President’s Message

Dr Francis C Chen PBM, BBM

Fifteen years ago, when I first assumed the Presidency of the Association, I never envisaged that one day I would return to the hot seat. Although I had served on the Executive Committee continuously for the past thirty years, the circumstances of the day impelled me to once again head the Association.

The most crucial matter I had to address was Board renewal. Thankfully, from Board Match (an initiative of the National Volunteer & Philanthropy Centre), and from the independent Kind Exchange group, we were able to recruit many suitable professionals onto the management committees of the Association.

An Association that had existed for more than three decades will always have its detractors; we do occasionally receive critical feedback. Positive comments are conveyed to our staff to boost their morale, whilst complaints are thoroughly investigated. Fortunately we have put in place a governance structure as per the guidelines from NCSS and the Charity Council, and therefore have nothing to fear as everything is above-board and transparent, and can withstand close scrutiny. My Executive Director very efficiently implemented this.

The leadership of the Association held another biennial strategic planning retreat earlier this year; the aim is to further the vision and mission of the Association. Issues of relevance, staff morale, effectiveness in outreach, obstacles to progress, planning for the near-term and longer-term future, were all discussed and road-maps planned. Three specific task force groups have been formed. Thus, the leadership of the Association have found new strength and energy for the tasks ahead.

Within the past three years, Chaoyang, Katong and Tanglin Schools have all been refurbished, whilst Delta Senior School is slated to have a new school in 2011. The Centre for Adults has also been renovated, and the programmes there have been expanded. Our schools and CFA have all garnered encomiums and awards from various sources, testimony to their *locus standi*.

At an Association level, we co-organised a very successful 19th Asian Federation on Intellectual Disabilities Conference, from 21 - 26 November, 2009. This served as a useful platform for best practices in special education and inclusive practices to be discussed. Innovative methods and research findings help to enhance the quality of life for the intellectually disabled, in job placement and employability and in social integration. More than 600 participants attended, with the majority from some 15 overseas countries.

The report card for the year is therefore a happy one – we have consolidated and made progress, and will continue to do so in the coming years.

Finally, I would like to register my personal appreciation and thanks to all my volunteer colleagues and all the staff for making APSN the dynamic organisation it is today.
Reports of Committees & Sub-Committees
Schools Management Committee

The role of the School Management Committee (SMC) is to ensure that the operations of the APSN schools are carried out effectively in pursuit of the Association’s mission, and in line with the Ministry of Education’s overall strategic plan for special education in Singapore. APSN is unique in the Singapore special education scene, having a fully integrated school system, enabling our students to benefit from a comprehensive and coordinated syllabus from age 7 to adulthood (APSN Centre for the Adults).

Over the past year, the SMC has worked closely with the schools to ensure that they continue to meet the objectives and targets set out in their annual strategic plan, with the ultimate aim of equipping our students with the skills necessary for leading dignified, fulfilling and independent lives as integral members of Singaporean society. Some of the key achievements of the schools over the past year include:

Delta Senior School
Designated as a Vocational School for Special Needs with effect from 2010.

Delta Senior School (DSS) differentiates itself by its quality assurance and management to ensure high quality provisions through regular Continuous Improvement Review (CIR) audit by WDA. DSS has been endorsed as an outstanding Approved Training Organisation (ATO) in 2009.

Quoting the endorsement from WDA:
“Delta Senior School is an outstanding Approved Training Organisation (ATO) under the Workforce Skills Qualifications (WSQ) system. The WSQ system is a national credentialing system that equips individuals with occupational competencies across 23 industry sectors. Delta Senior School has successfully adopted WSQ to prepare their students for the world of work.

The commitment, high quality training design and robust in-house quality assurance system within DSS are the critical success factors of DSS in the implementation of WSQ for its students. DSS has demonstrated strong capabilities in the management, development and delivery of WSQ training and assessment programmes and shown continuous improvements under the WSQ ATO scheme. WDA is also heartened to note that DSS graduates are well received by employers.”

