



SINGAPORE PRISON SERVICE

ANNUAL REPORT 2010





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OUR THOUGHTS ARE UNITED

VISION

We aspire to be captains in the lives of offenders committed to our custody. We will be instrumental in steering them towards being responsible citizens, with the help of their families and the community. We will thus build a secure and exemplary prison system.

MISSION

As a key partner in Criminal Justice, we protect society through the safe custody and rehabilitation of offenders, co-operating in prevention and aftercare.

OUR PRINCIPLES ARE SHARED

The Captains of Lives' principles

REHAB

is a commitment to our programmes and services within the system to support inmates who have proven that they have the inherent desire to change.

RENEW

is a commitment an inmate makes to change his/her life for the better. Looking beyond their imprisonment, they demonstrate a willingness and desire to renew their lives.

RESTART

is a commitment to garner the support of the community. Through the CARE Network, our offenders are given opportunity to restart their lives.

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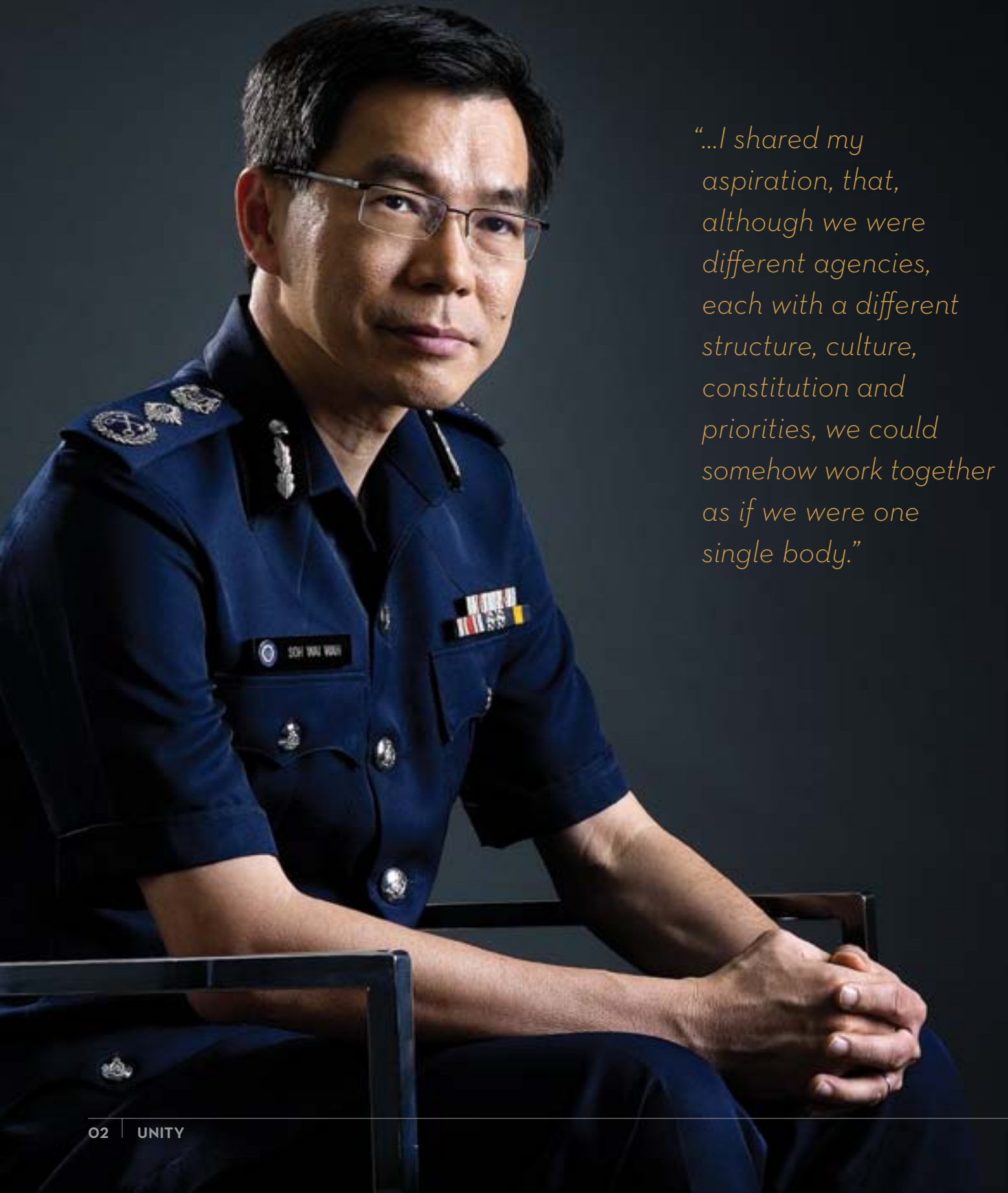
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DIRECTOR'S NOTE



"...I shared my aspiration, that, although we were different agencies, each with a different structure, culture, constitution and priorities, we could somehow work together as if we were one single body."

