted by the National Volunteer &

Philanthropy Centre, to equip our volunteers with the skills and knowledge to plan and organise community-based activities.

One resultant initiative was "Project Sparkling Hope", where ICA officers took time to plan a special and unforgettable day for the children from Jervois Special School. Brimming with enthusiasm and anticipation, the kids were taken to Tuas Command and Farmart for an excursion. It was indeed a fruitful experience for both the volunteers and children!

## CONTRIBUTING TO THE COMMUNITY

### ENVIRONMENTAL SUSTAINABILITY

#### Paper Recycling Campaign

ICA strives to be an environmentally responsible organisation, specifically by minimising paper usage. From mid-2004, we launched a paper recycling project in phases and later decentralised the recycling drive to the commands. The project generated a total collection of \$456.40 which was channelled back to the Staff Welfare Fund.

### NATIONAL/HOME TEAM COMMUNITY PROGRAMMES & PROJECTS



#### SBS Heart Bus 2004

In a combined effort with the other Home Team departments, ICA participated in the MHQ SBS Heart Bus. For this event, ICA officers donated \$10 per heart by writing their initials on the heart stickers. Altruism and fervor won the day when \$3,190 was raised from our philanthropic staff.



#### Volunteer-A-Day - “Project Cuci Asean Women Welfare Association (AWWA)”

Twenty-nine ICA staff gave up a lazy Sunday morning in bed to help the AWWA Special School spring-clean. This project was one of the wishlist items under the National Council of Social

Service's Volunteer-A-Day Programme. Volunteers felt that the early morning sacrifice was worthwhile when they saw the sparkling clean school at the end of the day. As aptly described by one of the volunteers, Samson Chow, "This is not something one gets to do everyday. Given a chance, I will do it again. The one-day volunteer work is really nothing compared to the time, effort and patience of the teachers and helpers there. We all look forward to the next project."

## VOLUNTEERS WITH BIG HEARTS

**Ms Ling May Choo**, on volunteering with Noah's Ark Natural Animal Sanctuary (NANAS)



**"I had my first pet seven years ago when my family rescued an abandoned dog at my dad's workplace. However, it was only after my visit to Noah's Ark Natural Animal Sanctuary (NANAS) in 2003 that my passion for animals intensified.**

**I was amazed by the way the sanctuary was run - with just the founder and three workers taking care of approximately 200 dogs, 100 cats, a pony and some snakes, gibbons and squirrels. Since then, my Sundays have always been set aside for volunteer work at NANAS. What we do include basic grooming for the animals such as clipping their nails, cleaning their ears and bathing them. And of course, not forgetting to provide what the furry buddies can only enjoy once a week - human attention!**

**On weekdays, after my working hours, I will be at home tending to my own kitties and dogs. It may be tiring but this is what I love to do and there is a sense of personal satisfaction to it. All it takes is to manage your time and prioritise your life!"**

**MS LING MAY CHOO HAS BEEN A SECURITY PRE-CLEARANCE OFFICER AT AIR CARGO COMMAND SINCE 1 JANUARY 2003. DESPITE HER HECTIC SCHEDULE, SHE STILL FINDS TIME FOR THE OCCASIONAL JOG OR SWIM TO CHILL OUT.**

CONTRIBUTING TO THE COMMUNITY

**Ms Lam Li Min**, on volunteering with the Volunteer Special Constabulary (VSC)



**“My childhood was spent watching Hong Kong Police films where the good guys always win. It is with this notion that I subsequently joined**

**the VSC. Of course that sounds very idealistic, but I believe we all need ideals in life. Volunteering in VSC has enabled me to find out about the hard work our police officers have put in to ensure the safety of our people. This knowledge gives me the strength to carry out my duties, no matter how tough they may be. While on duty, I experience first-hand what ordinary citizens only read about in the news - the vulgarities hurled and blood being shed during ugly fights.**

**...And I'm glad that I'm on this side of the law.”**

**MS LAM LI MIN (GROUP PHOTO, BACK ROW) JOINED ICA ON 22 MARCH 2004 AND WAS POSTED TO WOODLANDS COMMAND AS A TEAM LEADER ON 18 MAY 2004. APART FROM BEING A POLICE DEFENCE TACTICS INSTRUCTOR, SHE IS ALSO A MEMBER OF THE ICA ANNUAL 2004 COMMITTEE.**