Gog Soon Joo
Director, Quality Assurance Division, Singapore Workforce Development Agency (23 Oct 2009)

Tanglin School
Project-Based Learning @TS

Tanglin School’s approach to learning and teaching has shown how a touch of creativity and innovation can yield great benefits for both the students and staff of the school. Project–Based Learning @TS took a dynamic approach towards teaching and learning. It has resulted in the development of values, skills and
attitudes essential in preparing students for the demands of employment and adulthood when they graduate from the school. It has also enhanced the quality of teaching-learning and Tanglin School was the winner of MOE-NCSS Innovation Award 2009.

**Katong School**
**IT as a Strategic Approach**

The harnessing of technology as a strategic approach in Katong School to increase accessibility to learning is used to develop life-long learners. The school provides self-paced, student-centred e-learning materials/ environment to encourage independent learning. Teachers use the interactive whiteboards (IWB) and leverage on the Interactive Digital Media provided by e-learning platforms to enhance student-centred learning in a fun and interesting way through a combination of games, activities, videos and animation segments.

**Chao Yang School**
**Performing Arts Programme**

Chao Yang School’s Performing Arts Programme was awarded the MOE-NCSS Innovation Award in November 2009. Designed to be holistic and progressive in nature and guided by Howard Gardner’s Theory on Multiple Intelligences, this programme helps provide a foundation for pupils’ development in the arts and enhances their learning of literacy and numeracy.

Pupils have grown in their self-esteem and confidence and made significant improvements in their socialization and motor skills. They are also noticeably more engaged and expressive in class. The programme has re-defined learning for the pupils as it is fun and engaging.

With the prototyping project in Delta Senior School firmly underway, the Ministry of Education announced recently that the prototyping project would be extended to cover students in the 13-16 years age group. Done correctly, it will better prepare our students for pre-vocational training in Delta Senior School, and open up important employment opportunities for them. We are very happy that both Tanglin and Katong schools will be involved in this project, and will provide full support to make the project a success.

Special education in Singapore has come a long way since APSN’s inception in 1976. Singaporean society is also very different today. We are no longer a low cost manufacturing hub, but a developed Asian city with an increasingly service-oriented economy. This means that our approach towards preparing our students for open employment and independent living has to change. This is a huge challenge but there is no reason to fear. Armed with more resources, better teaching pedagogies and strong support from the community, the SMC and the schools will continue to work hard to ensure that our curriculum remains robust and relevant for our students and Singapore.

Mr Anthony Tan
Chairman
Centre for Adults Management Committee

After sharing premises with another WWO, Christian Outreach to the Handicapped (COH) for the past 9 years at 29 Jalan Tembusu, we took over the whole premises in 2009 for our own exclusive use. With refurbishment completed we now have capacity to train 280 clients, up from 150 places. Our enrolment jumped from 128 to 178 clients this year. We expect enrolment to breach the 200 mark next year.

The refurbished Centre, with its bright and airy rooms and lush greenery, provides a conducive environment for the training of our clients. We have equipped two F & B Training Rooms with industry standard kitchen equipment so that clients can be trained in a more realistic workplace environment. Clients are being trained in making cookies and muffins and small amounts have been sold. Customer feedback has been positive and we have plans to increase production and sales in the context of a social enterprise.

We have one of the most comprehensive horticulture programmes for disabled persons and many clients who have gone through this training have found employment in the landscaping industry. We are working with the National Council of Social Service (NCSS) and Centre for Urban Greenery and Ecology (CUGE) to provide landscaping training based on WSQ landscaping curriculum. Following our success last year, we are, once again, participating in this year’s “Community in Bloom” 2010 competition organised by NParks.

Our Arts & Crafts Programme is doing well. Clients are kept busy as more organisations are buying our products for use as their corporate gifts. We are working with Sentosa Leisure Group to sell our products in their retail outlets. Our long time supporters, Keppel Volunteers have arranged for us to sell our paintings and handicrafts at their business locations.

The cleaning industry has always suffered from a labour shortage and this is made more acute with the opening of the two Integrated Resorts recently. This provides an opportunity for our clients to get jobs in the cleaning industry. Our janitorial training provides the basic skills of cleaning and many of our trainees have found employment with cleaning companies.