At a dialogue session in July 2010 where the Singapore Prison Service gathered with our partner agencies to share views on the state of rehabilitation in Singapore, I shared my aspiration, that, although we were different agencies, each with a different structure, culture, constitution and priorities, we could somehow work together *as if* we were one single body. Such a unity will allow us to collaborate and integrate our services, towards seamless throughcare in the rehabilitation of ex-offenders.

This aspiration has been a driving force towards various engagement activities in 2010. I declared, just before the start of 2010, at my Change of Command Ceremony, the intent to lead the Singapore Prison Service towards more collaboration with our partner agencies and with the community at large. At our Corporate Advance in May 2010, we incorporated into the programme a segment for partner agencies who attended to share about their work for greater understanding. Responding to the suggestion from various participants, we held a follow-up dialogue session in July 2010, during which I shared the above-mentioned aspiration.

This was followed by a flurry of activities involving volunteers from the community and partner agencies, including the Yellow Ribbon Run, the CARE Network 10th Anniversary Celebrations, the launch of the Halfway House Service Model, the roll-out of the I-CARE scheme and the mobilisation of grassroots in the work of rehabilitation (all elaborated in the subsequent articles).

We in the Singapore Prison Service are committed to bring into fruition this vision of seamless throughcare in rehabilitation. All of us, comprising both uniformed staff as well as civilians, engaged in various duties, from administration to Zero Tolerance Policy enforcement, from counselling to confinement, from security to supervision, will unite for this endeavour. As Captains of Lives, all of us have both the steel and the humanity to see this through.

We will continue in 2011 our efforts to further engage our community partners, towards the aspiration of greater unity, and the vision of seamless throughcare in rehabilitation. Some may say that, being so many different agencies, it is an impossible dream to think that we can work as one. Whether this is true or not, just the journey of aspiring towards it already is worth the effort. By working more closely together, integrating and collaborating, we will become more effective in our work with ex-offenders. And when we transform one such life, we touch a family, and help make Singapore a safer and more secure home.

SOH WAI WAH

Director of Prisons
Singapore Prison Service

DIRECTORATE MEMBERS



SOH WAI WAH
Director of Prisons



DELPHINE LEE
Director, Staff Development



PHANG SEOK SIENG
Director, Rehabilitation & Reintegration



CHIAM JIA FONG
Director, Intelligence



KOH TONG HAI
Commander, Cluster A



DESMOND CHIN
Deputy Director of Prisons / Chief of Staff



STANLEY TANG
Director, Operations



TITUS KONG LING CHIEH
Director, Strategic Planning & Research



LAM CHER SOON
Director, Corporate Services



TERRENCE GOH
Commander, Cluster B



K CHANDRA KUMAR
Commander, Cluster C

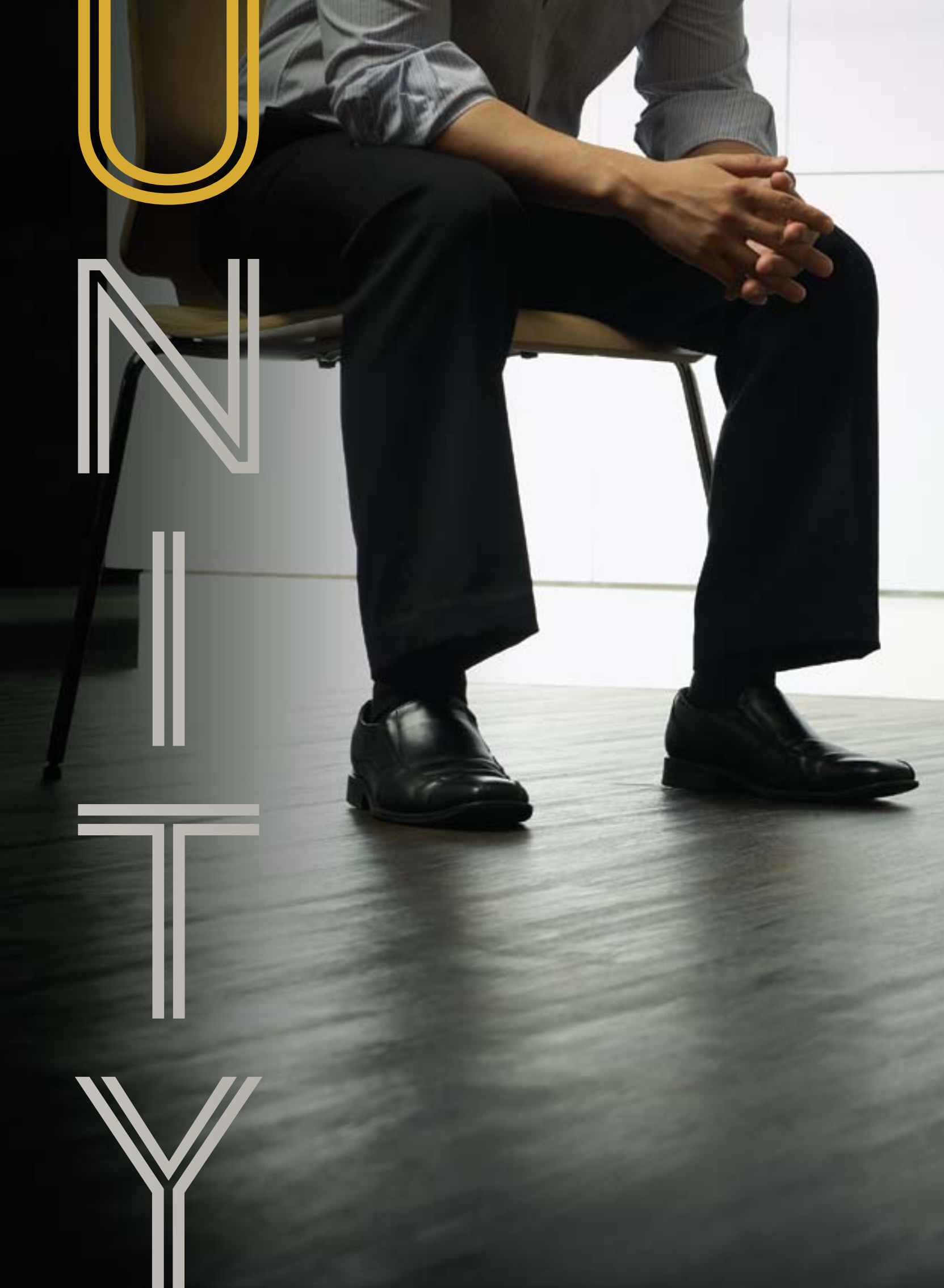
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UNDERSCORING
THE
PARTNERSHIP





