



IMMIGRATION & CHECKPOINTS AUTHORITY | ANNUAL REPORT 2006

88 FOREFRONT
808 OUR
88 MISSION

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IN ALL THAT WE DO,
IN ALL THAT WE PURSUE,
SINGAPORE'S SAFETY
AND SECURITY REMAINS
STEADFAST AND
RESOLUTELY THE FOCUS.





FIRST LINE OF DEFENCE

SCANNING THE SKY,
SEA AND LAND, ICA
OFFICERS VIGILANTLY
ENSURE SINGAPORE'S
SAFETY AND SECURITY
FROM ALL ANGLES.

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07:48 AM

NG LEONG TECK
WONG IRMINA BTE MOHD SHAFIEE

HIGHER IMMIGRATION
& CHECKPOINTS SPECIALISTS I





08:16 AM

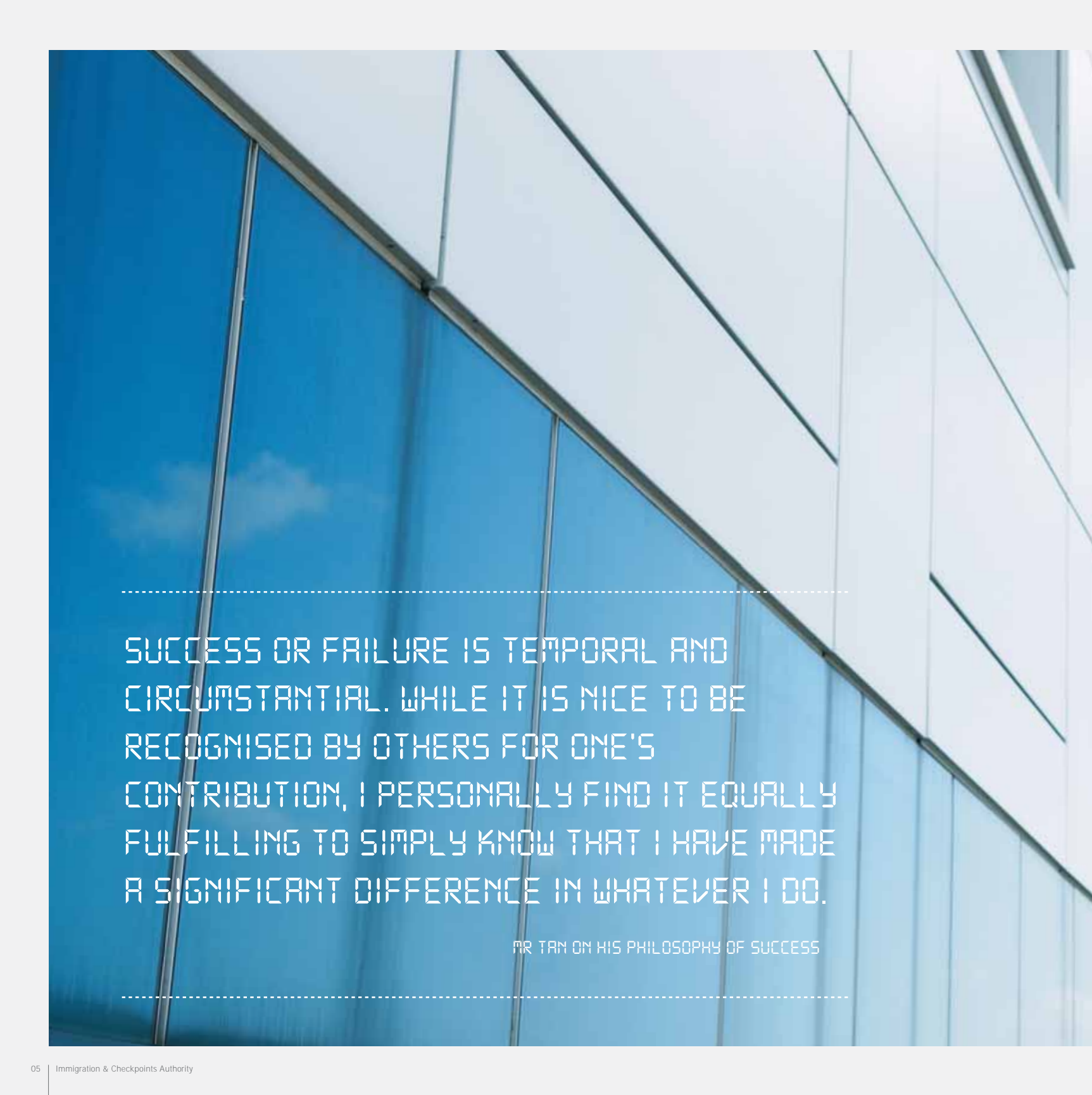
LAU ENG CHOON
INSPECTOR

LOW TAT TER
ASSISTANT
SUPERINTENDENT

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NOTHING ESCAPES THE SHARP EYES OF ICA OFFICERS. LEVERAGING ON THE LATEST TECHNOLOGY, MATCHED WITH KEEN KNOWLEDGE OF SMUGGLERS' USUAL BAG OF TRICKS AND TELL-TALE SIGNS OF ILLEGAL IMMIGRANTS, THE OFFICERS MAINTAIN CHECKPOINT CONTROL AND UPHOLD THE LAW EFFECTIVELY.

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SUCCESS OR FAILURE IS TEMPORAL AND CIRCUMSTANTIAL. WHILE IT IS NICE TO BE RECOGNISED BY OTHERS FOR ONE'S CONTRIBUTION, I PERSONALLY FIND IT EQUALLY FULFILLING TO SIMPLY KNOW THAT I HAVE MADE A SIGNIFICANT DIFFERENCE IN WHATEVER I DO.

ARR TAN ON HIS PHILOSOPHY OF SUCCESS



MAKING A DIFFERENCE

by AS Laura Loh

MEET THE CAPTAIN OF "THE ICA VOYAGER"

"Confident and straightforward, a man who does not mince his words" – this is the likely first impression of those who meet Mr Eric Tan, the Commissioner of the Immigration & Checkpoints Authority (ICA).

Well, you are right, but only half right. There is indeed more to the man than his solid demeanour. Take some time to talk to those who have worked with him and you will see him in a different light:

A caring and compassionate person; an approachable and amicable boss; a hands-on chief who rolls up his sleeves to work alongside his staff. A sensible leader whose can-do attitude makes resolving impasses look effortless. Not one to be fettered by petty convention, he means what he says and says what he means.

Mr Tan is not a new face to ICA. He was seconded to the then Singapore Immigration & Registration (SIR) as the Deputy Director (Enforcement) from 1998 to 2001. Mr Tan was subsequently transferred to the Central Narcotics Bureau for four years before returning to helm ICA as Commissioner on 1 April 2005.

EVERY OFFICER HAS
TO ACCEPT THE
IMPORTANT ROLE ICA
PLAYS IN HELPING TO
MAKE SINGAPORE A SAFE
AND SECURE HOME.

Reflecting on how officers have evolved since his stint in SIR, he notes that since its merger four years ago, ICA has progressed beyond immigration and customs functions. ICA officers are also more attuned to security issues, especially border security. "I sense that we are now even more motivated to excel as leaders in immigration and checkpoint security," says Mr Tan.

"There is a stronger sense of professionalism and pride among our officers that will be harnessed further by strengthening our new security-oriented culture and organisational development."

A DEFINING YEAR

Under Mr Tan's leadership, ICA has accomplished much in 2006. Singapore hosted the International Monetary Fund (IMF)/World Bank Annual Meeting, the Republic's biggest international event ever. During the IMF meetings, ICA officers played a vital role. At the checkpoints, they maintained a high level of vigilance to prevent the smuggling of undesired persons, weapons, explosives and other security items that could compromise the security of Singapore. Being the first point of contact for governors and delegates, ICA officers served as ambassadors for Singapore. Indeed, ICA officers left a deep impression on the visitors, who sang praises in particular for the expeditious immigration clearance.

The enhanced Immigration Automated Clearance System (eIACS), which makes use of biometric technology for immigration clearance, enables our officers to challenge conventional wisdom and fulfill the twin objectives of service and security. The eIACS garnered the prestigious National Infocomm Award

for the most innovative use of technology in the public sector, and clinched a gold medal at the TEC Public Service Innovation Awards.

The fight against terrorism requires continued vigilance and stringent security checks. In 2006, ICA detected more than 20,700 smuggling attempts, including more than 1,000 cases involving security items such as handcuffs, air guns, stun guns and daggers.

For Mr Tan, ICA's continued excellent track record is the best deterrent to would-be smugglers including and especially terrorists.

SECRET OF HIS SUCCESS

As the captain of the ICA Voyager, a vessel that is forging ahead and moving confidently into uncharted waters, Mr Tan is philosophical about success.

"Success or failure is temporal and circumstantial. While it is nice to be recognised by others for one's contribution, I personally find it equally fulfilling to simply know that I have made a significant difference in whatever I do," he reveals.

What is his guiding principle in life?

"Every decision or action has its consequences. Everyone makes mistakes. Live, but more importantly, learn from them," he shares.

This simple motto has guided him well. "I must confess that I was rather fortunate to have excellent and forgiving bosses who provided me with several rewarding career opportunities while allowing me to learn from my mistakes," he says.



In particular, he expressed gratitude to the Minister for Home Affairs, Mr Wong Kan Seng, and Permanent Secretary Mr Benny Lim and cited them as a personal source of inspiration.

Another key person is his co-captain in life. "My wife Monica is a strong influence with her caring and selfless character – she has so many wonderful qualities!" he exclaims.

Another driving force for Mr Tan is the appreciation that ICA has a critically important mission and that he can personally make that difference in helping ICA to be a leader in immigration and checkpoint security.

INSPIRATIONAL STEWARDSHIP

What does it take to run a big ship like The ICA Voyager?

"All of us!" Mr Tan humbly replies.