With more public awareness of the benefits of recycling, our Centre has received many donations of used items from schools, organisations and the public. Our clients sort, wash, repair, label and price them for sale in our Thrift Shop. The Shop is manned by our clients and they learn important life skills working in the Shop such as interacting with customers and the management of money.

In continuing with our collaboration with mainstream schools, our clients will be joining Tanjong Katong Secondary School for the second year running in celebrating National Day with some of them performing. Students from the School of the Art (SOTA) have been conducting dance lessons for our clients. They will show off their accomplishments in future OFA events.
We continue with our Best Buddies programme with the pairing of NUS student volunteers and clients in April 2010. This is an on-going programme aimed at fostering a better understanding of intellectual disability (ID) among the public and the integration of persons with ID with mainstream social life. We hope to do about 20 pairings a year.

Ex-clients whom we classify as members are not forgotten. We organise at least two social and recreational activities a month for them to interact and socialise with our clients. More importantly, we want to stay connected with our ex-clients to assure them that we will always be there for them should they need help in the future. By far the most popular is the DBN year end camp sponsored by YMCA. The camp teaches them to be independent as they are away from home without their parents and maids.

The Centre will have two fund raisers this year. We hope to raise $50,000 from the Multi Cultural Carnival in July and $60,000 from a flag day in November. Funds raised will be used to defray the Centre’s operating cost.

The Centre has sponsored four staff to attend the Diploma in Disability Studies and two for the Certificate in Autism. With the new knowledge and skills acquired, our staff will be able to provide a higher level of service and training to our clients. Staff have also attended short courses related to their jobs conducted by the Social Service Training Institute (SSTI). Upgrading of staff capabilities is a continuing and important process.

On behalf of the Management Committee of the Centre for Adults, I would like to thank our stakeholders, corporate sponsors, organisations, educational institutions, donors and well wishers for your generous and undying support.

I must thank the members of our Management Committee, volunteers and staff for your dedication, commitment, support and cooperation in serving our clients and members.

Mr Chan Chee Keong PBM
Chairman
Admissions and Review (A & R) Subcommittee

Chairman
Dr Francis C Chen (stepped down Sep 2009)

Co-Chairman
Mr Roger Tan (appointed Chairperson, Sep 2009)
Dr Holi Lim

Secretary
Ms Nishta Geetha Thevaraja [2010]

Members
Mr Frederick Low
Ms Kristin Van Burm

Staff Members
Mrs Low Siew Ting
Mrs Choo Swee Gek
Mrs Liza Ow
Mrs Soh Mee Choo
Mr William Tng
Ms Sutha Raman
Mr Andy Lum
Ms Marisa Lin
Ms Nishta Geetha Thevaraja
Mrs L.V. Jayashree
Ms Joanne F. Especkerman
Ms Kwek Hyen Ying
Ms Nolita Noordin
Ms Athena Ng (on study leave)
Ms Clarice Loh (on study leave)
Mrs Tan Jun Lin (on study leave)

Ex-Officio
Dr Chey Chor Khoon

For the past year, we have seen a number of changes in the composition of our members. Ms Athena Ng has taken a two-year study leave from the Association. Ms Lorraine Boudville, Ms Hasinda Suhadi, Ms Shamaine Loh and Mr Frederick Low resigned from the Association. Ms Nishta Kader (Principal Social Worker, Social Work Representative) stepped down with effect April 2010. We thank them for their contributions and wish them well.

We would also like to extend our warm welcome to Ms Nolita Noordin (Admissions' Support Officer), Ms Joanne F. Especkerman (Psychologist, DSS), Ms Kwek Hyen Ying (Psychologist, CPA), Ms Ang Wei Min (Educational Psychologist, TS), Ms Tan Chia Nee (Acting Principal Social Worker, Social Work Representative). Mr Frederick Low has returned as a volunteer to serve on the subcommittee.

Mrs LV Jayashree served as the HQ psychologist from January 2008 till December 2009. We thank her for her contributions. Ms Sutha Raman was appointed as the HQ psychologist as of December 2009.