YEARS OF UNITY

2010

marked a major milestone for the Community Action for the Rehabilitation of Ex-offenders (CARE) Network as it celebrated 10 years of transforming lives. Since its founding in 2000, its members have played a pivotal role in bringing together community and grassroots organisations with a common goal - to help ex-offenders reintegrate back into the society.



A United In-care and Aftercare Alliance

Before 2000, governmental and non-governmental agencies conducted their own programmes and activities to rehabilitate offenders and ex-offenders, which led to an overlapping of services. To better utilise the specialisations of each agency, there was a need for closer coordination, interaction and understanding between the Singapore Prison Service (SPS), the Singapore Corporation Of Rehabilitative Enterprises (SCORE) and agencies involved in offender rehabilitation.

The CARE Network was set up to unite their efforts and develop a concerted approach. Spearheaded by SPS and SCORE, the Network is the first formal structure in Singapore that brings together community partners to promote seamless in-care to aftercare support for ex-offenders. Through the years, the Network has raised the level of public awareness and support for ex-offenders and their families. From the founding members of six organisations, CARE Network has since grown to over 60 partners, comprising government bodies, community agencies, voluntary welfare organisations, religious groups, halfway houses and volunteer groups.



A Decade of Transforming Lives

Community Support for Newly Released Ex-offenders

In March 2001, the Case Management Framework (CMF) was set up by CARE Network to provide case management support for ex-offenders, offering support to them two months before their release and six months thereafter. The CMF programme, conducted by the Singapore After-Care Association (SACA) and the Singapore Anti-Narcotics Association (SANA), has helped a total of 3,250 ex-offenders in their reintegration journey back into society.

Members of the CARE Network have also provided great support to newly released ex-offenders and their families. Two Family Resource Centres set up by SPS have helped 905 informational and referral cases as well as 69 cases of case-management. The Yellow Ribbon Fund has supported 26,710 families and ex-offenders through reintegration and rehabilitation programmes, and the Yellow Ribbon Emergency Fund has provided 700 ex-offenders and 800 families with financial assistance to cope with the incarceration of their loved ones.

Professionalising the Aftercare Sector

In 2006, CARE Network launched the Training Roadmap to develop the core competencies of Aftercare Case Managers. As part of its efforts to professionalise the aftercare sector, the Network also developed the Best Practice Guidelines and Work Process System with support from the National Council of Social Service (NCSS).

The Network raised the level of professionalism again in 2009 with the establishment of a structured training framework to enhance volunteers and community partners' competencies and professionalism in engaging the ex-offenders. All new volunteers have since been put through Basic Volunteer Training, equipping them with the necessary skills and competencies before they start their voluntary services in prisons. The Volunteer Development Training, accredited by the Social Service Training Institute (SSTI), also provided them with further skill upgrading and developmental opportunities.



Engaging the Community: The Yellow Ribbon Project

In 2004, CARE Network started the Yellow Ribbon Project (YRP) to create awareness, grow acceptance and inspire action within the community to support the rehabilitation and reintegration of ex-offenders. YRP works to change public mindsets and remove the second prison of invisible iron bars made up of suspicion, mistrust and discrimination. Without community support, ex-offenders would be stuck in that second prison upon their release and be more likely to return to a life of crime. Through YRP, the community has come to know about the rehabilitation activities of SPS, SCORE and the various community agencies, and gradually become more supportive of the reintegration of ex-offenders back into society.