The Commissioner's sincere and caring leadership style has been shaped by his career as well as personal life. "I learnt early in life and work that you can only succeed by working well with others," he says.

He also believes that every person has a part to play and can be motivated to give his/her best despite limitations. "We should all endeavour to make a difference in whatever we do," he affirms.

For this captain, the ideal ICA officer is one who first sees himself/herself as a crucial part of the Home Team. "Every ICA officer must be security-minded. Our ICX and ICSP officers are now more than just

officers with immigration and custom powers; they are identification and checkpoint professionals," he affirms.

Under Mr Tan's stewardship, today's ICA officers are security-minded and service-oriented individuals of sound integrity – professionally competent, physically able and mentally resilient.

To instill a security mindset in officers, Mr Tan believes ICA's professional and organisational culture must emphasise security. "Every officer has to accept the important role ICA plays in helping to make Singapore a safe and secure home. There also has to be a clear and unequivocal commitment across the board – from senior management to frontline officers – that security is not negotiable."

NEW DIRECTIONS

The confident leader expects identification and checkpoint operations to remain its key forte. In the longer term, organisational development and rationalisation will be essential to ICA's continued reassessment of its *raison d'être*. ICA will continue to build on its *esprit de corps* to make ICA an employer of choice.

Asked what he would like to be remembered for as the Commissioner of ICA, Mr Tan says: "That I've made a real difference in the lives of many ICA officers during my tenure."

"I hope to see ICA evolve into a leading border protection agency and a security entity to be reckoned with."

**I HOPE TO SEE ICA
EVOLVE INTO A
LEADING BORDER
PROTECTION AGENCY
AND A SECURITY
ENTITY TO BE
RECKONED WITH.**

MISSION, SHARED VISION & CORE VALUES

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

CORE VALUES

INTEGRITY COMMITMENT ACCOUNTABILITY

OUR LOGO



DESCRIPTION OF ICA LOGO

THE STATE CREST CONVEYS THE MESSAGE THAT SINGAPORE'S SECURITY IS THE MAIN FOCUS OF ICA.

THE LAUREL WREATH SIGNIFIES THE HONOUR AND DISTINCTION OF ICA, AS PART OF THE HOME TEAM, IN ENSURING THE SAFETY AND SECURITY OF SINGAPORE.

THE PORTCULLIS ALLUDES TO CHECKPOINT CONTROL, SYMBOLISING EFFECTUAL PROTECTION BY MANAGING THE ENTRY AND EXIT OF PEOPLE, GOODS AND CONVEYANCES.



MR DAVID TAN
DEPUTY DIRECTOR
POLICY



MRS SHARON SEET
DEPUTY DIRECTOR
PLANNING



MS TAN SOR HOON
DEPUTY DIRECTOR
TECHNOLOGY



MRS LEE-HO SOW HENG
DIRECTOR
POLICY



MR ERIC CHUA
DIRECTOR
PLANNING & TECHNOLOGY



MR ERIC TAN
COMMISSIONER
IMMIGRATION & CHECKPOINTS AUTHORITY



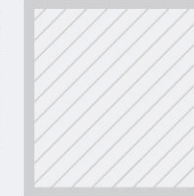
MS LOH SOCK TUAN
DEPUTY DIRECTOR
FINANCE



MS EUNICE CHU
DEPUTY DIRECTOR
CORPORATE COMMUNICATIONS



MR TUNG LENG KEI
DIRECTOR
CORPORATE SERVICES



VACANT
DIRECTOR
CORPORATE COMMUNICATIONS



MR KOH CHONG HWA
DEPUTY COMMISSIONER
POLICY & ADMINISTRATION



MRS EVELYN WU
DEPUTY DIRECTOR
HR PLANNING & DEVELOPMENT



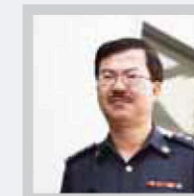
MRS PRAVINA JIT
DIRECTOR
MANPOWER



MR BOON SIAN MENG
1 DEPUTY DIRECTOR
INTELLIGENCE



**MR MOHD FARHAD
BIN MOHD SHARIFF**
2 DEPUTY DIRECTOR
INTELLIGENCE



MR TAN HOCK GUAN
1 DEPUTY DIRECTOR
OPERATIONS



MR NG LOH SIAH
2 DEPUTY DIRECTOR
OPERATIONS



MR LEE CHIAN TAK
DIRECTOR
INTELLIGENCE



MR BHOPINDER SINGH
DIRECTOR
OPERATIONS



MR CLARENCE YEO
DEPUTY COMMISSIONER
OPERATIONS

OUR ORGANISATION

The Enforcement Command is primarily responsible for the effective control of the immigration situation in Singapore through the investigation, prosecution and repatriation of immigration offenders.



MR ONG CHOO KEE
COMMANDER
ENFORCEMENT

The Citizen Services Centre identifies individual citizens and lawful residents of Singapore, and issues them with official identification and/or proper travel documents.



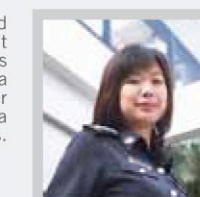
MR TAN KOK GUAN
SENIOR MANAGER
CITIZEN SERVICES CENTRE

The Airport Command oversees the movement of goods and people through Singapore Changi Airport Terminals.



MR TAN POH KEE
COMMANDER
AIRPORT

The Coastal Command oversees the movement of people and goods through the sea checkpoint and other designated sea entry/exit points.



MS JULIA SNG
COMMANDER
COASTAL

The Visitor Services Centre regulates the stay of foreigners in Singapore and grants appropriate immigration privileges to those who qualify for long-term stay.



MR JASWANT SINGH
SENIOR MANAGER
VISITOR SERVICES CENTRE

The Air Cargo Command oversees the expeditious and effective clearance of air-borne cargo through the Changi Airfreight Centre Checkpoint and the Parcel Post Centre. It is also responsible for passenger and baggage clearance at Seletar Airport.



MR TAN HANG TIONG
COMMANDER
AIR CARGO

The Ports Command oversees the expeditious and effective clearance of containerised and conventional sea-borne cargo.



MR LIM WEI MENG
COMMANDER
PORTS

The Permanent Resident Services Centre implements policies for the retention and absorption of desired foreigners for our national interests, and regulates the entry of foreigners with family ties into Singapore.



MR KNG ENG KIAT
SENIOR MANAGER
PERMANENT RESIDENT SERVICES CENTRE

The Woodlands Command oversees the movement of people, goods and conveyances through the checkpoint by land. It is also responsible for the operations of the train checkpoint.



MR NAM LIANG CHIA
COMMANDER
WOODLANDS

The Tuas Command oversees the movement of people, goods and conveyances through the checkpoint by land. It is also responsible for clearing vehicles that transport hazardous materials and live poultry/poultry products from Malaysia.



MR WONG KONG WA
COMMANDER
TUAS

OUR CHECKPOINTS



LAND

1. Tuas Checkpoint
2. Woodlands Checkpoint/
Train Checkpoint

AIR

3. Seletar Airport
4. Changi Airfreight Centre
5. Airport Logistic Park of Singapore
6. Changi Airport
7. Parcel Post Section

SEA

8. Jurong West Gate
9. Jurong FTZ Gate
10. Jurong Fishing Port
11. West Coast Pier
12. Pasir Panjang Terminal
13. Pasir Panjang Scanning Station
14. Pasir Panjang Gate
15. Singapore Cruise Centre
16. Brani Gate
17. Tanjong Pagar Scanning Station
18. Tanjong Pagar Gate
19. Keppel Distripark
20. Marina South Pier
21. Tanah Merah Ferry Terminal
22. Changi Ferry Terminal
23. Changi Point Ferry Terminal
24. Sembawang Gate

FACTS & FIGURES

CHECKPOINT OPERATIONS

	2006	2005	2004
Number of passengers cleared at the checkpoints			
Arriving	67,870,261	66,313,400	65,460,100
Departing	67,801,009	66,730,100	65,682,800
Number of inward containers	804,896	782,500	926,700
Number of inward consignments cleared at the checkpoints	3,831,716	2,990,080	3,934,500
Number of parcels cleared at the Parcel Post Section	1,190,384	1,148,900	1,175,900

SERVICES CENTRES OPERATIONS

Number of applications for citizenship approved	13,861	12,900	8,500
Number of identity cards issued	94,072	92,000	79,100
Number of Singapore passports issued	353,562	269,000	239,053
Number of certificates of identity issued	2070	3070	3047
Number of passes and permits (excluding re-entry permits) granted to foreigners	519,744	476,600	388,500
Number of live-births registered	38,230	37,590	37,170
Number of deaths registered	16,393	16,220	15,860

ENFORCEMENT OPERATIONS

Number of illegal immigrants	3760	4580	5400
Number of overstayers	5248	5500	6390
Number of harbourers	201	173	245
Number of employers of immigration offenders arrested	166	167	220
Number of contraband cases detected	20,743	17,000	18,255
Number of vehicles used in the smuggling of illegal immigrants seized	2	3	20

SINGAPOREANS/RESIDENTS
APEC TRAVEL CARD

ER CLOSED

DUTY FREE

DUTY FREE





FIRST TO BE OF SERVICE

ICA OFFICERS STATIONED AT THE CHANGI AIRPORT HAVE A UNIQUE ROLE.

THEY ARE FOR VISITORS THE FIRST IMPRESSION OF SINGAPORE, AND FOR RETURNING SINGAPOREANS THE FAMILIAR FACE OF HOME.

IN THIS TRULY INTERNATIONAL JOB, THEY HAVE SEEN AND WELCOMED ALL – 35 MILLION PASSENGERS LAST YEAR, IN FACT.

09:38 AM

MARIA S.C.

HIGHER IMMIGRATION &
CHECKPOINTS SPECIALISTS 2



1157 07
1160 00
1163 03
Welcome to Permata

3172 03
3171 03
1160

10:43 AM

SHAHIDAH BTE ABDUL RAHMAN

CUSTOMER SERVICE OFFICER



BERBAGI-BERBAGI
DOKTER, GURU, DAN
DOKTER, GURU, DAN
BERBAGI-BERBAGI
SERVICE, SINCERITY,
SPEED, SHAHIDAH.