As of September 2009, Dr Francis Chen has been elected as APSN President. Mr Roger Tan was appointed as chairperson. We thank Dr Chen for his astute guidance and long years of dedication to the Association and A&R.

In our continuing efforts to improve our services, we have initiated an effort to consolidate and review all the A&R policies, which have subsequently been compiled into a policy manual. The aim of this exercise is twofold – to enhance knowledge management within the Association and to make our services simpler, faster and better for all our customers and stakeholders. Going forward, we have begun to review and streamline our Admission policies. In addition, we are working closely with the Ministry of Education and other referring agencies to ensure smooth admission of students into our schools. Once the details of these changes to our A&R policies are finalized, it will be disseminated to families of applicants and other referring agencies.

We thank our members of the subcommittee for all their hard work and dedication.

Mr Roger Tan PPA (G)
Chairman

Dr Holi Lim
Co-Chairman

30 April 2010
### Table 1

<table>
<thead>
<tr>
<th>Registered Cases for the Year</th>
<th>2009/2010 Total</th>
<th>2008/2009 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admitted into APSN schools/GFA on full acceptance status (includes CFA OTP (On Trial Placement)) cases given full acceptance status</td>
<td>76</td>
<td>70</td>
</tr>
<tr>
<td>Admitted into APSN schools on conditional status</td>
<td>34</td>
<td>30</td>
</tr>
<tr>
<td>Admitted into CFA on trial placement (CFA OTP (On Trial Placement)) cases not yet given full acceptance status</td>
<td>18</td>
<td>3</td>
</tr>
<tr>
<td>Review - Recommended by A&amp;R</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Unsuccessful Application - Found unsuitable by A&amp;R</td>
<td>17</td>
<td>15</td>
</tr>
<tr>
<td>Applicants who reject full acceptance offer/ Applicants with 2 successive “No-Show” appointments</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td>Pending (Includes applicants with “No-Show” on first appointments; more information of applicants is requested by A&amp;R sub-committee)</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>168</strong></td>
<td><strong>140</strong></td>
</tr>
</tbody>
</table>

### Table 2


<table>
<thead>
<tr>
<th>Race/Gender</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
<th>Racial %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chinese</td>
<td>79 (54)</td>
<td>31 (25)</td>
<td>110 (79)</td>
<td>65.48% (56.43%)</td>
</tr>
<tr>
<td>Malay</td>
<td>21 (26)</td>
<td>27 (11)</td>
<td>48 (39)</td>
<td>28.57% (27.86%)</td>
</tr>
<tr>
<td>Indian</td>
<td>2 (12)</td>
<td>3 (2)</td>
<td>5 (14)</td>
<td>2.98% (10.00%)</td>
</tr>
<tr>
<td>Others</td>
<td>0 (4)</td>
<td>5 (4)</td>
<td>5 (8)</td>
<td>2.98% (5.71%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>102 (96)</td>
<td>66 (42)</td>
<td>168 (140)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Male/Female %</strong></td>
<td>60.71% (70.00%)</td>
<td>39.29% (30.00%)</td>
<td>100% (100%)</td>
<td></td>
</tr>
</tbody>
</table>
Audit Sub-Committee

The Audit Subcommittee is actively involved in the audit of the processes and procedures of the Association to ensure strict compliance with the spirit and letter of good governance.

During the course of the year, the Subcommittee received an anonymous complaint against an official of APSN. After thorough investigations, the Audit Subcommittee found no evidence of impropriety and absolved the official of any wrongdoing. Their findings were submitted accordingly to NCSS which accepted the Subcommittee’s verdict.

Two members of the Subcommittee, Mr Stephen Hinde and Mr Yogesh Lundia, had to resign from the Subcommittee due to work commitments overseas. The Chairman of the Subcommittee would like to place on record his appreciation of their services.