In the last seven years, the message of a second chance has reached all levels of the society; and the simple Yellow Ribbon is now recognised as a powerful symbol of the community's willingness to give ex-offenders a second chance at life.

A Second Chance with Education and Training

240 ex-offenders were given the opportunity to level up their skills and academic levels through SACA's Lee Foundation Education Assistance Scheme, the Yellow Ribbon Fund Skills Training Assistance to Re-start (STAR) Bursary and the Industrial and Services Co-Operative Society Ltd (ISCOS) Skills Assistance Subsidy Scheme.





YRP Key Achievements

2.2 million Yellow Ribbons distributed

330,000 Singaporeans participated in YRP events

869 new employers registered with SCORE's Job Bank

1,205 volunteers signed up to volunteer with YRP

\$8.75 million raised for the Yellow Ribbon Fund

More than 400 inmates and ex-offenders participated in each YRP campaign

The Next Lap

Today, CARE Network is stronger than ever with the support of many more partners. As CARE Network crosses the 10th year mark, it has already started planning for the future and identified the key areas of focus.

Strengthening Partnerships

CARE Network is a community of passionate like-minded individuals and groups making up the aftercare landscape in Singapore. They represent the various segments of society. This diversity is important in reaching out to ex-offenders who come from all walks of life and have different needs.

The support from individuals and organisations is vital in helping ex-offenders who are willing to change. Upon release, an ex-offender would need a place to stay, a job, a pro-social support network to help him cut off his criminal friends, a substance abuse therapist to help him beat his drug addiction, besides other forms of support. He may want to continue his studies to escape the cycle of poverty and crime. He may need a social worker or counsellor to help him manage his family's financial problems and to improve his family relationships. Moreover, he may require a youth worker to help his at-risk teenage child(ren). Volunteers and organisations working independently can never fulfil so many roles. To help the ex-offender at every stage of his reintegration, volunteers and organisations must work together.

Through partnership engagement, CARE Network has built a connected and vibrant rehabilitation community. The CARE Network Attachment Programme, one of the key initiatives for 2011, aims to strengthen the partnerships and understanding between aftercare agencies, nurturing a holistic and integrated practice and perspective of through-care. This programme will benefit staff involved in in-care rehabilitation to better understand aftercare and community programmes, and appreciate the aftercare environment. At the same time, community workers will similarly better understand in-care rehabilitation efforts and appreciate the in-care environment.



Aftercare guidelines will also be developed in consultation with key aftercare partners to help CARE Network set priorities, identify target groups of ex-offenders to reach out to, and develop evidence-based interventions.

Developing evidence-informed and outcome-based programmes

As CARE Network strengthens its partnerships, it also needs to deepen its knowledge and sharpen its skills in providing effective support for ex-offenders. The Network's research team has embarked on an exercise to map out all available services and programmes in the aftercare sector. The Mapping of Aftercare Landscape Project is designed to help create greater understanding of the programmes and services offered by community partners to better meet the needs of ex-offenders and to identify gaps and areas of improvement.

Along with this development, the Network also set up the Programme Development and Research Team to work with in-care rehabilitation specialists from SPS to develop evidence-informed and outcome-based programmes. Sharing of research and resources will help to build the knowledge base in the aftercare sector. Key service gaps will be identified and programmes developed to address the criminogenic needs of ex-offenders.

Enhance capabilities of aftercare professionals and workers

With evidence-informed programmes, CARE Network also faces the corresponding challenge of enhancing the skill-sets of its community partners, particularly in the field of offender rehabilitation and reintegration. It has thus developed more structured training and organised training conferences, with the aim of developing a team of forward-thinking and knowledge-empowered professionals.



To enhance capabilities in the aftercare sector, CARE Network will collaborate with SACA, the aftercare training provider appointed by CARE Network, to deliver the CARE Network Learning Journeys FY11. As part of its Learning Journeys Programme, aftercare providers can look forward to a training series on criminology theories and behaviours and Risk, Needs and Responsivity (RNR) principles.

Enhancing community acceptance and support

Engaging the community continues to be an important focus of CARE Network. The Network, through YRP, aims to develop more strategic community partnerships that would help move the community from awareness and acceptance to action. It also aims to channel community resources and capabilities to its partners by engaging the community in greater employment support, training for offenders and ex-offenders, and funding support for programmes.

A Strategy for the Future

As it looks towards the future, CARE Network will Integrate, Facilitate and Connect its community agencies and partners to create more synergy and to optimise resources. This 3-pronged strategy will help members realise its vision for a vibrant and dynamic aftercare sector.