IT'S ALL IN THE SAME
SENTENCE FOR THIS
CUSTOMER SERVICE
OFFICER, WHO SPEAKS
ENGLISH AND MALAY
WITH EQUAL EASE.
THE STREAMLINING OF
WORK PROCESSES AND
TRAINING ON SERVICE
QUALITY ENABLE
OFFICERS TO IMPROVE
THEIR SERVICES.

BERBAGI-BERBAGI
DOKTER, GURU, DAN
DOKTER, GURU, DAN

THE YEAR IN REVIEW



A STANDOUT YEAR

by AS Ng Hui Peng

For nine days in September 2006, Singapore was thrown into perhaps the biggest state of frenzy in recent memory.

The world descended on the Republic as it hosted the 2006 Annual Meeting of the Boards of Governors of the International Monetary Fund and the World Bank Group from 11 to 20 September 2006.

The choice of Singapore as the location for the meeting – held outside of Washington D.C. once every three years – was a clear recognition of the nation's pro-business environment and excellent infrastructure. Equally, it was also an endorsement of Singapore's high level of security.

With more than 23,000 registered participants from 184 countries, practically the whole of Singapore was mobilised and involved in one way or another to ensure the smooth safety of the delegates. For this

key global event, ICA rose to the occasion to thunderous response.

It took meticulous planning and sheer dedication from every ICA staff – from the top brass to middle management to frontline officer. Work started a whole year earlier, with special effort to step up checks on all incoming traffic be it people, cargo or conveyance. IMF-related operations were also carried out at all checkpoints to further enhance officers' operational readiness.

Thorough ground preparations and extra measures were taken to give the massive throng of delegates, government officials, VIPs and media personnel a warm, uniquely Singaporean welcome.

At Changi Airport, special immigration lanes were earmarked so delegates could enjoy speedy and effortless clearance, giving them a good impression upon arrival.

In the midst of maintaining service excellence while receiving the distinguished guests, vigilant officers at the checkpoints were constantly on the lookout for suspicious persons or travellers, day and night. Built-in security screening functions in the clearance systems also helped to sift out targeted undesirables intending to disrupt the meetings.



IN THE THICK OF ACTION

by DS Teo Sze Boon, Deputy Head (Ops Planning)

“My role was primarily to serve as a single point of contact for external agencies and to coordinate measures within our various work units and these external agencies,” says DS Teo Sze Boon.

“As guardian of our gateways, ICA had to ramp up checks to prevent the entry of terrorists and smuggling of weapons or explosives well ahead of time. ICA also worked with the Monetary Authority of Singapore (MAS) to facilitate the entry of delegates attending the event, and supported the Singapore Police Force (SPF) in public order and repatriation operations.”

For DS Teo, who was seconded to ICA from SPF, his cross-agency experience served him well: “Past experience

in planning and coordinating the National Day Parade and Asian Aerospace as a police officer helped me to fulfil my responsibility. While with ICA, I had to understand the various immigration policies and the intentions behind the procedures,” he says.

Being a part of this landmark event has helped him become a better part of the Home Team. “My IMF experience had helped me enhance my knowledge on immigration matters; with that understanding I will be better equipped to communicate Police concerns or requests to ICA as I can see where the common areas are. I am also in a better position to help the two agencies work together smoothly.”

No doubt, DS Teo will remember his IMF stint for life: “There was unequivocal support from senior management and the various staff and line units. I will not forget the many ICA officers whom I worked with during this difficult time – without their strong support, I would not have been able to pull this through. My heartfelt thanks to all.”

Receiving the Distinguished Public Service Award from Peter Ho, Head of Civil Service



ACCOLADES

by AS Cedric Law

BUSINESS TRAVELLER (UK & ASIA-PACIFIC) SURVEY RESULTS

ICA has done it again!

Through team work and dedication, ICA officers at Airport Command helped the organisation to stay ahead as leaders in immigration and customs clearance at Singapore Changi Airport. In 2006, ICA bagged four awards from *Business Traveller* magazine, surpassing our Hong Kong, Dubai and London counterparts.

For the fourth consecutive year, ICA came in first for Incoming Passport Control and Customs Clearance in the survey results of *Business Traveller's* Asia-Pacific edition. It also clinched the top spot in the Incoming Passport Control and Customs Clearance section in the magazine's UK edition for a second consecutive year.

The exceptional results reflect ICA's commitment to providing quality service to travellers without compromising security.

DISTINGUISHED PUBLIC SERVICE AWARD

ICA received the Distinguished Public Service (PS) Award from the Head of Civil Service at the PS21 ExCEL Convention and Award Ceremony in November 2006.

This award spurred us to continue our efforts in organisational excellence. In summary, ICA has attained the following organisational excellence standards: ISO 9001 Certification, People Developer Standard (PDS), Singapore Innovation Class (I-Class), Singapore Service Class (S-Class), and Singapore Quality Class (SQC).

Established in June 2000, the PS Award acknowledges public service organisations

that have achieved key organisational excellence standards. Organisational excellence is a critical component that enables the Public Service to translate its vision and strategies into effective outcomes as it gears itself to respond to new challenges.

PRO-ENTERPRISE RANKING ON GOVERNMENT AGENCIES

ICA's stature as a pro-business government agency was sealed in 2006 when it came in 10th on the Action Community for Entrepreneurship (ACE) Pro-Enterprise Index. Based on survey results taken from nearly 2,000 businesses, it recognises ICA's efforts to ensure border security to create a safe environment for businesses, and its commitment to being pro-enterprise.

Award Recipients at the Minister's Award
for Operational Excellence



In particular, we implemented initiatives to maintain effective and efficient clearance of people, goods and conveyances at our checkpoints. These include the use of radiographic scanners and Enhanced Immigration Automated Clearance System (eIACS), and e-Services such as the e-Service for APEC Business Travel Card (eABTC) and Submission of Application for Visa Electronically (SAVE).

In the annual ACE Pro-Enterprise survey, five key components of the agencies' regulatory activities are measured, namely compliance cost, review of rules, transparency, customer responsiveness and pro-enterprise orientation. In its excellent showing, ICA has clearly demonstrated a pro-business ethos and continued dedication to maintaining Singapore's entrepreneurial environment.

MINISTER'S AWARD FOR OPERATIONAL EXCELLENCE

In 2006, ICA garnered 21 Minister's Awards for Operational Excellence. The Minister's Award for Operational Excellence is awarded on a quarterly basis to Home Team officers for outstanding efficiency and competency in operations or cases with special significance. Two award winning teams are highlighted below:

Team B, Woodlands Command

HICS2 Tan Kah Muay • CICS Shahdan Bin Sulaiman • HICS1 Lim Tian Leng Elvis • SICS Zainal Bin Abdullah • SICS Juri Bin Hassan • SICS Wong Soon Poh • HICS2 Mohammad Ishak Bin Harun • HICS1 Ng Kok Liang Eddy • SICS Rahim Ramadan • HICS2 Noor Azman • SICS Abdul Rahim

In June 2006, HICS2 Tan Kah Muay found the radiographic image of a Malaysia-registered truck inconsistent with the declared pallets of rubber mats. The truck was then directed for thorough checks by CICS Shahdan Bin Sulaiman, HICS1 Lim Tian Leng Elvis, SICS Zainal Bin Abdullah and SICS Juri Bin Hassan. The officers discovered a total of 11,999 cartons of cigarettes, duty unpaid.

That same month, SICS Rahim Ramadan and HICS2 Noor Azman uncovered 83 cartons and 171 packets of duty-unpaid cigarettes in the engine compartment, undercarriage and various parts of a Malaysia-registered car. In another raid a month later, SICS Abdul Rahim and HICS2 Noor Azman detected 41 cartons and 372 packets of duty-unpaid cigarettes in the modified speaker compartment of a Malaysia-registered car.



"I HAVE LEARNT AND EXPERIENCED MANY THINGS IN MY 26 YEARS IN THE PUBLIC SERVICE. I AM APPRECIATIVE OF THE CIVIL SERVICE FOR MAKING ME WHO I AM TODAY. I'VE THE CONVICTION TO DO WHAT'S RIGHT AND TO DO IT WELL EVEN IF THE VALUE IS NOT IMMEDIATELY APPARENT OR APPRECIATED. I HAVE NO REGRETS OVER MY DECISION TO BE PART OF THE CIVIL SERVICE."

**MDM ROKIAH BINTE ABDUL RAHMAN,
LONG SERVICE MEDAL RECIPIENT**

In August 2006, SICS Wong Soon Poh, HICS2 Mohammad Ishak Bin Harun and HICS1 Ng Kok Liang Eddy – operating the Z Backscatter Van – detected discrepancies in the radiographic image of a Malaysia-registered van. They subsequently uncovered a total of 2,265 uncensored discs hidden in the passenger seat and the right body panel.

Anti-Smuggling Team C1, Coastal Command

CICS Sp1 Mukthar Musha Balwan •
SICS Mohamed Jasmin Bin Abdul Samad
• HICS2 Toh Poh Hoe • MCSO Gr III Mohd
Noor Bin Puteh • MCSO Gr V Rahim b Soleh

ICA officers from the Anti-Smuggling Team C1 of Coastal Command led by CICS SP1 Mukthar Musha Balwan, boarded the Alpha IV at Jurong River on 2 March 2006 around midnight. After observing the deckhand's nervous behaviour, SICS Mohd Jasmin Bin

Abdul Samad proceeded to conduct a cursory check of the engine room, where he discovered numerous boxes wrapped in black trash bags. A total haul of 8,118 cartons of duty-unpaid cigarettes and 40kg of shag tobacco were uncovered in the engine and cargo compartments.

Investigations revealed that the two Singaporean smugglers had collected the contraband at West Jurong Anchorage from their Indonesian counterparts. For a bounty slightly over \$3,000, the smugglers sold their conscience, only to be stopped and arrested by our outstanding officers.