Mr Robin Chia
Chairman

Editorial and Publicity Sub-Committee

At the beginning of each year, the committee is re-constituted. There can be new people representing the various units: schools, OFA, MSU, and HQ, or the old representatives could remain. We thank those who have served in the past year, and welcome the new members. We thank in particular Mr Alvin Woo who served as sub-editor last year, but because of constraint of work, this position is now taken over by a new volunteer, Mrs Ang-Lee Lai Kuan. The most difficult job of collating all the reports, liaising with the printers and doing the preliminary mock-up of the APSN Newsletter falls on our Corporate Communications Executive, Ms Siti Mariam. In addition to the Newsletter, she plays a pivotal role in producing other APSN publications, such as the Annual Report and the Association brochures. We acknowledge her excellent work.

The APSN Newsletter policy is to capture significant events of the Association and its various units. In this regard all the schools and OFA are given even coverage. In addition we have the children’s/clients’ contributions, and reports from the MSU. We also invite contributions from members and include articles of general interest. In the past year we produced three issues, and in 2010 we hope to produce three issues again.

As to the Publicity part of the Sub-Committee, this is largely handled by the Chairman, who as the President is the sole official spokesperson for the Association. The preliminary work is done by HQ staff especially the Corporate Communications Executive and the Community Partnership Executive under the purview of the Executive Director.

Events such as public education talks are organised by our various units, and talks on the school services and how to enrol in our schools are also routinely given. Occasionally we have events such as the Open House & Carnival at the OFA (July 2010). In general, we hope to increase the public profile of our Association and its various units even more in the coming year. All told, the past year has been a fruitful one.

Dr Francis G, Chen PBM, BBM
Chairman
Finance & Investment Sub-Committee
Financial Year 1st April 2009 to 31st March 2010

Chairman
Mr Royce Seah - Hon Treasurer (appointed on 1 Apr 2009)

Members
Mr Michael McGauran - Asst Hon Treasurer (appointed on 1 Apr 2009)
Mrs Ruby Cheah
Mrs Rose Ng
Mr Cavin Teo (appointed on 4 Mar 2010)

Ex-officio
Dr Chey Chor Khoon - Executive Director
Ms Patricia Ong - Finance Manager

At the beginning of the year under review, Mrs Rose Ng stepped down as Honorary Treasurer and Mrs Ruby Cheah stepped down as Chairman of the Sub-Committee, both having served the maximum term limit as prescribed in the Code of Governance for Charities and IPOs. They will continue to serve as members, providing continual support to the Sub-Committee. I am very fortunate to take over as Honorary Treasurer and Chairman. On behalf of the Sub-Committee, I would like to recognize and thank Mrs Ng and Mrs Cheah for their leaderships in the past years.

During the year, two new members, Mr Michael McGauran (Assistant Honorary Treasurer) and Mr Cavin Teo were appointed to the Sub-Committee. Two members, Ms Pauline Lim and Mr Ong Wee Gee resigned. On behalf of the Sub-Committee, I would like to extend a warm welcome to Mr McGauran and Mr Teo and also thank Ms Lim and Mr Ong for their invaluable contributions and support rendered for the past year.

The Sub-Committee meets regularly, at least once every quarter to discuss and review matters relating to financial management and controls (which includes budget planning/monitoring and operational controls). The Executive Director and Finance Manager attend all Sub-Committee meetings to provide information and facilitate necessary discussion but neither take part in decision-making nor vote.

The annual budget is submitted to the Executive Committee ("EXCO") for approval in March 2010. Prior to being tabled at the EXCO meeting, the Sub-Committee reviewed the budget planning process and, together with the School Management Committee, reviewed the annual budget prepared to prevent or minimize operating deficits.

On operational controls, the Sub-Committee formally implemented the purchasing policy (which includes procurement procedures and controls, quotation procedures and controls for purchases above certain amounts) and approval matrix (for the delegation of authority and limits of approval) which the EXCO approved.

The Sub-Committee has had a busy but fruitful year. For this, I would like to express my heartfelt thanks to my fellow Sub-Committee and ex-officio members for their dedication and hard work.