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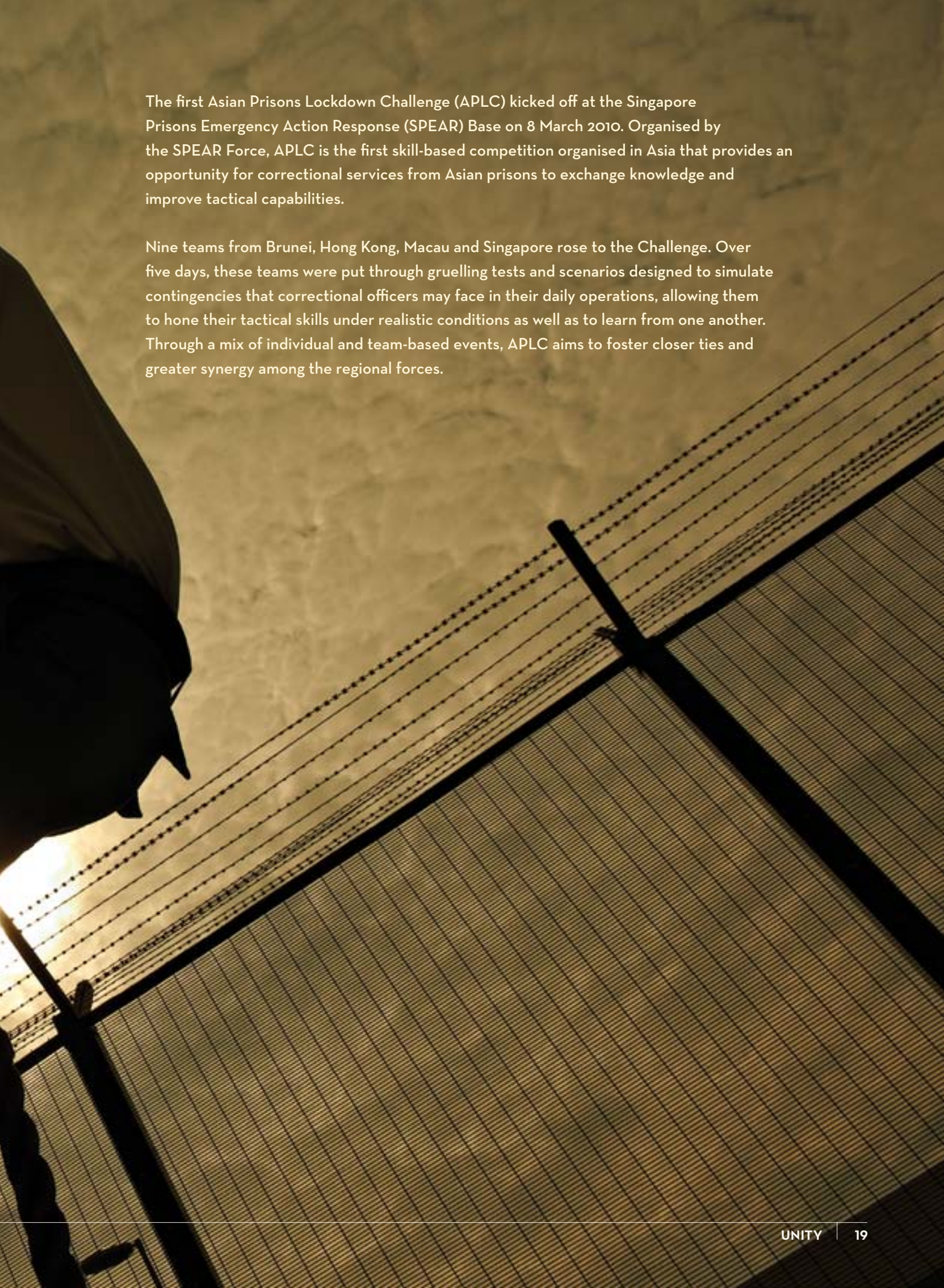
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NEWSROOM





The first Asian Prisons Lockdown Challenge (APLC) kicked off at the Singapore Prisons Emergency Action Response (SPEAR) Base on 8 March 2010. Organised by the SPEAR Force, APLC is the first skill-based competition organised in Asia that provides an opportunity for correctional services from Asian prisons to exchange knowledge and improve tactical capabilities.

Nine teams from Brunei, Hong Kong, Macau and Singapore rose to the Challenge. Over five days, these teams were put through gruelling tests and scenarios designed to simulate contingencies that correctional officers may face in their daily operations, allowing them to hone their tactical skills under realistic conditions as well as to learn from one another. Through a mix of individual and team-based events, APLC aims to foster closer ties and greater synergy among the regional forces.

