

# SECURITY PROFESSIONAL<sup>®</sup>

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ASIS Newsletter  
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# Chairman's Message



**Muhammad Iskandar, CPP**

Honorary Chairman 2021 - 2022  
ASIS International (Singapore Chapter)

Dear Members,

I trust and hope that you are all well and in the best of health.

A lot of messaging in most platforms, professionally and in your private life has been about the pandemic. And rightly so. Whether or not we are directly involved in managing the pandemic, it is inevitable that it's the most talked about subject for the past year and half. It's simply because it's a matter of life. Lockdowns, circuit breakers and a new normal in every sense of the word, as PM Lee has alluded to in his recent message, this virus will continue to be amongst us. And for some time to come. We will have to live with it, while managing the risk, adjusting as we go along.

I recently came across a paper produced by the Behavioral Sciences Centre of the Home Team on managing the negative psychological consequences of crisis fatigue. In this article the author mentioned the cause effect of crisis fatigue can lead to unfavorable behavior that can make them more susceptible to the virus.

My view as a practitioner, who manages the crisis management function of my organization, one of the critical points is to build the resiliency in the teams you manage, the stakeholders in your organization and you as an individual and a leader. Helping your organization find the meaning in the pandemic serves to build some resiliency. Do it because it means something not for complying with what the government tells us. The process of meaning-making can help individuals to reframe their mindset, allowing them to reappraise the crisis from a more positive perspective and create meaning from an unfavourable situation. A mindset shift can also help us to better cope and process the new normal, because it encompasses understanding and accepting that this new way of life is inevitable for everyone just as for the particular person.

It could be some simple things like catching up with your team members even for a short while, to see how they are doing and by being a listening ear. Anything that can take off your minds from work could be crucial. Well life - its more than just work.

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Presently, we see the resurgence of the virus locally as well as regionally. With the mutation of the original strain which has emerged in the UK, India and South Africa, the virus has become more virulent and transmissible with some sectors of the international scientific community concluding that the virus can remain in the air for a few days and easily passed on.

As much as we would like to meet up in a social setting, I guess we would have to wait a bit more until the situation locally gets better and restrictions are eased.

The Management Committee is planning some webinars and possibly a conference in the second half of the year. Fingers crossed we can pull this through.

In the recent members' survey that we conducted, more than 83% of the respondents had asked for an in-person dinner event. We hear you, but with government restrictions presently, we certainly hope to be able to do in person events soon, with our members' safety of upmost importance.

The Chapter exists because of our members and we hope to continue to serve you in these trying times. Thank you for your support thus far and I hope to see you all in person or via webcam sometime soon. Meanwhile, please stay safe and be well my friends.

**Muhammad Iskandar Idris, CPP**

# Leveraging on Technology to Enhance Building Security Effectiveness & Reduce Cost



Article contributed by:

Jag Foo, CPP, PSP, PCI, is the Head of Managed Services for Ademco (Far East) Pte Ltd.

He previously served as a Honorary Management Committee Member and Chair of the Events & Conferences Sub-Committee for the ASIS International (Singapore Chapter) during the 2019-2020 term.

As the battle against the Covid-19 pandemic rages on, the security industry faces unprecedented challenges with many clients confronted with the pressing need to drive down costs given the major disruption to their businesses.

The situation is not helped by the perennial security industry problem of the difficulties in hiring manpower and escalating manpower costs. With the removal of Overtime Exemption (OTE) in 2021, the manpower crunch is set to exacerbate, further accelerating costs and the urgency to reduce dependence on manpower.

## Operational Challenges

Besides rising costs, there is also the formidable challenge of retaining good security talent. Having motivated manpower is critical in ensuring the safeguarding of companies' assets and safety of their people.

But even the most committed guards are limited in what they can do. A guard cannot be expected to be able to watch the security cameras 24/7 or patrol non-stop while still being able to maintain a high level of concentration and remain mistake-free. Moreover, guards cannot be physically present covering every area at all times.

## Technology as a Force Multiplier

Fortunately, what the human can't do, the smart use of technology can. Increasingly, artificial intelligence and video analytics are deployed to actively look out for unusual activities such as intrusion, stranger detection or illegal parking and to flag out such threats in real time.

Using deep learning algorithms, false alarms due to factors such as animal or tree movements can be drastically reduced so that resources are not unnecessarily wasted while real threats can be dealt with speedily and decisively.