LONG SERVICE MEDAL

A total of 36 ICA officers were conferred the Long Service Medal (LSM) at the National Day Awards 2006, for completing

25 years of public service. Let's pay tribute to two LSM recipients:

Mdm Rokiah Binte Abdul Rahman
Corporate Support Officer
Ports Command

Since her first appointment in 1980 with the Ministry of Finance, Mdm Rokiah has served in various postings including the Inland Revenue Department, Ministry of Finance, and then Customs & Excise Department. In her 26 years of service, this dedicated officer has received two awards for creativity and innovation – the 1989 Public Sector WITS Convention (Silver), and the 1998 National QC Convention (Silver).

Mrs Goh-Sim Lee Lung
Corporate Support Officer
Permanent Resident Services Centre

Since joining the then-Singapore Immigration in 1979, Mrs Goh-Sim has taken on various work functions including customer service and application processing in Hong Kong. In her 27 years of public service, she has garnered several awards including the Best Supporting Staff award for June 2001, and the Commissioner's Commendation (Bronze) as a member of the Six Sigma Team in 2006.

EXCELLENT SERVICE AWARD 2006

The Excellent Service Award (EXSA) is a national award that recognises individuals who have delivered outstanding service. A total of 29 ICA officers did the organisation proud by attaining 6 Gold, 18 Silver and 5 Star Awards at EXSA 2006. With its admirable showing at the EXSA 2006, ICA is well equipped to meet the challenges of

the two upcoming Integrated Resorts and Singapore's drive to be a choice venue for Meetings, Incentive Travel, Conventions and Exhibitions (MICE).

One Star Award recipient is Mdm Kannusamy Parameswari. Mdm Kannusamy is no stranger to EXSA; she was awarded the Silver Award and Gold Award in 2004 and 2005 respectively. Not only has she contributed excellent ideas to improve service, she has received more than 100 compliments from members of the public since 2004. Warm, friendly, professional, courteous, efficient, patient, knowledgeable – these are just some of the many words of praise that have been bestowed on Mdm Kannusamy.

As a Corporate Support Officer at the Citizen Services Centre, Mdm Kannusamy attends to public enquiries and conducts interviews

for citizenship applications, and oversees registration of Singapore citizenship. Being deployed at the front line requires her to uphold the image of the organisation, have good understanding of the various processes, and serve the public in a professional manner. Customer testimony shows that without a doubt, Mdm Kannusamy has surpassed all expectations.

MHA 3I AWARDS

The MHA 3I Convention is an annual event to promote and recognise the value of Improvement, Ideas and Innovation in MHA and Home Team officers; the key focus in 2006 was quality service through continuous innovation. In November 2006, ICA officers involved in the 3I process garnered six awards at the MHA 3I-SQ Convention.



Winners at the
MHA 3I-SQ Convention

AWARD	WINNER
Best Idea Award Outstanding Ideas Contributor Award Outstanding Improvement Team Leader Award 3I A Team Award 3I Firebrand Award 3I Firebrand Award	Supt Loh Sock Tuan (Finance Branch) SICS Jack Sim Kok Boon (Intel Ops 2) AS Alwin See (Admin & Logs Branch) AS Neezam Abdul Rahim (Technology Branch) DS Leong Hon Kit, Internal Audit Branch) AS Sabrina Liew Li-Yi (Training Branch)

Innovation is an important element in ICA – our officers are encouraged to continuously apply innovation at work and implement innovative solutions in their work processes. Here are two shining examples:

DS Leong Hon Kit
Passionate Innovator

Since 2005, DS Leong has been the Innovation Sub-committee Leader for the ExCEL Committee. He has led several innovation activities such as the ICA ExCEL Corner Competition, Work Unit “Coffeeshop Chat” Forum, and ICA Innovation Day.

DS Leong, part of the working group which

won ICA the Singapore Innovation Class (I-Class) in 2005, has worked actively with ICA’s 3I Advocates to identify projects to streamline work processes. These include leveraging on various publication channels such as the ICA’s newsletter *Within Borders*, the intranet and emails to engage officers on new and innovative ideas.

AS Sabrina Liew Li-Yi
Gung-Ho Innovator

As an active member of the WITs Sub-committee for ExCEL Committee since 2003, AS Sabrina has helped to coordinate the ICA ExCEL Convention and revamp the WITs Members & Leaders course to suit

ICA’s needs. The tech-savvy officer has leveraged on the video medium to showcase ICA’s innovation projects in the Singapore I-Class application. She has also produced other videos, including “Channel PEA” and “ICA Casefiles”, which helped ICA to achieve the People Excellence Award (PEA). She played a key role in helping the Manpower Division to clinch top honours in both the ICA ExCEL Corner Competition and the Commissioner’s SSS Challenge in 2005.

ICA is proud to have such fervent and spirited officers who help drive the innovation culture. They inspire all around them to strive for new ways to keep ICA at the forefront of security and service.



Opening Ceremony of HTA



Marina South Pier

UNDER ONE ROOF

by AS Ng Hui Peng

Situated in idyllic Choa Chu Kang, the Home Team Academy (HTA) was officially opened on 3 September 2006 by Deputy Prime Minister and Minister for Home Affairs, Mr Wong Kan Seng.

Besides the former ICA Academy (ICAA), the Home Team Academy (HTA) comprises the Police Training Command, Prisons Staff Training School and the Emergency Planning training component of the Ministry of Home Affairs (MHA). The training bodies of the Civil Defence, the Internal Security Department and the Central Narcotics Bureau are also represented here, while maintaining separate specialist training facilities.

ICAA's migration to HTA is more than physical – crucially, HTA is where training philosophies across all Home Team agencies can be synergised. Here, all agencies can focus on Homefront Security while emphasising the Home Team Plus spirit.

To inject a sense of realism during training, the sprawling 23-hectare facility has various

mock ups including fast-food outlets, an MRT train, different types of HDB flats and even a car bomb site.

FROM CLIFFORD PIER TO MARINA SOUTH PIER

By day, the tropical sun shines brightly while the sea breeze blows constantly into the airy resort-like structure. By night, the moon casts a soft glow over the wave-like roof canopy.

Welcome to Marina South Pier, the newest checkpoint at Coastal Command.

Operational since 1 April 2006, it is home to the team from the now-defunct Clifford Pier. The spacious two-storey terminal building, which can hold up to 30,000 passengers and boasts better flow and security facilities, inspires the officers to continue putting their best foot forward.

BUDGET TERMINAL, FIRST-CLASS CREW

Over at Changi Airport, the buzz was at the newest addition to the airport family – the Budget Terminal. Operations at the spanking new terminal began on 26 March 2006, with the official opening held in October 2006.

The terminal started with Tiger Airways being the sole airline; by the end of 2006, Cebu Pacific Air started operating there and together, the airlines extended their flight destinations to include cities in China and Australia. Passenger flow increased by 46 per cent in some seven months!

With an initial handling capacity of 2.7 million passengers per annually and plans for Singapore to become the regional hub for budget travel, ICA officers at the Budget Terminal are the group to look out for.



A HERCULEAN EFFORT

by DS Chia Wei Kiang

A massive exercise testing ICA's ability in crisis management was conducted in November 2006.

Aptly named after the mythical Greek hero, Exercise Hercules involved more than 160 officers from ICA, the Ministry HQ, Home Team departments and other agencies.

The three-day exercise kicked off on 8 November 2006 with Commissioner Eric Tan discussing the roles, functions and plans of ICA HQ, Coastal, Tuas and Woodlands Commands in a crisis. A brief warm-up exercise to prepare the participants followed.

The next day, injects came in thick and fast and participants were tested on their management of critical incidents in an emergency. The ICA HQ tackled a multitude

of incidents, ranging from bomb and chemical incidents to attempted smuggling of hazardous materials to illegal entry by terrorists. The Crisis Information Management System (CIMS) was kept in full swing; telephone calls, emails and faxes ensured communication was not compromised. The Chairman of the ICA Crisis Committee (ICC) and the respective Commanders were regularly updated on the latest crisis situation.

On the third and final day, participants shared their experience in this landmark exercise. DS Teo Sze Boon, who was in the thick of action even with a cast on his leg, summed it up:

“Ex Hercules gave us a great opportunity to develop and test our emergency plans, and to engage our officers in a crisis mode. Our crisis management skills are like muscles – they will grow stronger and bigger as we continue to exercise them.”

HQ

Manning battle stations during the exercise.



Coastal

Participants keeping close tab and staying on top of the situation.





03:10 PM

(LEFT) MOHAMAD ZAIN BIN IDRUS
(RIGHT) RASHID BIN MOHAMED ALI

HIGHER IMMIGRATION &
CHECKPOINTS SPECIALISTS 2



FIRST 888 COMMITMENT 8 IN SECURITY 88

ROUGH SEA, CHECK.
STRONG WINDS, CHECK.
NARROW SPACES, CHECK.
8 888 8888888 8888888
WELCOME TO THE OFFICE OF
THE ANTI-SMUGGLING TEAM.
8 8888 88888888 888 88 888
THE IMMENSE SEA PRESENTS
A PARTICULARLY
CHALLENGING ENVIRONMENT.
AN EASY WAY TO DISPOSE
OF CONTRABAND. IT MEANS
ICA OFFICERS HAVE TO BE
EXCEPTIONALLY ALERT
AND SWIFT TO DETER
ILLEGAL IMMIGRANTS AND
INTERCEPT CONTRABAND.

SIGNIFICANT CASES

CASE 1: RESTORING THE CALM

by AS Patrick Ong

THE TARGET:

An entertainment outlet along Japanese Garden Road.

Amidst the tranquil surroundings of the Japanese Gardens lurked a sinister reality. A nondescript entertainment outlet was believed to be a front for vice activities. In the wee hours of 17 January 2006, officers from the ICA Intel Division, the Anti-Vice Branch of the Criminal Investigation Division (CID), and Clementi Police Division officers came a-knocking.

