



SPEECH BY MR. LIM GUAN HOO, PARLIAMENTARY SECRETARY,
MINISTRY OF HOME AFFAIRS, AT THE OPENING CEREMONY FOR
PROMOTION COURSES FOR SC INSPECTORS AT THE GYMNASIUM,
POLICE ACADEMY, ON SATURDAY, JUNE 12, 1976 AT 4 P.M.

The reorganisation of the Special Constabulary has been going on since October 1975. A series of new schemes have been introduced and new measures taken to enhance the public image of the SC and turn it into an effective National Service organisation. The Commissioner of Police and I have visited all the eight land divisions to assess the progress of the reorganisation plan. We are much impressed by the manner in which NS officers and men respond to the new schemes introduced. I am also glad to note that discipline has been tightened up and morale is now very high in the SC. The evidence lies in the steep drop of absentee rate. Prior to the reorganisation, the average absentee rate of all the eight land divisions was 9.32 per cent as at August 1975. It dropped to 3.33 per cent in March 1976 and the latest record for April and May in all divisions and units was 2.1 per cent. In six of the 16 divisions/units it was between 0.1 per cent and 0.5 per cent. One of them have maintained a nil record since March this year.

The SC is now entering into a new era. What characterises the new SC is, among other things, the spontaneous efforts put in by the officers in a wide range of policing services. We have the asset of ample leadership materials. And as the potentialities of the well-educated NS men are being developed to provide greater impetus for the advancement of the force, the day you are in a position to celebrate your great harvest is drawing nearer and nearer.

In the past, there have been comments in regard to the ambiguity in the assignment of duties and other administrative instructions. To remedy this shortcoming, the SC Headquarters has now taken steps to work out a complete set of duty schemes. A salient feature of those duty schemes is the clear-cut job descriptions for all officers at all ranks. Supervisory officers are also using new briefing techniques to ensure that for every tour of duty, every patrol team is assigned specific duties with clear-cut objectives.

Only officers2/-

Only officers who are familiar with the crime trend in their respective areas of operation are qualified for the role of giving briefings. With the implementation of the Neighbourhood Policing Scheme, NS officers will be given the specific responsibility of looking after a fixed area of operation. They will thus be in a better position to maintain an insight of operation.

The SC has under its command a total of 1,700 NS men with tertiary educational qualifications. At a time when the Police Force is modernising its anti-crime techniques to meet the new crime patterns in a new social environment, the contributions these NS men can make will be immeasurable. We shall take steps to maximise the utilisation of their leadership qualities as well as their ability in learning and applying modern techniques. On completion of training, they will be deployed for operations with higher degree of sophistication, including the newly introduced Team Policing.

All the Neighbourhood Policing Units, apart from performing their duties in their respective operation areas will also be rotated for Task Force Service, a special pattern of deployment with higher mobility in operation. The element of uncertainty will be maintained in our strategy against crime and criminals.

Apart from promoting those with tertiary educational qualifications and others who have proved their worth to the command positions in the SC, we have also decided to mount a promotion exercise to span the gap between the constables and the sergeants. In other words, more than 2,500 Special Constables will be selected and appointed as Corporals. With this promotion exercise, it is expected that there will be less passive followers and more active leaders in the Special Constabulary.

The introduction of a Neighbourhood Policing Scheme, the change of unit structure, the formulation of a new plan for the utilisation of better educated NS men, the revision of training syllabi, the improvement of briefing techniques, the implementation of a new system for disciplinary control, the setting up of a Provost Unit and a Drug Detection Squad, the introduction of the SC Drug Counselling and Supervision Service, all these are designed to give a better impact to pull the SC out of the malaise of lax discipline and poor performance. The SC Planning Committee will from3/-

will from time to time review the various schemes designed for this purpose and devise new plans to ensure further improvements. However, it should be borne in mind that it is the amount of efforts put in by the officers that will eventually determine the degree of success of the reorganisation.

As the duties assigned to the officers have become more challenging and more demanding, there is apparently a need to step up the intensity of training for them. The basic training syllabus for both officers and men have been revised recently. As a follow-up, refresher/reorientation courses will be conducted at suitable intervals to enable them to maintain high standards of performance. These courses are also designed to beef up the professional accumen on the part of the officers, besides cultivating an esprit de corps.

Apart from basic training, on-the-job training and refresher/reorientation courses, promotion courses like the one you are attending now will also be conducted as and when the time is ripe. Our view is that the success of any training courses does not depend merely on the unilateral efforts of the training staff themselves. Of equal importance is the cooperation and coordination on the part of the trainees. Furthermore, however comprehensive and extensive the training may be, much will depend on the actual experiences and the self-sustained enthusiasm of the officers themselves while in service. The training courses will nevertheless serve as a catalyst to trigger off a simultaneous move on your part to give off your best.

Before concluding, may I add that as the SC is being reorganised, the tasks ahead may become more challenging as well. The successful performance of the SC would have to be spearheaded by a nucleus of able and hardworking officers. We have therefore anchored very much hope upon your work performance.

Finally, I wish all of you every success in your endeavours.

JUNE 12, 1976.

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