Activities that may require the manual intervention of guards such as the raising of barrier gate for vehicles can be reduced through automation using License Plate Recognition (LPR) to identify registered vehicles.

Electronic access control incorporating mobile credentials with temperature scanning can allow pre-registered visitors to self-serve in gaining entry to restricted areas without tedious key management or manual temperature taking. That lessens the load on the guard in having to personally authenticate every visitor.

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### Reducing Cost Through Managed Services

To reduce sole dependence on on-site warm bodies for monitoring of threats, companies can outsource to a Singapore Police Force-licensed Central Alarm Monitoring Station (CAMS) service provider to perform remotely managed security services such as 24 hours remote alarm monitoring and video alarm verification service.

Virtual patrols or virtual guard tours can be conducted at pre-set scheduled times for proactive surveillance of the premise and to identify suspicious activities early. In the event of a verified intrusion or alarm, the CAMS operators can remotely engage the intruders through on-site horn speakers to warn them off the premises. Remote access can also be granted to the authorities for any immediate follow up investigation.

With system automation, CAMS operators are able to process alarms and conduct video surveillance in a more systematic and efficient manner while minimizing the probability of human errors. On the whole, these are especially useful for sites looking to reduce manpower with a hybrid human-technology setup or even to go manless should their operational environment allow for it. With such managed services in place, these enable a premise to have more robust and comprehensive threat detection, verification and response coverage.

### More Sustainable Security Management

The effective use of technology augmented with managed services can go a long way to address long standing manpower crunch and escalating cost issues. This helps the client to achieve the dual benefit of enhanced security and reduced operational cost. With an optimized headcount setup, guards can be empowered to focus on higher value tasks such as investigation, risk assessment and incident management instead of mundane tasks (e.g. physical patrol). Some of these tasks require higher skill sets which will motivate guarding agencies to upskill their guards. Some guards may also move on to work in a CAMS and have opportunities to interface more extensively with systems. More meaningful work can increase job satisfaction and drive talent retention.





# Risk & Crisis Management in 21st Century



## Article contributed by:

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Current globalization provoked by the rapidness of modernization, scientific progress, and technology developments has changed the way people live and work, and businesses and governments operate. Growing populations and city urbanization increases the proportion of people living in a centralized geographical area. This causes positive and negative consequences focused on one geographical area. Systems and technologies are used in almost every daily activity and influences the need for enhancements causing interdependency. Interdependency creates overlapping layers of risk. Multiple layers of risk make it harder to identify where the problem is originating. At the same time there is the possibility of a single risk to trigger other problems.

Failing to understand the complexity involved in a problem causes gaps in designing and planning response measures. Traditional Risk Management implements procedures in safety, standby & backup systems, quality control,

training and testing. Unconventional signals that doesn't fit the incident mapping models are often ignored. There are many reasons for this: lack of information, delay in action, assumption, biasness. Unconventional signals have the potential to develop into greater risk and when it happens the consequences will be beyond an organisation's control.

## There Is No Random Crisis

A crisis is not always the result of consequences caused by single or major incidents but due to poor management. Failing to act due to ignorance and assumption gives managers less time and fewer response options. In addition to the assumption, the source of risks may look similar but may have different characteristics. The next incidents/risks may bring greater scale of consequences. These may cause more damage than before, and possibly be a threat to the existence of the organisation.

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Researchers argue that strategic theories in crisis management can prevent a crisis. Crisis management can forecast what is going to happen, how it may happen, and the magnitude of the consequences if nothing is done. Staying reliant on a set of preventive measures and predefined solutions will not make an organization more resilient, but rather unprepared for an unknown crisis. Risk & Crisis Management requires continuous improvement, not based on what one knows, but by adopting the 'Unthinkable' concept.

**"Research, creating unthinkable scenarios beyond logic understanding and analyzing best solutions. It is not enough to develop contingency plans around likely scenarios: One must be willing to speculate beyond"** (Pich, Loch, and De Meyer, 2002)

Predefined solutions are for managing routine incidents, but not for a crisis. Utilizing multiple solutions from existing contingency plans can mean the difference between success and failure.