Pretending to be patrons of the suspected brothel, they uncovered 10 rooms fully furnished with attached bathrooms and king-sized beds.

Two male Singaporean suspects were nabbed, along with 38 female Vietnamese women.



SPOTLIGHT: AS NGAU-AWE WAN PENG INTEL OPS BRANCH 1

I was involved in the coordination and execution of the joint operation. My role as an IOB officer is important as I help to reduce the number of immigration offenders in Singapore. This is necessary to ensure social security.

What do you think are the qualities an IOB officer must possess?

A high degree of mental and physical endurance. Initially, I was affected by the immigration offenders' sob stories but my mental endurance and resolve increased with time. I also had to effectively manage my

work and family commitments as I had to work during public holidays and in the wee hours of the morning.

It is essential to have good physical stamina and endurance as the job entails chasing after offenders who resist arrest. Oh, one must also accept less-than-hygienic conditions as part and parcel of the job – we routinely nab illegal immigrants in squalid areas full of bed bugs, rats and cockroaches!

Despite the numerous challenges, being in IOB is satisfying. It is particularly gratifying to round up a case after months of investigation

and hard work, and to know that I have made a contribution to Singapore's security.

How does it feel being in a male-dominant environment?

Actually, there is no need to prove myself as long as I am confident in my abilities and I can contribute in my own way. In fact, female IOB officers have the added advantage of being able to extend a softer touch, particularly when dealing with female offenders and obtaining confessions.

CASE 2: GAME'S UP



On 7 June 2006, officers from ICA Intel Ops 1 and the Police Intelligence Department (PID) mounted a joint operation to target male Bangladeshi immigration offenders involved in forging immigration endorsements and Special Passes (SPs).

Outside Kovan MRT station, officers found on two male Bangladeshi nationals special passes bearing immigration endorsements and their photographs. Checks revealed that both were illegal immigrants. The duo confessed and provided the officers with more information; another two male Bangladeshi illegal immigrants were subsequently nabbed, along with forged

immigration stamps. PID officers also arrested another illegal immigrant bearing a forged SP along Jalan Ampas.

All the forged items were handed over to Ang Mo Kio Police Division HQ for investigation.

SPOTLIGHT:

HICS2 NG BEE WAH

INTEL OPS BRANCH 1

We had earlier arrested several Bangladeshi offenders with forged endorsements and SPs, and believed that a syndicate was at work. Working hand in hand with PID, we got our source to attempt to obtain a forged extension. Once he approached the supplier, we moved in for the arrest.

How do you think you have contributed to ICA's vision and mission?

.....
I help to eliminate the presence of undesirables in Singapore – in particular, by eradicating syndicates that facilitate the entry and stay of illegal immigrants. It gives me great satisfaction to weed out these syndicates as they are unscrupulous; the snake heads find all sorts of ways to smuggle foreign nationals into Singapore.

CASE 3: NIPPED IN THE BUD

In June 2006, Intel Ops Branch 1 got wind of information that a group of Indian nationals who had managed to enter Singapore using photo-substituted Malaysia Restricted Passports (MRPs) had successfully obtained work permits from the Ministry of Manpower.

These restricted passports were valid till October 2006; when the nationals would have to produce new Malaysia International Passports (MIPs) and Malaysia Identity Cards (MyKads) for verification. Going from one crime to another, the Indian nationals obtained forged MIPs and MyKads to validate their status as Malaysian nationals.

After a month of protracted investigations to establish their actual identities and workplace, IOB1 conducted a four-prong check in Tampines and Potong Pasir. Officers arrested four male

Indian nationals carrying "original" work permits and MRPs.

The documents appeared to have been tampered with: one of the passports had a forged 14-day Singapore arrival social visit pass as well as departure endorsement. Upon further interviewing, all four suspects admitted that they were in fact Indian nationals and had obtained the forged documents fraudulently in Malaysia. They were subsequently referred to the ICA investigation Branch for further investigation.

SPOTLIGHT:

AS MOHAMMAD NAGIB BIN ALI

INTEL OPS BRANCH 1

I led a team of officers for the raid. The Indian offenders were caught by surprise and did not put up much resistance. We noted that they stayed in Singapore instead of commuting back and forth the Causeway daily as most Malaysians do.

How do you think you have contributed to ICA's vision and mission?

Most undesirables are stopped at our borders. However, this border control is not always "water-tight" so we need a second layer of defence to curb the immigrant offender population.

Besides conducting raids, IOB also gathers intelligence and does research on the latest

trends and modus operandi such as new methods of smuggling contraband items and producing fraudulent passports. This is imperative as the same modus operandi can also be used by terrorists to enter Singapore and smuggle explosives and weapons.

Criminals and syndicates are very innovative – so we need to be many steps ahead of them!

What do you think are the qualities an IOB officer must possess?

A positive attitude, willingness to learn and get your hands dirty! The ability to be nimble, to think on your feet are also important traits; out in the field, things do not always go according

to plan. It is equally important to have perseverance as cracking syndicates takes time and effort.

Is the use of force always needed when conducting raids?

We rely on psychology during our operations, although force is occasionally needed. We have to understand the immigration offenders' state of mind; they are usually very desperate as they have paid a huge sum of money to syndicates to come to Singapore. During our raids, many would run and in the process take certain steps that might endanger their lives, such as jumping out of a window. We need to understand the situation and calm them down so they don't put themselves in harm's way.

CASE 4: QUIET BIRDS, NOT-SO-QUIET PASSENGER!



On 13 February 2006, a male Singaporean arriving from Port Moresby was asked to have his bags screened. It took several requests from HICS2 Haslina Bte Hahya before he put his bags through the x-ray machine.

The passenger claimed the bags contained clothing, but the eagle-eyed officer noted images resembling poultry products and instructed the nervous man to place his bags on the counter. He insisted on leaving the duty-free shop.

While examining one of his bags, HICS2 Haslina noticed loose feathers – upon unfolding the shirts, she found several stationary white parrots. The man was immediately escorted to the Duty Office. There, the nervous man turned increasingly uncooperative

and agitated, and started hurling abuse at the officers. He had to be handcuffed before physical examination could resume.

A total of 11 white parrots and one red parakeet were found stuffed inside his bags – all sedated and covered. A small bottle, syringe and needle were also found. The Agri-Food and Veterinary Authority confirmed that the birds were endangered species. The smuggler finally confessed that he had bought the birds cheaply at a market in Papua New Guinea.

SPOTLIGHT:

HICS HASLINA BTE YAHYA

AIRPORT COMMAND

How did you develop your profiling skills?

.....
Largely through daily interaction with colleagues and passengers – it is the best way to gain experience.

Skills and sixth sense are equally important. Skills are needed to effectively interpret x-ray images. The way a passenger interacts with me usually sends clear signals – this is when intuition comes in.

What motivated you to carry out the additional checks which uncovered the birds?

The passenger was very evasive and insisted that he had nothing to declare. When I asked to check his bags, he was uncooperative and tried to distract me. I was suspicious about one particular bag – midway through the check, the bag mysteriously disappeared from the trolley. He tried to hide it between his legs!

What advice would you give to new officers to develop their profiling skills?

.....
Be brave – if a passenger tries to distract you, do not let up. Also, be observant – the way a passenger walks and interacts with you offers clues.

CASE 5: CAUGHT IN THE ACT

On 4 June 2006, a Singapore-licensed taxi carrying a female passenger pulled up at the Woodlands Checkpoint.

As officer CICS Siti Chotidjah Bte Mohd Ali searched the female's sole possession – a black handbag – she came across a plastic package. The passenger, who claimed no knowledge of the contents, was escorted to the Green Channel Secondary Team Office for further checks.

Under the staff's watchful eyes, the nervous woman unwrapped the package to reveal 10 strips of Erimin 5 tablets, a plastic sachet containing what looked to

be Ecstasy pills, and a plastic sachet containing white powder resembling Ketamine.

According to the female Singaporean, she was in financial debt and a friend had introduced a drug dealer to her; she had been instructed to transport the drugs from Johor to Singapore via taxi. She was subsequently handed over to the Central Narcotics Bureau.



SPOTLIGHT: CICS SITI CHOTIDJAH BTE MOHD ALI WOODLANDS COMMAND

What motivated you to profile the female subject and conduct the checks?

Her body language gave her away – she was trembling when I asked for her passport!

Furthermore, when I found a black plastic bag in her handbag, she claimed to have no knowledge about the contents. Also, her mode of transport, dressing, facial appearance and time of arrival were highly suspicious.

How did you develop your profiling skills?

I picked up many tips from my experienced colleagues, and from the courses I had attended.

I also compiled my own database from past cases. Lastly, I enjoy reading books on body language.

Which is more important in your work – skills or intuition?

Skills developed from past experience and training. Being observant and keeping a lookout for unusual signs are also important.

What advice would you give new officers?

Always work as a team, know your job well, motivate yourself first and then others. Share your experience, and ask questions when in doubt. Most importantly, you must have passion for your job.

CASE 6: A VIEW TO A KILL?

On 18 April 2006, SICS Fazel Muhamad was on duty at the Changi Airfreight Centre Checkpoint when a transportation company representative produced two packages of telescopes and tripods for clearance.

Based on the transshipment permit, the consignment originated from the United States of America; the representative claimed that the consignment was bound for Indonesia.

Suspecting that the consignment might contain military equipment, SICS Fazel Muhamad proceeded to x-ray it. Lo and behold, an image resembling the trigger of a rifle showed up onscreen. The officer

opened the parcel and found what resembled a buttless gun barrel.

The Airport Police Division was alerted and the company representative was referred to the Arms & Explosives Branch.



SPOTLIGHT: SICS FAZEL MUHAMAD S/O MOHAMED IBRAHIM AIR CARGO COMMAND

I had a hunch that something was not right as the package was unusually large. During the x-ray scan, I got a shock when I saw the outline of a trigger on the screen. I x-rayed the package again, and then physically examined it. I saw a long heavy package completely wrapped in black tape. Upon removing the tape, I found a rifle without the butt.