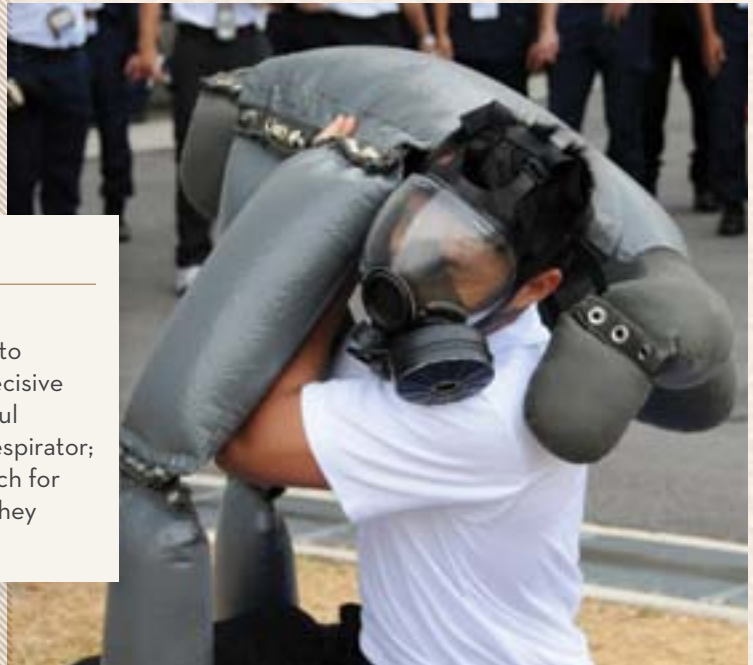


Mr Soh Wai Wah, Director of Prisons, giving the opening remarks.

1

The Specialist

The Specialist was a gruelling event designed to identify exceptional individuals. The participants were expected to display sharp operational acumen and be able to take decisive actions under physically demanding and mentally stressful conditions. They were required to run while donning a respirator; carry a 100lb dummy; negotiate an obstacle course; search for contrabands; and conduct a muster check. To top it off, they were tested on their marksmanship.





2

Hostage Rescue

The teams were required to search for hostages in a hostile environment. They had to breach a locked door using a bolt cutter, followed by engaging hostile targets inside the mock-up cells. Reaching the hostages was only half the battle. The teams were also challenged to evacuate a 100lb dummy from a maze covered with smoke, and at the same time, avoid booby traps set along the evacuation route.

3

The Marksmen

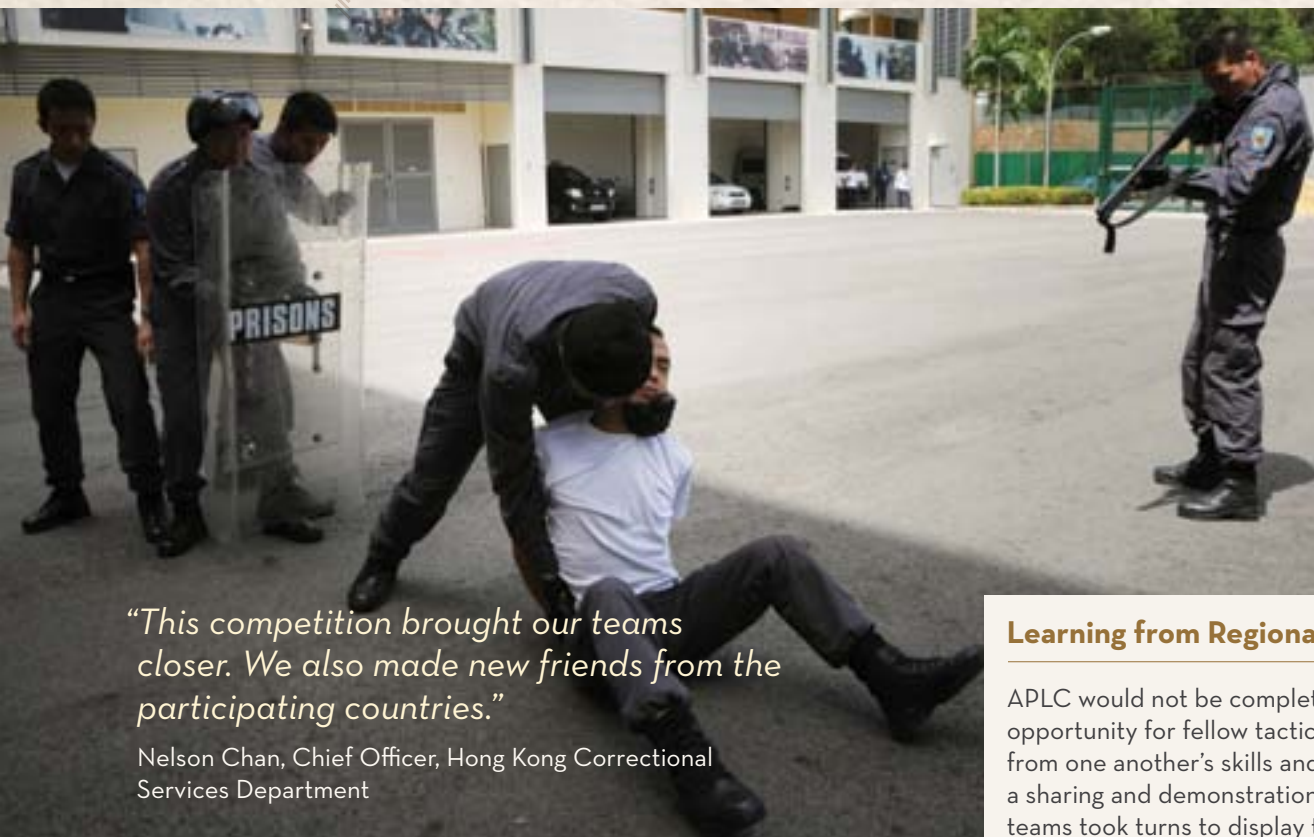
In a test of marksmanship, the teams had to engage different targets that tested their speed and precision shooting. Only the fastest and most accurate of them all would be recognised as "The Marksmen".