Mr Royce Seah
Chairman
Human Resources Sub-Committee

Chairman: Mr Anthony Tan

Members: Mrs Ruby Cheah
Ms Amanda Chuan
Mr Dilip Kumar (up till Mar 2010)
Dr Dixie Tan (up till Sep 2009)
Mr Peter Tan (up till Sep 2009)
Ms Kristin Van Burm
Ms Tin Wai Fun (from Apr 2010)

Staff Member: Ms Samantha Wong
Ex-officio: Dr Chey Chor Khoon

The APSN staff strength stands at about 278 as of Jun 2010. As outlined as a priority area for the HR Sub-Committee and Association in the 2009 Annual Report, we want to adopt fair and progressive human resource practices as a key talent attraction and retention tool.

Towards this end, the HR sub-committee worked on the following areas over the past year:

a. Review and enhancement of the staff handbook to better articulate and explain our HR policies;

b. Enhanced the salary framework for special education teachers;

c. Instituted areas of improvement in our HR management framework, e.g. orientation programmes for new staff and exit interviews for departing staff.

The sub-committee has identified other areas of work for the coming year. This includes reviewing the salary framework for the other schemes of service in APSN as well as conducting a staff engagement survey later in the year to build upon the strengths and close the gaps in our HR management framework. We will also step up the training of our officers, especially the supervisors, in our performance management system.

Key HR Facts

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>APSN Staff Strength</td>
<td>278</td>
<td>278</td>
</tr>
<tr>
<td>Training Hours per staff</td>
<td>48</td>
<td>57</td>
</tr>
<tr>
<td>Turnover Rate</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>

The committee would like to place on record our thanks to the members who stepped down from the committee over the year. They are Dr Dixie Tan, Mr Dilip Kumar and Mr Peter Tan. They have served with distinction and dedication and we wish them the very best in their new endeavours. We would also like to welcome Ms Samantha Wong, our new HR manager who joined us in Apr 2010.

Mr Anthony Tan
Chairman
Information Technology (IT) Sub-Committee

Chairman
Dr Victor Tay Kah Soon

Members
Mr Michael McGauran
Ms Patricia Ong
Mr Dennis She-Tu
Mr Kong Yew Kee
Mr Patrick Aw
Ms Violet Keok
Mrs Liza Ow
Mr Ronald Lim
Ms Edwin Lim

Observer
Mr Quek Keng Oei

Ex-officio
Dr Chey Chor Khoon

The Information Technology Sub-Committee comprises representatives from the intellectual properties investment, information technology industry, strategy consultancy and financial services industry, as well as, members from various APSN schools.

The Sub-Committee focuses on:
- Developing and strategizing a mid to long-term technology blueprint for APSN to provide quality education delivery to its students, as well as, benefiting stakeholders across parents, strategic partners, and internal staff
- Deriving policies, standardizing processes on information system control
- Harmonizing infrastructure, intranet, extranet, software applications, technological equipments and teaching aids across APSN operating units
- Providing guidance to Heads of various APSN operating units on technology usage and adoption issues
- Reviewing and approving of new technologies acquisition

As a firm believer in leveraging technologies to provide quality education to the students, APSN has adopted extensive modernization and computerization of its teaching environment.

In the increasing knowledge-oriented society, there is a need for students to learn, analyze and collaborate through technologies. The Association’s vision of learning through technology emphasizes the importance of all students having equal access and use of technology in meaningful, authentic tasks that will empower and motivate them to take an active role in their own learning.

Within APSN schools, students have access to computer laboratories (Picture IT1) which are equipped with applications like SmartArtists (Picture IT3) which helps honed students’ literacy and artistic skills and the Interactive Smartboards (Picture IT2) which provides a more conducive learning environment. For those who are ready to be assimilated into the workforce, they take a web-based mock multiple choice questions (MCQ) which are compliant to the WSQ standards of Workforce Development Authority (WDA) of Singapore (Picture ITS).

A strategic IT blueprint and methodical evaluation of technology applications (Picture TS4) helps the schools to select the materials that are most appropriate to meet the learning needs of their students.