Skills or intuition – which is more important in solving a case?

Intuition, but intuition needs to be backed up by knowledge. For example, when handling goods declared as perishable items, the packing will

give you some clues about whether the contents are indeed as declared. If I have even a shadow of a doubt, I will check the items thoroughly.

Any advice for new officers?

Build up your knowledge; be inquisitive. Take note of the packing material, how the packing is done, and typical sizes of different packages. Having good knowledge will help you to identify suspicious items quickly.

CASE 7: SMOKED OUT

On 19 July 2006, a container that had been targeted by Ports Command as a high-risk consignment arrived at the Pasir Panjang Scanning Station. The container's last port of call was Shekou, China, known for exporting contraband cigarettes.

It supposedly contained 660 inkjet printers but scanned images showed a density consistent with cigarettes. Furthermore, the entire image was not homogeneous. CICS Sutarsan s/o Jaganathan was notified; upon inspecting the container, he saw more than 30 carton boxes containing porcelain bowls at the front of the container. No printer in sight.

He searched further and sure enough, he found cigarettes – duty unpaid – in carton boxes at the back of the container. Some 50 cartons of cigarettes were hidden behind the porcelain bowls.

SPOTLIGHT:

CICS SUTARSAN S/O JAGANATHAN

PORTS COMMAND

How did you develop your profiling skills?

.....
Experience plays an important part. I have spent many years performing sea and air cargo clearance. In the course of my work, I learnt the tricks of the trade used by syndicates.

I constantly update myself on the shipping and port operators' procedures, the scanning machine and its operating manuals. Every time I read, I learn something new.

Which is more important in your work – skills or intuition?

.....
Different skills and expertise are needed at different checkpoints. At Woodlands and Tuas Checkpoints, officers must learn to read people's behaviour and body language, and be familiar with the many hiding spots of a wide range of vehicles. At Ports Command, we deal with cargo in containers, and can't read the body language of these huge containers. As such, we have to be familiar with the documentation process,



especially the packing list. Having good knowledge of the typical weight and appearance of different types of cargo and being alert to detect when something is amiss are crucial.

All these come with groundwork and experience.

What motivated you to carry out additional checks?

The scanned image was not consistent with the items declared in the Customs permit i.e. inkjet printers; the scanned image distinctively showed that there were two items inside the container instead of one as declared. Also, the cargo's level of radiation penetration was similar to those of cigarettes. Past experience told me something was not right; I retrieved images of printers as well as cigarettes from our image library to help me locate the contraband. At the same time, the container's last port of call is notorious for exporting contraband cigarettes.

What role did team work play in cracking this case?

Team work was critical — once the container was suspected to hold contraband items, the entire team got involved. One officer was assigned to keep an eye on the driver to make sure that he did not use his handphone to communicate with anyone, which could jeopardise the operation. Others were assigned to conduct further checks.

Any advice for rookies?

Take your training very seriously – master the technology and equipment. Study other cases. Treat every container as a potential threat to our nation's security. Always ask yourself: "If I were a smuggler or terrorist, how would I smuggle contrabands into Singapore?" By putting yourself in the shoes of the criminals, you can find many clues and answers to prevent smuggling.

Think like them – then go after them!

15:26 PM

MOHD JAMIL BIN RAHIM

SENIOR IMMIGRATION
& CHECKPOINTS SPECIALIST





FIRST CHARGE IN TECHNOLOGY

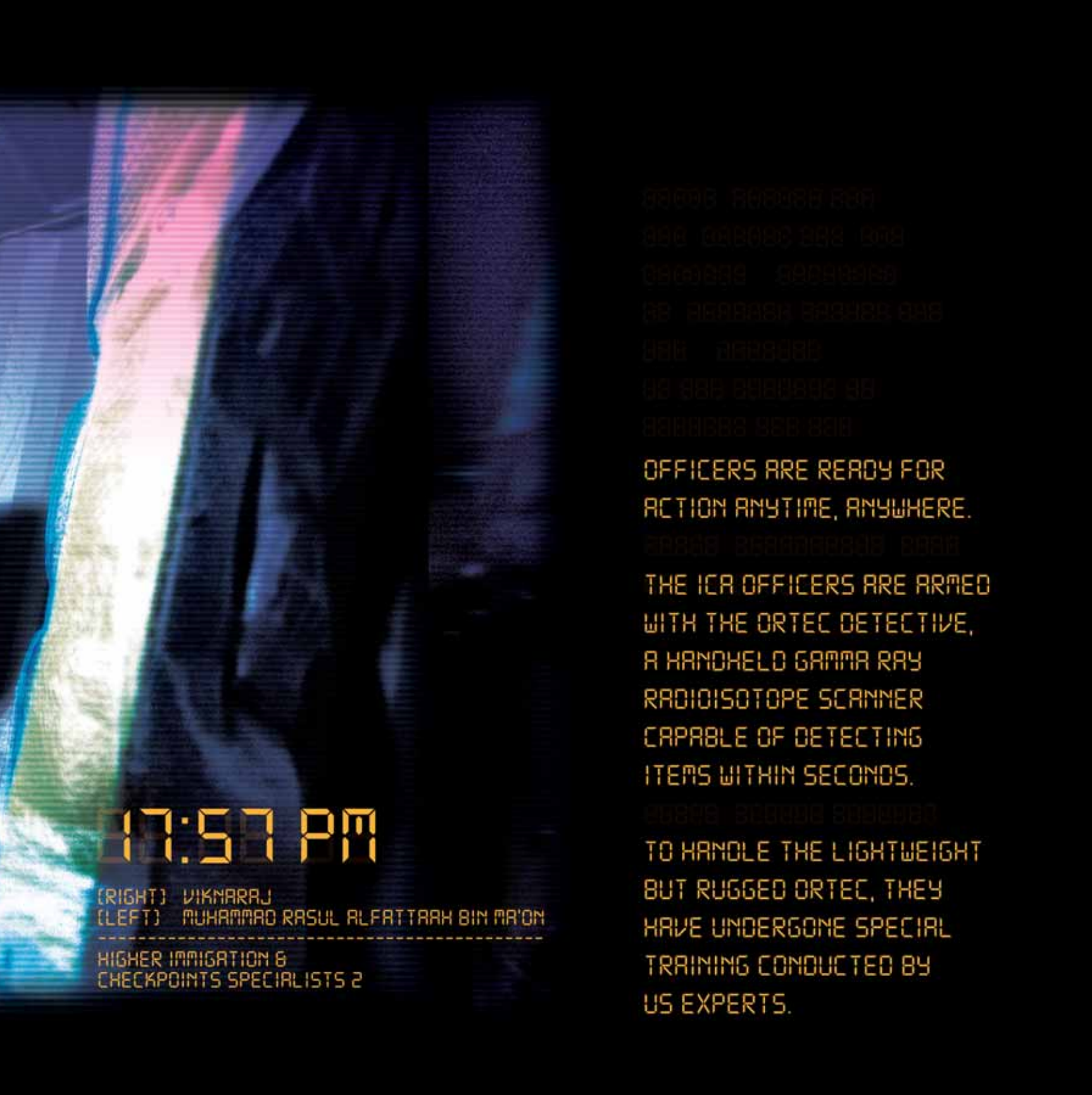
SICS MOHD JAMIL BIN RAHIM HAS GOT TECHNOLOGY ON HIS SIDE.

THE SCANNING OFFICER IS SPECIALLY TRAINED TO OPERATE THE VEHICLE AND CARGO INSPECTION SYSTEM (VACIS). THE SCANNING SYSTEM - PART OF ICA'S WIDE ARRAY OF RADIOGRAPHIC SCANNERS - UNOBTUSIVELY INSPECTS ABOUT 25 CONTAINERS HOURLY.

AT ICA, MAN AND MACHINE WORK IN PERFECT UNISON TO ENSURE SINGAPORE'S SECURITY, 24/7.



ORTEC
a division of **AMETEK**



07:58 PM

(RIGHT) VIKNARAJ
(LEFT) MUHAMMAD RASUL ALFATTAH BIN MA'OM

HIGHER IMMIGRATION &
CHECKPOINTS SPECIALISTS 2

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OFFICERS ARE READY FOR
ACTION ANYTIME, ANYWHERE.

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THE ICA OFFICERS ARE ARMED
WITH THE ORTEC DETECTIVE,
A HANDHELD GAMMA RAY
RADIOISOTOPE SCANNER
CAPABLE OF DETECTING
ITEMS WITHIN SECONDS.

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TO HANDLE THE LIGHTWEIGHT
BUT RUGGED ORTEC, THEY
HAVE UNDERGONE SPECIAL
TRAINING CONDUCTED BY
US EXPERTS.

OUR INITIATIVES



Receiving the NIA Award from PM Lee



THE POWER OF CHANGE

Harnessing the power of technology is second nature at ICA. As an innovative organisation, we constantly strive for new heights of service and standards in security by introducing cutting-edge infrastructure and equipment.

The year 2006 proved no different.

EASY ACCESS

by AS David Lee

In 2006, ICA launched the Enhanced Immigration Automated Clearance System (eIACS). The new system improves on the IACS – commonly known as Access Card – located at many ICA checkpoints.

Automated clearance utilises biometrics (thumbprint) to rapidly identify travellers; with eIACS, all registered Singaporeans can depart and enter Singapore via the automated lanes without the need to apply for a card. Little wonder then that the system garnered two prestigious awards -

the National Infocomm Award for the most innovative use of technology in the public sector and struck Gold for the TEC Public Service Innovation Award.

While automated clearance is commonly used by immigration authorities for effective and efficient clearance, eIACS is the first to do so without the need for users to register themselves and apply for a card. Essentially, the eIACS enables Singapore citizens who have already registered their fingerprints with ICA and issued with valid passports to clear immigration via the automated lanes using their passports.