4

Mayhem In The Yard

Mayhem in the Yard simulated a riot situation to test the teams on their ability to suppress the unrest. They had to extinguish a fire, quell the riot and finally evacuate the casualties. To negotiate these hurdles, the teams had to use all their tactical knowledge and experience.



“This competition brought our teams closer. We also made new friends from the participating countries.”

Nelson Chan, Chief Officer, Hong Kong Correctional Services Department

5

Learning from Regional Forces

APLC would not be complete without the opportunity for fellow tactical forces to learn from one another’s skills and specialties. At a sharing and demonstration session, the teams took turns to display their tactical skills based on pre-designed scenarios.



Results

Overall Placing

- 1st : Singapore SPEAR Team 2
- 2nd : Macau Team
- 3rd : Singapore SPEAR Team 1
- 4th : Hong Kong Team A
- 5th : Singapore Cluster C
- 6th : Brunei Team
- 7th : Hong Kong Team B
- 8th : Singapore Cluster A
- 9th : Singapore Cluster B

The Specialist

- 1st : SSgt Zulfika Bin Abdul Latiff, Singapore
- 2nd : Sgt Tow Chee Choy, Singapore
- 3rd : Sgt Mu Weiqiang, Singapore

Hostage Rescue

- 1st : Macau Team
- 2nd : Singapore SPEAR Team 2
- 3rd : Singapore SPEAR Team 1

The Marksmen

- 1st : Singapore SPEAR Team 2
- 2nd : Hong Kong Team A
- 3rd : Macau Team

Mayhem in the yard

- 1st : Singapore SPEAR Team 2
- 2nd : Singapore SPEAR Team 1
- 3rd : Hong Kong Team A

“We gathered teams from Asia to share our experiences and possibly find solutions to our existing issues. We also built friendships along the way, which will lead to greater synergy among the regional forces.”

Soh Beng Koon, Commander SPEAR

Going Forward

APLC 2010 was a success in many ways. The best measure of success was the creation of many opportunities for SPEAR to build better ties with its regional counterparts. The event culminated at the Awards Ceremony where the teams were rewarded for their tactical excellence. Singapore SPEAR Team 2 was crowned the overall champion, while Team Macau and Singapore SPEAR Team 1 were first and second runners-up respectively.

The next APLC is slated for 2012 in Singapore.



A CHANCE
TO SHOW
I-CARE

It will be a long time before Amat (not his real name) is released from prison. He was convicted of drug trafficking and has served five years of his 24-year sentence. Married with two sons, aged 18 and 28, Amat constantly worries about how his wife is providing for the family in his absence.

“Both my wife and eldest son are working. As my eldest son has his own family to support, he is unable to help his mother and sibling financially. My wife earns about \$1,200 monthly as a security guard, and my youngest son is still studying. It is not cheap to study at a polytechnic. Coupled with the rising cost of living, I know it is especially tough on my wife,” Amat shared.

Amat’s story is painfully familiar, and not uncommon. Incarceration often has a negative impact on the families of offenders. They often face emotional and financial difficulties, more so if the offender is the sole breadwinner of the family. In most cases, children are the ones who bear the brunt of the turmoil caused by this negativity.

“Inmates know that they have let their families down and that their families are going through hardships because of their mistakes,” said Mr Koh Choon Hui, Chairman of the Board of Visiting Justices (BOVJ). “This is why the Visiting Justices decided to set up the Inmates’ Families Support Fund (IFSF) to provide basic assistance to families which will help them cope with the incarceration of their loved ones,” added Mr Koh, who is also the Chairman of IFSF. The IFSF was set up by the BOVJ in July 2008 to assist inmates’ families who are in need of help.

“When a person is incarcerated, family ties are inevitably strained and often, there is little that the inmate can do to show care to his family, apart from communication during visits or through letters. It is important for inmates to have a sense of responsibility towards their families even while they are incarcerated. The Inmates’ Caring Act through Remittance of Earnings or

I-CARE scheme was thus initiated to provide an avenue for inmates to show care towards their families in a tangible way,” said Mr Koh.

