

Date : 15 May 2023

To Whom it May Concern

**Testimonial Letter - Kalayarasu Manickam - Strategic Planning and Capability Department Officer
(17 May 2021 - 19 April 2023)**

I am writing this testimonial to express my sincere appreciation for the exceptional service and dedication provided by Kalayarasu Manickam (Kala) during her tenure at the Training and Capability Development Department (TCDD) of the Singapore Police Force (SPF).

Over the past two years, Kala has been an asset to the SPF's training fraternity. One contribution was her role in establishing a comprehensive coaching framework to foster coaching conversations within SPF. Kala's also contributed her expertise through her coaching and mentoring of training champions from various units, empowering them to enhance their lesson design and materials development skills. Her efforts in enhancing the coaching and mentoring performance curriculum for Field Training Officers have yielded remarkable outcomes, ensuring the delivery of high-quality training materials. Furthermore, Kala's dedication was evident in her extensive research and valuable support in integrating Kirkpatrick's model of 4 levels of assessment and evaluation, specifically capturing behavioral changes in the revised initiative of Field Training Officer 2.0. Her redesign of the evaluation forms for levels 1, 2, and 3, which were adopted by the units, showcased her meticulous attention to detail and commitment to excellence. Notably, she also served as the division's team cohesion officer and organised activities to build teamwork and collaboration within TCDD.

Kala's professionalism, expertise, and commitment to excellence have left an indelible impression on her colleagues. Kala excels as a team player and consistently extends a helping hand, providing guidance and support to her colleagues whenever needed.

In conclusion, I endorse Kala for her positive service to TCDD. Her expertise, work ethic, and collaborative nature have made a substantial contribution to the success of the team. I have confidence that she will continue to excel and make a positive impact in her future endeavors.

Yours Sincerely,



Superintendent Tan Mei Fer
Assistant Director
Training Capability and Development Division (TCDD)
Singapore Police Force