Under the system, a Singaporean only needs to scan his passport at the self-service kiosk located before the automated lane. The system will read the Machine Readable Zone (MRZ) of his passport to retrieve his fingerprint record from the backend databases for authentication purpose. The automated gate will open once the system authenticates the holder's fingerprint.

The system frees up officers for redeployment to profile undesirables and spot security risks.

Unveiling of BioPass design by
DPM and Minister Wong Kan Seng



“When you have the same travellers coming through your checkpoint every day, it doesn’t make sense to put the person through stringent checks meant for first-time travellers,” says SICS Hassim Yunos, who manages the eIACS lanes at the Woodlands checkpoint.

While ICA relies on technology for greater efficiency, it has not overlooked the human factor. Officers took pains to explain and demonstrate the eIACS system to users. “Being the first system of its kind, it will take a while for people to get used to it. Education is the key – the more people are exposed to the system and try it out successfully, the sooner they will appreciate and adopt it,” says SICS Yunos.

ALL SYSTEMS GO

The year 2006 marked the birth of the Singapore Biometric Passport (or BioPass).

Following a successful trial involving some 2,000 Singaporean crew members of Singapore Airlines (SIA), ICA went into launch mode for the BioPass. On 31 March 2006, the BioPass design was unveiled by Deputy Prime Minister and Minister for Home Affairs, Mr Wong Kan Seng. The BioPass is a passport containing unique biological data (including fingerprint data, facial image and passport details) on a contact-less chip. Embedded in a polycarbonate datapage, the information is protected using various security measures. By requiring fingerprint identification in addition to face-to-face verification and identification documents, passport security is significantly improved locally as well as globally.

The BioPass facilitates immigration clearance for Singapore citizens via eIACS lanes. It also ensures that our citizens continue to enjoy visa-free entry into the United States. Crucially, we are able to deter

criminal and terrorist syndicates by tightening passport control and border surveillance, hence enhancing security.

A full live test of the BioPass was conducted in April 2006; it involved applicants for official and diplomatic passports and SIA crew in the earlier trial. With their participation, the system was fully tested and tweaked.

On 15 August 2006, ICA officially launched the BioPass.

Besides favourable feedback from trial counterparts the United States, Australia and New Zealand, we also received compliments from the public and media. In a letter to *The Straits Times*, Ms Rowena Yeo Hui Hoon complimented our passport counter staff’s efficiency and customer service.



Matching the thumbprint using iMATCH

SMOOTH RIDE

by AS Cedric Law,
with inputs from
DS Tan Hoe Koon

Immigration clearance in Singapore took a quantum leap, when the Biometric Identification of Motorbikers System (BIKES) was launched at the Tuas and Woodlands Checkpoints in October 2006 and February 2007 respectively.

Leveraging on biometrics and human detection technologies, BIKES facilitates immigration clearance by electronically authenticating single travellers on motorcycles. The service is open to Singaporeans and Malaysian Singapore Permanent Residents as well as Long Term Pass holders free-of-charge. With BIKES, the solo motorcyclist approaches a dedicated lane and inserts his passport into a reading device. Once authenticated, the barrier will be lifted. The motorcyclist then slots his Autopass or cash card into a card reader, and places his thumb on a

thumbprint reader for biometric verification. Upon authentication, the barrier will be lifted and the motorcyclist will be on his way.

“BIKES provides another convenient option for motorcyclists when they are passing through the Land Checkpoints,” says DS Phua Chiew Hua, Senior Assistant Commander (Ground Operations) of Tuas Command.

“Moving ahead, we hope to expand the scale of operation through the creation of more BIKES lanes.”

PERFECT MATCH

by AS Ng Pei Hsien and
AS Mark Chan,
with inputs from
AS Neezam Abdul Rahim

Impersonators, you've met your match!

A prototype of iMATCH, a hand-held fingerprint matching device, was launched

in 2006. The nifty device matches an Identity Card (IC) or Work Permit (WP) card holder's thumbprint with that found on his/her document without a physical connection to computers or databases.

iMatch's portability and ease of use is a great asset to ICA's ability to foil and discourage impersonators anytime, anywhere.

The Technology Branch, which carried out a trial and worked on the prototype, is currently developing an optimised version of iMatch. ICA plans to launch it in financial year 2007.

GREATER SPEED, GREATER TRANSPARENCY

Singapore's reputation as a world-class maritime hub got another boost, with the introduction of the Computerisation of



Submitting application via CREW

Records for Crew Clearance (CREW) system on 30 November 2005.

CREW enables shipping agents entering Singapore to submit online applications for crew clearance and related matters. Besides speedy clearance for all parties, it also facilitates retrieval of crew and transit passenger records. That in turn speeds up crew screening and tracking.

E-XTENDING THEIR STAY

Launched on 1 December 2006, e-XTEND allows foreign visitors to extend their short-term social visit pass online, at their convenience. Foreign visitors without access to internet facilities can use the self-service terminals at the ICA Building. Crucially, this new initiative means applications are processed in one working day, without the hassle of time spent on queuing and waiting.

The online system, introduced by the Visitor Services Centre, enables visitors who are extending their social visit pass for the first time to extend their stay for up to 30 days, subject to certain conditions.

SOLAR+ SYSTEM

With Singapore making clear strides as an educational hub, the need for processing Student's Passes has also burgeoned. To improve efficiency, ICA had in January 2005 launched SOLAR – an online system that allows Institutes of Higher Learning in Singapore to submit Student's Pass (STP) applications online.

Following SOLAR's success, ICA embarked on extending the system to private schools including kindergartens in Singapore – hence, the birth of SOLAR+. In January 2007, ICA undertook a pilot test involving

15 selected CaseTrusted/CaseTrust-exempted Private Education Organisations (PEOs).

With SOLAR+, the numerous process of queuing, checking and mailing student passes is incorporated onto a single, simplified platform that helps all parties – schools, applicants and sponsors – save time. They need only to fill up their respective sections; completed applications are automatically routed to ICA. Furthermore, application results are posted online, giving applicants real-time information.

ICA will implement the SOLAR+ system in government/government aided/independent schools, foreign system schools and Institutes of Technical Education in phases.

PEOPLE POWER



AS Ong King Eng in London

THE ICA COMMUNITY

An organisation is only as good as its people.

At ICA we believe in recruiting, training and recognising the best of the best. From varied backgrounds and filling myriad posts, these officers are the very force that allows ICA to steer in new directions and stay the course.

Meet two of them.

AS Ong King Eng Ports Command

I was naturally exhilarated by the opportunity to participate in the Proliferation Security Initiative (PSI) maritime industry workshop in London in September 2006.

It was a real eye-opener – I learnt a lot from maritime experts, many of whom are either top government officials or key players in the American and European shipping industries. Given the current global

geopolitical climate, terrorism and weapons naturally took centre stage in discussions.

The experts agreed that we need to collaborate with all global strategic partners in order to stop proliferators who seek to circumvent the export control regime, and to stop weapon trafficking.

The experts also pointed out that one way countries could strengthen their national capabilities is to establish solid diplomatic and operational foundations through

co-operation between countries; PSI exercises were cited as examples of such co-operations. Singapore was commended for conducting Exercise Deep Sabre in August 2005, the first PSI exercise in Southeast Asia involving some 2,000 personnel from the military, coast guard, customs and other agencies of 13 countries, including Singapore, Australia, Canada, France, Germany, Italy, Japan, Russia, the United Kingdom and the United States.



HOME TEAM ADVANCE COURSE

Not only did the trip allow me to gain much knowledge, it also reminded me that as an ICA officer, my contribution does make a difference in the international fight against terrorism. With this in mind, I am further inspired to preserve Singapore as a secure home for all.

DS Hashim Sheik Ahmad

I had the distinct honour of leading a team during the Home Team Advance Course for Senior Officers (HTACSO) in January 2006.

The course, comprising local and overseas components, turned out to be an adventure of a lifetime. There was never a dull moment during the local component – throughout the interactive and animated presentations, discussions, hands-on and group activities, many divergent yet constructive views were expressed.

After about three weeks, we were off to Melbourne, Australia. The trip was an eye opener with many firsts; the activities tested our endurance and character, and helped to build up personal confidence and team spirit.

My first overwhelming task was to abseil down rocky mountains despite strong winds – this was terrifying enough without the full glare of 35 participants! Finishing was for me a personal triumph, and being able to motivate the officers was icing on the cake.

The extreme climate and unfamiliar surroundings brought us out of our comfort zones into a union where we integrated and assimilated as one team. We worked together to resolve difficulties and achieve targets, at the same time supporting and caring for each other. The course was an amazing experience and we all came back with so much to enrich our personal and work lives.



Domingo Molina, Jr.
OC Curriculum Development Wing /
Overseas Frame Commander
Joint Training Centre
Home Team Academy

The officers valued the learning experience, – they would not have been able to learn or achieve as much individually. There were defining moments that each officer could apply to their respective departments. The officers reported for the course as individuals and finished it as a team – they were integrated, and appreciative of each department's roles, responsibilities and functions. Most importantly, they were thinking in unison as 'Home Team Plus Officers'.

AS Teo Chen Sian
PRSC

The course was definitely refreshing and interesting. HTA did a good job in putting together officers from the various HT agencies. Despite the long classroom lectures, there was time to interact, network and learn about other HT agencies. The trip to Australia enhanced our camaraderie and helped us to bond. Our trainers from HTA and Australia were ever willing to share their experience, and provided a listening ear when there were issues to be resolved.

All in all, it's a course not to be missed!

Mr Andy Tay
CSC

The HTACSO course is an excellent platform for us to get to know our colleagues from other Home Team agencies. The overseas segment also forms a fantastic environment for us to get away from our comfort zone and challenge ourselves both physically and mentally.



SICS Lee Tze Chong returns from retirement to contribute his service

THE RETURNEE

by AS David Lee

SICS Lee Tze Chong Woodlands Command

ICA fully recognises the contributions of dedicated staff, whose years of experience add an extra dimension to its work.