**"The pursuit of multiple candidate solutions until the best can be identified"** (Pich, Loch, and De Meyer, 2002).

All strategies and theories can work well in exercises and training, but when the real incident kicks in, not every stakeholder is going to have the ability to respond as trained. The unexpected event may provide minimal information, and this affects a person's ability to make decisions, resulting in poor judgement.

Response actors must be trained and tested with time restrained decision-making skills in any complex situation. These include situation assessment, multiple scenarios, and 'Unthinkable' scenarios of much more complexity than normal events. All solutions provided must be argued, justified and critiqued.

### Closing Words

What we have discussed above is to have an understanding of the Risk Management framework and preparing the Risk & Crisis Management community to face the worst incident or crisis.

In the 9/11 incident, the Office of Emergency Management (OEM) was lost due to the building collapse. Two months before the incident, a bio-war drill was conducted and another emergency drill was scheduled on 9/12. OEM officials made a statement that there was a strong measure resilience in NYC's ability to withstand any crisis.

**"Resilience is the capacity to cope with unanticipated dangers after they have become manifest, learning to bounce back"** (Wildavsky 1991: 77).





# Workplace Violence in Healthcare Facilities – When enough is enough



**Article contributed by:**  
Muhammad Hafiz Bin Rohani, CPP  
Executive, Security Singapore Health  
Services

The healthcare facility is synonymous as a place of healing, rest, care, and rehabilitation; with the mission and purpose of administering quality and uninterrupted medical care to patients. These 'interruptions' are manifested in the form of numerous security risks and threats, particularly workplace violence. While workplace violence in healthcare has been a longstanding issue faced by healthcare administrators, the pandemic has somehow escalated the issue to the forefront, due to the added visiting restrictions and strain in resources. On 1 February 2021, a parliamentary question was raised regarding the current legal provisions to protect healthcare workers such as the Protection Against Harassment Act (POHA) (MOH, 2021). Media reports have also surfaced on the abuse that healthcare workers (HCW) faced perpetrated by patients and

their family members, even off-duty HCWs such as the case for the nurse in Sengkang General Hospital (CNA, 2021). With the prevalence of abusive behaviour perpetrated towards HCWs, the Healthcare Protection Administrator (HPA) faces a daunting task in the reduction and prevention of workplace violence, as the mental and physical well-being of the medical teams may be adversely affected. This subsequently affects the delivery of patient care, and jeopardising the organisation's strategic mission.

The World Health Organisation reported between 8% to 38% of HWCs experienced verbal and physical at any point of their career (WHO, 2021). Arguably, there are several contributory factors such as long waiting time for consultation, unsatisfactory service delivery due to low staffing and the mix of volatile emotions of uncertainty, pain, confusion, and anxiety to name a few. Violence and abuse are typical in high stress units such as the Emergency Department, Psychiatric and Intensive Care units which are under priority response for healthcare security units. In such situations, patients may not be in a conscious state of mind due to intoxication from alcohol or drugs, or under the influence of medication therefore, patient may not be aware of their surroundings (York, 2015). Given the business of healthcare is to treat the sick, it is unsurprising that the Uncooperative or Violent person category tops as one of the most reported incidents in the security unit. Healthcare Security Officers (HSOs) are usually activated by medical teams when patients become abusive and potentially violent, which may pose a danger to themselves or others around themselves.

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Usually, some form of verbal intervention is administered by security officers to de-escalate the situation, however if the patient becomes physically violent, proper physical intervention and restraint are required to keep the patient and other around him safe from further harm. While the threat of violence may be mitigated by security teams, response is merely reactive and often at times, violence and abuse has already been perpetrated towards the nurses or doctors prior to the arrival of security. As such, a more proactive approach is required to further protect the HCWs.

Security is always about the notion of prevention, which is currently lacking in the mitigation of verbal and physical abuse towards HCWs. To enhance preventive measures, several identified gaps are to be addressed which are prevalent in most healthcare facilities such as (1) inadequate training and awareness of frontline HCW and HSOs; (2) lack of legal protection; and (3) organisational culture. As mentioned earlier, HCWs typically face the verbal or physical brunt before the arrival of security therefore, these frontline staff are considered the first line of defence. At most times, violence only manifests when demands of the patients or family members are not met; and frontline staff who are effectively trained on situational awareness and de-escalation techniques would be able to identify a potentially violent person and de-escalate the situation. Similarly, HSOs are not immune to physical and verbal abuse as they are typically the last line of defence. Similar situational training could also be deployed for HSOs, with an added physical intervention training. As the last line of defence, officers may be exposed to harm especially when the patient becomes physically violent and is armed with a makeshift weapon such as a drip pole or sharp objects. Officers trained in physical intervention techniques could neutralise the threat by subduing the patient in a medically safe manner without harming the patient. The adoption of such training regimes requires the support of senior leadership, which begets the issue of organisational culture.