**Mrs Liang-Ong Gek Hiok**, on volunteering with the Moral Welfare Home (Henderson Road) and Dover Park Hospice

**"I have been a volunteer with the Moral Welfare Home at Henderson Road and Dover Park Hospice since 1998 and 2001 respectively, and I have treasured every moment spent there. As a hospice volunteer, I have experienced both painful, heart-wrenching moments and joyous celebrations of life. Listening, caring, and helping others in their last phase of life is an immeasurable experience. I have come to feel new emotions through entering the lives of several elderly people. These experiences have been important in my life because they have challenged me to serve**



**others, while simultaneously teaching me that 'every day is a gift'. I'm especially touched when an elderly person/hospice patient responds to my massage and becomes a happier person because his/her pain has been eased. The grateful look in their eyes motivates me to continue with my volunteer work.**

**For those who are keen to do volunteer work, take it as a journey of self-discovery - through volunteerism, you can gain an insight into your abilities, strengths and weakness."**

**MRS LIANG-ONG GEK HIOK IS A TECHNICAL SUPPORT OFFICER WITH TECHNOLOGY BRANCH. SHE JOINED THE CIVIL SERVICE IN 1972 AND HAS SERVED AT VARIOUS MINISTRIES AND DEPARTMENTS.**

CONTRIBUTING TO THE COMMUNITY

**Mr Hashim Sheik Ahmad**, on volunteering with the National Library Board (NLB)



**"Although I started doing volunteering work way back after serving my National Service, I only became actively involved about two years ago. As I visit the library very often, I decided to combine my love for books and children by volunteering at Sengkang Community Library. I conduct storytelling sessions, share art and**

**craft skills, create displays, prepare posters and conduct special programmes for children and parents.**

**Through the interactions I've had with the children, I've come to realise that they, in their unadulterated ways, are more than just students. They are able to teach us so many intrinsic values and lessons which we, as adults, have somehow lost them along the way as we grow up in a harried world.**

**That's the multiplicity of volunteering. You gain much more than the efforts you put in!"**

**MR HASHIM SHEIK AHMAD IS A SENIOR OFFICER BASED AT ICA BUILDING. AN AVID READER, HE CITES JANE AUSTEN AS ONE OF HIS FAVOURITE AUTHORS AND INDULGES IN CLASSICAL POETRY FOR LEISURE.**

**Ms Joanne Tan and Ms Wendy Leong, on overseas volunteering in Outer Mongolia (World Vision)**

**“Our adventure under the auspice of the World Vision Charitable Outreach started with almost eight hours of travelling on bumpy roads to reach the Mongolian community we were assigned to. Rain or shine, we put our hearts and minds to three solid days of hard labour. We built six “gers” (Mongolian 'houses'), a toilet and a huge wooden fence. We also spruced up a playground in a local kindergarten, adding new play stations. It's so amazing just how these basic needs, which we often take for granted, can brighten up the children's faces.**

**Yes, we exchanged several days of creature comforts for the harsh living conditions in Mongolia, but the experience was priceless, yet humbling. It is only through personal involvement in volunteerism that one could experience the truth in the saying ‘it is more blessed to give than to receive!’”**



**MS JOANNE TAN (LEFT) AND MS WENDY LEONG (RIGHT) ARE SENIOR EXECUTIVES WITH THE INTERNAL AUDIT BRANCH AND HUMAN RESOURCE MANAGEMENT BRANCH RESPECTIVELY. AS MEMBERS OF THE STAFF WELL-BEING COMMITTEE (SWC) SINCE 2001, THEY HAVE BEEN ACTIVELY INVOLVED IN ORGANISING, PROMOTING AND PARTICIPATING IN SWC ACTIVITIES.**

CONTRIBUTING TO THE COMMUNITY

**Ms Toh Poh Tee**, on volunteering with "The Mokens" as part of a Youth Expedition Project



**"A 19-day trip to a remote island devoid of urban comforts: headphones, television and fresh drinking water - that was back in April 2004 when I embarked on a Youth Expedition Project, jointly organised by Singapore International Foundation and Singapore Adventurer's Club.**

**Our project, 'The Mokens' aimed to create awareness on the plight of a group of indigenous people living on the Surin Islands off the Andaman Sea in Thailand. The Mokens were traditionally sea nomads but are now settled permanently in stilt houses off the beaches of Surin Islands. As the islands were designated as a National Marine Park in 1981, the livelihood of the Mokens was threatened as they were not allowed to fish, harvest sea creatures or forage for food in the forest. It is important for the Mokens to be assimilated**

into the Thai society so that they can make a living. We hope to generate an awareness of their plight by creating a website and producing a book and a video film on them. Part of the project also included refurbishing the school and mending the trail signs at the National Park. The Mokens' rich culture and skills are slowly diminishing with the modernisation of the world. I'm glad that through this volunteer expedition, I was able to have a first-hand encounter of their unique culture."