Dr Victor Tay Kah Soon
Chairman

Picture IT1:
New Batch of Computers at CFA

A new batch of computers have been installed at CFA for the benefit of our clients. CFA offers this service to ensure that clients are equipped with IT skills to function in a IT savvy society. Clients use the lab to improve their software knowledge, browse the internet and to stay connected with their friends via online social networks.
Picture IT2:  
**Smart Teaching using Interactive SmartBoard at Chaoyang School**

Use of SmartBoard at Chaoyang School  
Pupils learn numbers better on the Smartboard as they are able to physically manipulate and touch the target object with their fingers.

Picture IT3:  
**Sharpening IT and Artistic skills at Katong School**

DIGITAL ARTISTS: Students sharpen both their IT and artistic skills during Katong School’s Digital Art CCA classes. Using digital drawing tablets, they create designs that are used by sponsor company Xilinx for its electronic greeting cards.

Picture IT4:  
**Digital Literacy @ Tanglin School**

Digital literacy @ TS allows students to develop learning skills that enable them to think critically, analyze information, communicate, collaborate, and problem-solve. These are essential capabilities for them to stay abreast of today’s knowledge-based society. School has developed a strategic ICT vision to engage students and stakeholders. The ICT plan has garnered MOE-awards which helps fund the implementation of technologies. A methodical evaluation of technology applications helps the teachers to select the materials that are most appropriate to meet the learning needs of their students.

Picture IT5:  
**Use of HotPotatoes as web-based Assessments at Delta Senior School**

Annually, OSS students take a nationally recognized proficiency assessment in Literacy and Numeracy - Workplace Literacy and Numeracy (WPLN) from WDA. The assessment is carried in a web-based multiple-choice question (MCQ) format.
Nominations Sub-Committee

This Sub-committee was established just over a year ago, with the specific task of identifying suitable candidates / volunteers to fill the Executive Committee and all the other Committees under the Association. It comprises three office-bearers: the President and the two Vice-Presidents, with the Executive Director in attendance.

The Association, in its 35th year, has finally broken the impasse: the majority of the Executive Committee now comprises of volunteers inducted in the past two years. The major source for our recruitment is the Board Match which was first fostered by NVPC, the Kind Exchange and NCSS also helped us with some volunteers. Thus the original brigade from the early years of the Executive Committee have all left or retired, save for one lone person. Two others still with us have been with us for some 20 years, and one more than 5 years. Most of our new members have already assumed the roles of principal office-bearers and Chairmen of our various subcommittees.

In addition another group of volunteers are serving on the CFA Management Committee and other Subcommittees such as Finance and Human Resource. We have also embarked on an official recruitment drive in the University and Polytechnics for volunteers for our “Best Buddies” programme; this seeks to pair a volunteer with one of our older clients and the volunteer becomes a kind of mentor for our youth.

We recently concluded an Orientation Programme for our new Management volunteers, co-ordinated by our Executive Director. Over two Friday afternoons (in May 2010), those attending were able to visit all our five units and interact with the staff and students. In this way our volunteers would get a better insight into the workings of the Association; we hope to make this a regular feature. In addition we are also coming out with an updated Policy statement on Conflict of Interest, Non-disclosure clause for volunteers and in general a code of conduct governing volunteers.

Another role of the sub-committee which is less obvious is for a needs analysis within the Association. Thus, this sub-committee is largely responsible for initiating a Strategic Planning Workshop on the 6 March 2010, and through the kind offices of Mr Roger Tan, we were able to get pro bono two consultants from the Civil Service College to conduct the review for Executive Committee members and those from the Schools Management Committee and the CFA Management Committee. Arising from the recommendations of the Workshop, we have instituted three Task Force Groups.

Task Force 1 on Communication & Team-building led by Mr Anselm Lopez
Task Force 2 on APSN Vision and Mission led by Mr Roger Tan
Task Force 3 on Internal Systems and Processes led by Dr Victor Tay

It is hoped that all three Task Force Groups will be able to report their findings to the Executive Committee no later than the end of 2010.

Thus, the Nominations Sub-Committee has been active in strengthening the infrastructure of the Association and in addressing its weaknesses. I thank my colleagues for their ready assistance and the very able services of our Executive Director in implementing our decisions.

Dr Francis C. Chen PBM, BBM
Chairman