Healthcare organisational culture is typically medical based, with emphasis accorded to doctors, nurses, and allied health professionals as they are naturally the main providers of medical care. However, senior leadership and medical teams should recognise that ancillary departments such as Security has an important role to play in the management of patient care and the consequences of not addressing the threat of violence in the healthcare setting.



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Collaboration between different teams is paramount, where the creation of a multi-disciplinary Threat Management Team consisting of Nursing, Medical, Human Resource, Legal, Facilities Management and Security could come together to formulate the Workplace Violence Prevention program.

Tapping on the expertise of each department, a program could be formulated to prevent and respond to workplace violence, to protect the staff's mental and physical well-being, as well as any legal protection that the organisation could tap on. In relation to legal provisions, current laws only address the aftermath of abuse such as POHA and relevant penal codes (Section 321 Voluntarily causing hurt), whereby the damage has already been done to the staff and organisation. Furthermore, patients may not be aware of their actions therefore the concept of mens rea does not apply and patient may not be culpable. In light of recent abuse cases, healthcare organisations may lobby to the government to push for tougher legislation to protect HCWs at the onset of perpetrated violence. This can be emulated in the UK where legislative amendments are planned for hospitals to have the right to reject the administration of medical care to patients who are abusive towards HCWs and ultimately bar them, provided they do not require emergency care and are aware of their actions (Independent, 2020). Easing of administrative procedures for investigating and prosecuting perpetrators could also provide more assurance to HCWs, including HSOs that their rights to a safe working environment are protected.

Mitigating workplace violence in a volatile environment daily may appear daunting for any HPA. Healthcare security by itself is unique and specialised due to the profile and complexity of healthcare operations and requires a specific skill set to align itself as an important contributor to patient care. The HPA may take reference to established healthcare security organisations such as the International Association for Healthcare Safety and Security (IAHSS) and the National Association for Healthcare Security (NAHS), from the USA and UK respectively. These organisations possess a wealth of experience and resources for HPAs or any security administrator to refer from in the management of complex

interdependent systems and the subject matter expert for workplace violence prevention and emergency management, made more relevant in these dire times. As such, the HPA and the HSO play a very important role in protecting our HCW's role in patient care and sustaining the war against the pandemic for the betterment of our community.



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# Chapter

# LIBRARY

Learning is a lifelong journey. In an ever evolving security landscape, it's vital to constantly upgrade your security knowledge to stay ahead of the curve.

To support our members' pursuit of knowledge, ASIS International (Singapore Chapter) is pleased to offer our local chapter paid up members exclusive access to the chapter library of 40+ titles.

These titles include the reference material and study resources for pursuing all the ASIS board certifications (APP, PSP, CPP and PCI), and more.

To find out more, visit the chapter website at <https://asis-singapore.org.sg/library/>





# Calendar of Events

## July

To be announced  
PSP Review Course (Re-scheduled)

## August

17 - 20 August  
CPP Review Course

18 - 19 August  
Asia Risk & Resilience Conference 2021

## September

27 - 29 September  
GSX 2021

To be announced  
ASIS Webinar  
Security Industry: CV writing, Interview  
Preparation & LinkedIn Profile

## October

## November

25 November  
ASIS Singapore Annual Conference

## December



# Members' Update



## Warm Greetings to the following new ASIS International Members!

Mr	Abdallah Alomari		Mr	M Zhang	
Ms	Alexandra Paul		Mr	Nathan Masters	
Ms	Alyssa Goh		Mr	Pang Jing Chyi	CPP
Mr	Ang Boon Kiat, Peter	CPP	Mr	Philip Koh	
Mr	Ben Abboudi		Mr	Raymond Hee Khim Leo	
Mr	Chan Kin Heng		Mr	Robby Sulaiman	
Mr	Chin Kong Keat, Randolph		Ms	Serene Wong	
Mr	Eugene Chong		Mr	Taaouicha Mujahid	CPP
Mr	Glen Martin Balde Arquiza		Mr	Vigneswaran Mohan	
Mr	Johnny Leong Yoong Whye	APP	Mr	Vitor Oy	
Mr	Jonathan Hillman		Mr	Yap Chin Po	
Mr	Kishore Kumar				