**MS TOH POH TEE (GROUP PHOTO, 2ND FROM RIGHT) IS A SENIOR CUSTOMER SERVICE EXECUTIVE AT VISITOR SERVICES CENTRE (VSC). SHE WAS A TEAM LEADER AT PASIR PANJANG SCANNING STATION, PORTS COMMAND PRIOR TO HER POSTING TO VSC IN SEPTEMBER 2004.**

# OUR PEOPLE

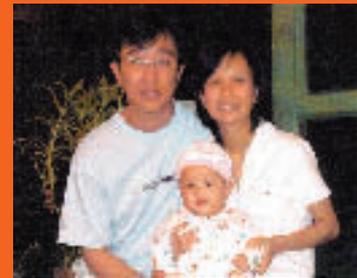


## **OUR PEOPLE**

**We are one big family at ICA.**

**We believe in establishing and maintaining warm relationships with our people. Our officers hail from a variety of backgrounds and positions. Some are posted to Singapore's overseas missions and consular offices, while others join us straight from school or from another organisation. We also do not forget the contributions of our retiring colleagues who have worked with us and touched our hearts and lives in one way or another. As a tribute to our people, we present a collection of our people's thoughts, aspirations and wishes for ICA.**

### CONTRIBUTIONS FROM STAFF ABROAD



MR LIAN LEE SIONG (GROUP PHOTO, STANDING 5TH FROM LEFT) IS PRESENTLY SERVING THE SINGAPORE MISSION IN HONG KONG, CHINA. HE SHARES WITH US HIS THOUGHTS FOR THE YEAR AND THE INTRODUCTION OF A NEW MEMBER IN HIS FAMILY:

"I have been in Hong Kong for more than a year. Time flies. The year 2004 was filled with major changes and significant activities. With about 10,000 Singapore citizens residing in Hong Kong, we also received a fair share of consular cases involving lost passports and Singaporeans who committed offences and were imprisoned here.

I accompanied the Commissioner and his delegation when they visited the HK Immigration Department and their Customs & Excise Department in September 2004. It was a worthwhile and informative trip as we gained an insight into their operations, the technology used as well as their established network.

Both work and home life have been hectic but fulfilling. In May, I was 'upgraded' to a father and my little girl has since brought many joyful moments as well as disrupted sleep at night."

OUR PEOPLE



MDM DIAL KAUR (2ND FROM RIGHT) SERVED THE SINGAPORE MISSION IN MUMBAI, INDIA FROM OCTOBER 2001 TO MARCH 2004. NOW IN PORTS COMMAND, SHE SHARES WITH US THE EXPERIENCE SHE GAINED THERE:

“During my tour of duty in India, I made many new friends with the locals as well as with the diplomatic staff working with other consulates in Mumbai. Being an ICA officer, I was mindful of my role as an ambassador for Singapore. I felt really proud to be a Singaporean whenever foreigners spoke positively about Singapore and how much they enjoyed their visits to Singapore.

The one thing which struck me during my overseas stint in India was how the local populace seemed to be happy even though they had very little material possessions. Truly, happiness is a state of mind rather than a state of ‘Mine! Mine! Mine!’

I completed my tour of duty in Mumbai in March 2004 and I must say that I left India with a tinge of sadness as I had to bid farewell to my good friends and colleagues there. I will never forget the warmth of the people, the sights and sounds of the place, and the rich and varied culture in the different states in India. I would like to take this opportunity to thank ICA for providing me the opportunity for this posting, thereby allowing me to gain an experience of a lifetime.”

### ADDITIONS TO THE ICA FAMILY



#### **Mr Chan Chee Phiew says:**

“I was posted to Ports Command after my induction course at the ICA Academy. The officers here are helpful and committed in their work. Officers who have many years of service selflessly shared their valuable experiences with me. To these people and my supervisor who have helped me to adapt to my new workplace in Ports Command, I say ‘Thank You’ and together let us continue to Inspire Confidence In All.”