In 2006, we launched a programme to recruit retired officers; with their extensive experience both in immigration and customs work, these officers add immense value to ICA's operations.

One officer who donned his uniform again is SICS Lee Tze Chong.

After a 38-year career in the former SIR (Singapore Immigration & Registration), including a brief stint as an enforcement officer, then-CICS Lee Tze Chong had retired from service in late 2004.

After hearing the call for retired officers to return to the checkpoints, Mr Lee rejoined service in 2006 as a clearance officer

at the Woodlands checkpoints during peak hours.

SICS Lee feels he still has much to contribute to ICA. "My experience in the secondary clearance office gave me a perspective on security, clearance and procedures that many younger primary clearance officers lack. This experience comes in handy when resolving unique cases encountered at the checkpoints," he explains.

SICS Lee vividly remembers his early years as an immigration officer, in particular a close brush with death.

"To clear crew members in those days, we often had to board vessels and conduct a physical tally of crew members," he recalls. "It was a very wet day and I'd without much thought brought along an umbrella. So there I was, tallying the crew members – umbrella in one hand and the manifest on the other – when a strong gale blew me off my feet!

I'd have fallen into the sea and drowned if one of the crew hadn't caught me in time!" he exclaims.

Having covered land, sea, and air checkpoint, you could say SICS Lee has seen and done it all. It gives him a unique perspective that only comes with experience.

"When you encounter a traveller with a unique problem, it really helps when you know what ICA can and cannot do to help him out. Rather than simply referring to the senior officer, you can resolve many matters at the front end."

With his encyclopaedic knowledge of longstanding procedures, this veteran could win easily any debate with newer officers. But here's what SICS Lee prefers: "It would really help if both parties can talk it out calmly – we may learn a thing or two from each other."

Wise words, indeed.

(left)
"Nature-on-Wheels"
cycling trip to Pulau Ubin



(right)
ICA Dinner and Dance



ALL ABOARD

by AS Ng Hui Peng

As custodians of Singapore's security and safety, ICA officers work tirelessly, 24/7. But when they come together, the ICA spirit is alive and flaming!

STAFF WELL-BEING COMMITTEE (SWC)

The SWC had a fruitful year in 2006. Besides intensive fund-raising efforts in support of The Salvation Army, SWC organised a series of talks on diverse personal and family issues including communicating with teens, stress management, and caring for the elderly.

As part of the National Healthy Lifestyle campaign, SWC organised the ICA Active Day on 29 September 2006 at the Jalan Besar Community Centre. To promote family bonding, it co-organised a "Nature-on-Wheels" cycling trip to Pulau Ubin with ICARE.

Tour guides took the excited families to off-beaten tracks. Although the tour finished with tired limbs and sore bums, officers brought home with them a little bit of childhood, no doubt.

IMMIGRATION & CHECKPOINTS AUTHORITY RECREATION CLUB (ICARE)

ICARE organised the Day of Extreme Fun as well as the annual Dinner and Dance – on both occasions, ICA officers let their hair down, left uniforms behind and got down to some serious fun!

Officers were equally enthusiastic about activities throughout the year, including a

one-day firefly tour to Malaysia, spa encounter and manicure workshop. They also gave their best shot in nine internal sports competitions.

To complement SWC's charity efforts, ICARE contributed to the National Day charity bazaar. It also took part in the Home Team Academy Charity drive for Club Rainbow as well as the Home Team Heart Bus for the President's Challenge.

CORPORATE PLANNING SEMINAR & WORKPLAN SEMINAR (CPS & WPS)

To reinforce key objectives and goals, and to communicate broad directions, ICA



(left)
Community Involvement

(right)
Family Day

conducts the Corporate Planning Seminar (CPS) and Workplan Seminar (WPS) annually.

The theme of the CPS, held at the SAF Yacht Club from 27-28 February 2006, was "Leader in Immigration and Checkpoint Authority". The essence of the seminar was best described by Director (Planning & Technology) in his opening speech for CPS: "The letter U in 'Security' (in the logo design) – positioned in the centre of our island – symbolises the role that each and every ICA officer plays in helping to keep Singapore safe and secure. The names of the various divisions, commands and service centres lining the perimeter of the border of Singapore symbolise the interconnectivity of each unit, working in unison towards the mission and vision of ICA. Ultimately, it is

through the collective efforts of our officers in their respective work units that will propel ICA to achieve the aim of becoming a 'Leader in Immigration & Checkpoint Security'."

Output from CPS was communicated to the various work units; these units in turn formulated their respective workplans and subsequently presented them at the WPS held on 3 May 2006.

.....
**STRENGTHENING COMMUNITY
TIES AND PARTNERSHIPS**
.....

It is through continued public support and engagement as well as strong partnerships that ICA is able to excel as the custodian of Singapore's security and safety.

We continued to engage the community at close proximity through public forums such as Emergency Preparedness (EP) Days and the Community Security & Safety Programmes (CSSPs). We also continued to collaborate closely with strategic partners such as the Singapore Civil Defence Force, Singapore Police Force (SPF) and grassroots organisations.

To thank the countless public bus operators who help ICA and the SPF deter contrabands and illegal immigrants by providing timely information, Woodlands Command in April 2006 hosted a special session for representatives from SBS Transit, SMRT, Handal Indah (Causeway Link) and SJE (Singapore-Johor Express).

DISTINGUISHED GUESTS



POL. LT. GEN. SUWAT TUMRONGSISKUL
COMMISSIONER
THAI IMMIGRATION BUREAU
6-8 FEBRUARY 2006

Pol. Lt. Gen. Suwat Tumrongsiskul, Commissioner of the Thai Immigration Bureau, led a 10-member delegation on this three-day visit. During a session at the ICA HQ hosted by Commissioner Mr Eric Tan, the strategic partners discussed border security, the BioPass development and training exchange programme. The delegation visited Woodlands Checkpoint to observe how ICA leverages on technology to enhance border security. On these visits, the Thai delegation was joined by representatives from the Thai MFA and Royal Thai Embassy.



MR MICHAEL CHERTOFF
US SECRETARY FOR HOMELAND
SECURITY
30 MARCH 2006

During his visit, US Secretary for Homeland Security Mr Michael Chertoff learnt more about Singapore's inland security as well as border security. ICA hosted Mr Chertoff at Woodlands and Ports Commands, and conducted a focused and detailed walking brief, showcasing systems such as ICIS, IACS, eIACS, Sentinel, EVA and VACIS.



**HRH PENGIRAN MUDA MAHKOTA
PENGIRAN MUDA HAJI AL-MUHTADEE BILLAH
CROWN PRINCE, BRUNEI DARUSSALAM
8 MAY 2006**

HRH Pengiran Muda Mahkota Pengiran Muda Haji Al-Muhtadee Billah, Crown Prince of Brunei Darussalam, Senior Minister in the Prime Minister's Office and Deputy Inspector-General of Police, Royal Brunei Police Force (RBPF), visited Woodlands Checkpoint on 8 May 2006. The Crown Prince and his delegation were briefed on ICA's checkpoint operations and how ICA leverages on scanning and biometrics technology to ensure efficient and effective border control.



**HE VICTOR P. IVANOV
ASSISTANT TO THE PRESIDENT
OF THE RUSSIAN FEDERATION
29 JUNE 2006**

HE Mr Victor P. Ivanov, Assistant to the President of the Russian Federation, was in Singapore at the invitation of Defence Minister, RADM Teo Chee Hean. HE Ivanov is an aide to Russian President Vladimir Putin, in charge of personnel, citizenship issues, and presidential pardons; he also oversees Russia's move to switch to a biometric passport system.

During his visit on 29 June 2006, HE Ivanov was briefed on how Singapore balances the need to increase its population rate with effective control of illegal immigrants, and on ICA's BioPass initiative. The visit was hosted by Commissioner Mr Eric Tan.



**COL ABDULLAH SALIM AL-ALI,
DIRECTOR-GENERAL OF BORDER
PASSPORTS AND ALIENS AFFAIRS, QATAR
7-8 JUNE 2006**

During his stay in Singapore, Qatar Minister of State HE Sheikh Abdulla Bin Nasser Bin Khalifa Al-Thani together with Colonel Abdullah Salim Al-Ali visited various Home Team agencies. A separate group of Qatar delegates led by Colonel Abdullah Salim Al-Ali visited the ICA HQ, Airport and Woodlands Commands.

The delegates were briefed on ICA's checkpoint clearance framework, operations at Changi Airport and Woodlands Checkpoints, and the BioPass initiative. Various border control technologies such as ICIS, IACS, eIACS, EVA and Sentinel were also showcased.



MR AMBROSE LEE
HKSAR SECRETARY FOR SECURITY
15 AUGUST 2006

HKSAR Secretary for Security Mr Ambrose Lee visited the Woodlands Checkpoint on 15 August 2006. At the checkpoint, the Secretary and his delegation were briefed on ICA's efforts in border control and brought on a site tour.



HRH TRONGSA PENLOP JIGME WANGCHUCK
CROWN PRINCE, BHUTAN
21-25 AUGUST 2006

The Crown Prince of Bhutan, HRH Trongsa Penlop Jigme Wangchuck, was the first significant high-level visitor from Bhutan since diplomatic relations were established in 2002. It was also the Crown Prince's first visit to Singapore. Together with his delegation, the Crown Prince visited the Woodlands Checkpoint.

MRS MARY CHINERY-HESSÉ (right)
CHIEF ADVISOR TO THE PRESIDENT, GHANA
28 NOVEMBER 2006

A delegation from the Office of the President of Ghana visited ICA on 28 November 2006. Led by Chief Advisor to the President Mrs Mary Chinery-Hesse, the delegates were introduced to Singapore's Identification Card system and its role in capturing demographic data as well as application in national planning.



ICA ANNUAL COMMITTEE



LEFT TO RIGHT

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MEMBER

MR CHIA WEI KIANG
CHAIRMAN

MS NG HUI PENG
MEMBER



MR DANIEL CHIAH
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MS LAURA LOH
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