## Newly Certified Members

### Newly Attained CPP

Ang Boon Kiat, Peter	CPP
Taaouicha Mujahid	CPP
Muhammad Hafiz Bin Rohani	CPP

### Newly Attained PSP

Mr Adrian Wong Voon-Ming	CPP, PSP
Mr Chua Eng Chan	PSP

### Newly Attained PCI

Mr Jag Foo	CPP, PCI, PSP
Mr Koh Shi Sheng	CPP, PCI, PSP
Mr Timothy Klass	CPP, PCI

# Members' Update



## Certified Members

### Certified CPP, PSP, PCI Members

Mr	Chan Chow Kiat	CPP, PCI, PSP
Mr	Colin J Spring	CPP, PCI, PSP
Mr	Jag Foo	CPP, PCI, PSP
Mr	Koh Shi Sheng	CPP, PCI, PSP
Mr	Melvin Pang-Boon-Choon	CPP, PCI, PSP
Mr	Pandian Govindan	CPP, PCI, PSP
Mr	Peter Tan	CPP, PCI, PSP
Mr	Quek Wei Chew	CPP, PCI, PSP
Mr	Rajesh	CPP, PCI, PSP
Mr	Stefan Shih	CPP, PCI, PSP

### Certified CPP, PSP Members

Mr	Adrian Wong Voon-Ming	CPP, PSP
Mr	Charles Fabian Khoo	CPP, PSP
Mr	Chua Boon-Hwee	CPP, PSP
Mr	Heng Zhi Gang	CPP, PSP
Mr	Kagan Gan	CPP, PSP
Mr	Kenneth Lau Yip Choy	CPP, PSP
Mr	Ling Tuck Mun	CPP, PSP
Mr	Lee Choon-Wai Anthony	CPP, PSP
Mr	Melvin Cheng Tze-Hui	CPP, PSP
Mr	Tan Wee Hock	CPP, PSP
Mr	Willie Heng Chin-Siong	CPP, PSP

### Certified CPP, PCI Members

Mr	Timothy Klass	CPP, PCI
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### Certified CPP Members

Mr	Abdul Redha Bin Abdullah	CPP
Mr	Alfian Idris	CPP
Mr	Andrew Fan Tuck-Chee	CPP
Mr	Ang Boon Kiat, Peter	CPP
Mr	Ang GuoRong Ken	CPP

Ms	Beverly F Roach	CPP
Mr	Chan Kin Chong	CPP
Ms	Cheng Yen Hwa	CPP
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Mr	Daniel Ng	CPP
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Mr	Lim Choon Kwang	CPP
Mr	Lim Chye Heng	CPP
Mr	Lim Teong Lye	CPP
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Mr	Look Kang Yong	CPP

# Members' Update



## Current Certified Members

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Mr	Mitran Balakrishnan	CPP
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Mr	Muhammad Hafiz Bin Rohani	CPP
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Mr	Yuen Kin Wai	CPP

### Certified PSP Members

Mr	Chua Eng Chan	PSP
Mr	Heng Ji	PSP
Mr	Kamlesh Gope Ramchand	PSP
Mr	Khairul Anwar	PSP
Mr	Lee Huan Chiang	PSP
Mr	Lim Junjie	PSP
Mr	Mayank Sinha	PSP
Mr	Prabhath Chandrethileke	PSP
Mr	Stanley, Tse Chi-Fung	PSP
Mr	Tay Tong Leng Ryan	PSP
Mr	Wee Ting-Jin	PSP
Mr	Wong Wah Yan	PSP

### Certified PCI Members

Mr	Michael Summers	PCI
Mr	Shamus Yeo See Yew	PCI

### Certified APP Members

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Mr	Faizul Salamon	APP
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Mr	Johnny Leong Yoong Whye	APP
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Mr	Soo Wei Lun	APP
Mr	Thio Tien Soon Glavin	APP
Ms	Yong Hwee-Fong	APP

# Editorial Team



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**Muhammad Hafiz Bin Rohani, CPP**  
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# Management Committee

## 2021 - 2022

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