**MR CHAN CHEE PHIEW (LEFT) JOINED ICA ON 19 APRIL 2004 AND IS PRESENTLY A TEAM LEADER AT PASIR PANJANG SCANNING STATION.**



#### **Mr Joseph Ng says:**

“Though I just joined Tech Branch in 2004, I am very happy to get to know the whole department in such a short period. As I was previously from the private sector, it is a challenge for me to learn the working ethics in the government sector. I would like to learn more about how the different work units in ICA operate and hope to get to know more ICA staff.”

**MR JOSEPH NG WAS A PRE-SALES CONSULTANT FOR KEPPEL COMMUNICATIONS PTE LTD PRIOR TO HIS CROSS-OVER TO ICA.**

OUR PEOPLE



**Mr Andy Tay says:**

“Life in ICA? It’s not merely about working and earning a living. On the contrary, I find that there are a lot of new things to learn and I also hope to contribute my knowledge and experience gained from working in SPF. The people here are friendly and I look forward to know more about ICA.”

**MR ANDY TAY IS A SENIOR EXECUTIVE (HASE)  
AT THE REGISTRY OF SOCIETIES. HE WAS FORMERLY  
HEAD SERVICE QUALITY AT ‘F’ DIVISION, SPF.**



**Mr Teo Sze Boon says:**

“My secondment to ICA reflects the close working relationship within the Home Team. I am glad to be part of the ICA family, an opportunity where I can contribute, learn and make new friends. Looking forward, I am optimistic that my stay will be a pleasant and memorable one.”

**MR TEO SZE BOON WAS PREVIOUSLY 2 OPS OFFICER AT THE SECURITY & COUNTER  
TERRORISM DIVISION, SPF. HE IS ON SECONDMENT TO ICA AND HAS BEEN APPOINTED  
DEPUTY HEAD (OPERATIONS PLANNING) AT OPERATIONS DIVISION SINCE 28 JUNE 2004.**

## RETIRING OFFICERS



### Mr Stephen Kang says:

“I have seen numerous changes in my 42-plus years in the civil service. Promotions were slow and rare in my early days as a civil servant. In contrast, promotional prospects are much better now.

I would like to share with all ICA officers one very important aspect of working life – ATTITUDE.

Though I was a junior officer, I performed the work of a higher office for many years. It was not plain-sailing all the way. There was a lot of pressure on the job, and hard work and effort had to be put in - even at the expense of my personal time. Nonetheless, I was able to carry out those duties because I was very positive about my responsibility and my job. Of course, it was encouraging to receive a pat on the back from my superiors, and I appreciated the rewards that came with my efforts.

I want to share with you my experience - that you can only be happy if you decide to make yourself happy.”

**MR STEPHEN KANG WAS AN IT PROJECT COORDINATOR  
WITH TECHNOLOGY BRANCH PRIOR TO HIS RETIREMENT  
ON 25 NOVEMBER 2004.**

OUR PEOPLE

RETIRING OFFICERS



**Mr Foo Sack Jee says:**

“It was 35 years ago when I joined the civil service – a very long time! But, looking back, I have no regrets over my decision as I have learnt and experienced many things during these 35 years. From a young bachelor then, I am now a happily married man with four children. I am appreciative of the civil service, which has given me the opportunity to be what I am today.

When I found out that I would have to join the newly formed ICA after working with the former CED for about 33 years, I was both excited and uneasy at first. After the move to ICA, I gradually adapted to the new organisation after several rounds of dialogue sessions, team building workshops and cross-training sessions.

In the years to come, I would like to see ICA leverage on modern technology and improve its business processes so as to Inspire Confidence in All. I also wish ICA many good years ahead as a strong Guardian of Our Homeland – Singapore.”

**MR FOO SACK JEE WAS COMMANDER AIRPORT  
PRIOR TO HIS RETIREMENT ON 1 JANUARY 2005.**



**1. LEFT TO RIGHT**

Ms Ong Chai Bee  
Mr Phua Chiew Hua  
Ms Tan Susie  
Ms Lim Lip Soong  
Mr Chia Wei Kiang

**2. LEFT TO RIGHT**

Ms Kong Yong Sin  
Ms Lam Li Min

**3. LEFT TO RIGHT**

Mr Alex Chin Chung Kiat  
Mr Tan Choon Yong  
Ms Serene Lim Kah Ghee  
Mr Imran Adenan

**4. LEFT TO RIGHT**

Ms Tan Suan Cheng  
Ms Zaleha Ali  
Ms Wendy Aw

**NOT IN PICTURE**

Ms Julia Sng ADVISOR  
Ms Yeo Wee Pin

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