The I-CARE scheme, supported by IFSF, was officially rolled out in collaboration with the Singapore Prison Service (SPS) in 2010. Under this scheme, inmates who are working in prisons are encouraged to save and remit their earnings to their families regularly. They are required to remit at least \$50 each time with no limit to the remittance amount. IFSF will then provide a matching incentive, with a cap of \$400 annually, for the families of inmates who meet the remittance requirement. To date, 1,154 of approximately 3,000 eligible inmate workers have signed up for the scheme.

I-CARE has many positive long-term benefits. “It inculcates a strong sense of responsibility on the part of the inmates towards their loved ones, and strengthens the bonds between inmates and their families. This will help to facilitate acceptance of the inmates by their families when they are released,” said Mr Koh.

Encouraged by the favourable response from inmates, Mr Koh said, “As VJs, we will continue to promote I-CARE to the inmates during our visits and raise funds for IFSF so that more assistance can be given to inmates’ families in need. Although it is a big challenge for us to raise funds, we will not give up. What BOVJ will do next would depend on the amount of funds we can raise.”

For Amat, his decision to take part in I-CARE stemmed from his wish to relieve some of his wife’s financial burden. Since participating in the scheme, he has been setting aside half of his weekly earnings to be remitted home. The scheme has given him an opportunity to do his part as a husband and father, even though he is incarcerated. Amat shared that his family welcomed the financial help and he is glad that he made the right choice to join the scheme.

“It inculcates a strong sense of responsibility on the part of the inmates towards their loved ones, and strengthens the bonds between inmates and their families.”



Mr Koh Choon Hui,
Chairman of the
Board of Visiting
Justices



MY YELLOW RIBBON, MY JOURNEY

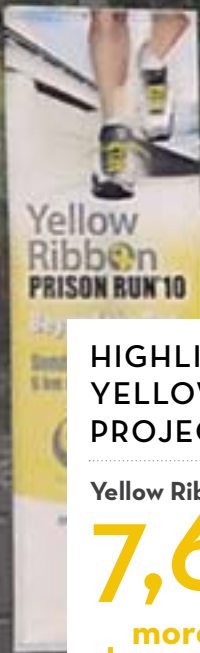
YELLOW RIBBON PROJECT 2010



A yellow ribbon to set ex-offenders free and give them a second chance at life. This iconic symbol stands for the Yellow Ribbon Project (YRP), which has helped many complete the rehabilitation journey and reintegrate back into society since it was first launched in 2004. As one of the key initiatives under the Community Action for the Rehabilitation of Ex-offenders (CARE) Network, YRP has made a great difference in raising public awareness and inspiring a ripple effect of community action to support ex-offenders and their families.

2010 marked an important milestone for both the CARE Network and YRP. It was the year where CARE Network celebrated its 10th anniversary, and YRP paid tribute to the care and commitment of CARE Network members, volunteers, staff and supporters involved in offender rehabilitation with the launch of the campaign themed “This is my Yellow Ribbon. This is my Journey.” This slogan underscores the efforts of these unsung heroes, who have smoothed the path for an offender’s rehabilitation journey and helped make the campaign the success it is today.

The years of campaigning for YRP have attracted more community partners to come forward to forge their own Yellow Ribbon journeys with a common goal of helping ex-offenders reintegrate back into society.



HIGHLIGHTS OF YELLOW RIBBON PROJECT 2010



Yellow Ribbon Prison Run 2010:

7,600 people ran

more than
\$100,000 was raised

2,392

runners wore yellow shoelaces,
setting a new record in the
Singapore Book of Records

Yellow Ribbon Culinary Programme
saw 11 inmate participants graduated
with the Certificate in Basic Culinary
Skills Course

Wear-A-Yellow-Ribbon
Street Sales Day:

More than **1,600** volunteers

More than **215,000**
ribbons distributed

More than
\$85,000 raised

Calvin Klein "Second Chances"
fashion show at now-demolished
Queenstown Remand Prison raised

\$56,000

Yellow Ribbon Fund-Raising Golf
Tournament raised more than

\$378,000

Yellow Ribbon Community Art
Exhibition attracted a record number
of

3,647 visitors



Showing Support, Unlocking the Second Prison

YRP focuses on unlocking the doors of the “Second Prison”, seeking acceptance and forgiveness from loved ones and the community to set ex-offenders free. With the intent of spreading this message, YRP 2010 started with a bang on 5 September 2010 with the Yellow Ribbon Prison Run 2010. Unfazed by the heavy rain, 7,600 runners turned up in force to show their support for YRP. The high turnout helped raise more than \$100,000 for the Yellow Ribbon Fund, with the North East Community Development Council (NECDC) matching every dollar donated. The event also set a new record in the Singapore Book of Records for having the most number of runners (2,392) wearing yellow shoelaces to show their support for YRP. By wearing yellow shoelaces and participating in the run, the runners demonstrated their willingness to support ex-offenders in their journey of reintegration back into the society.

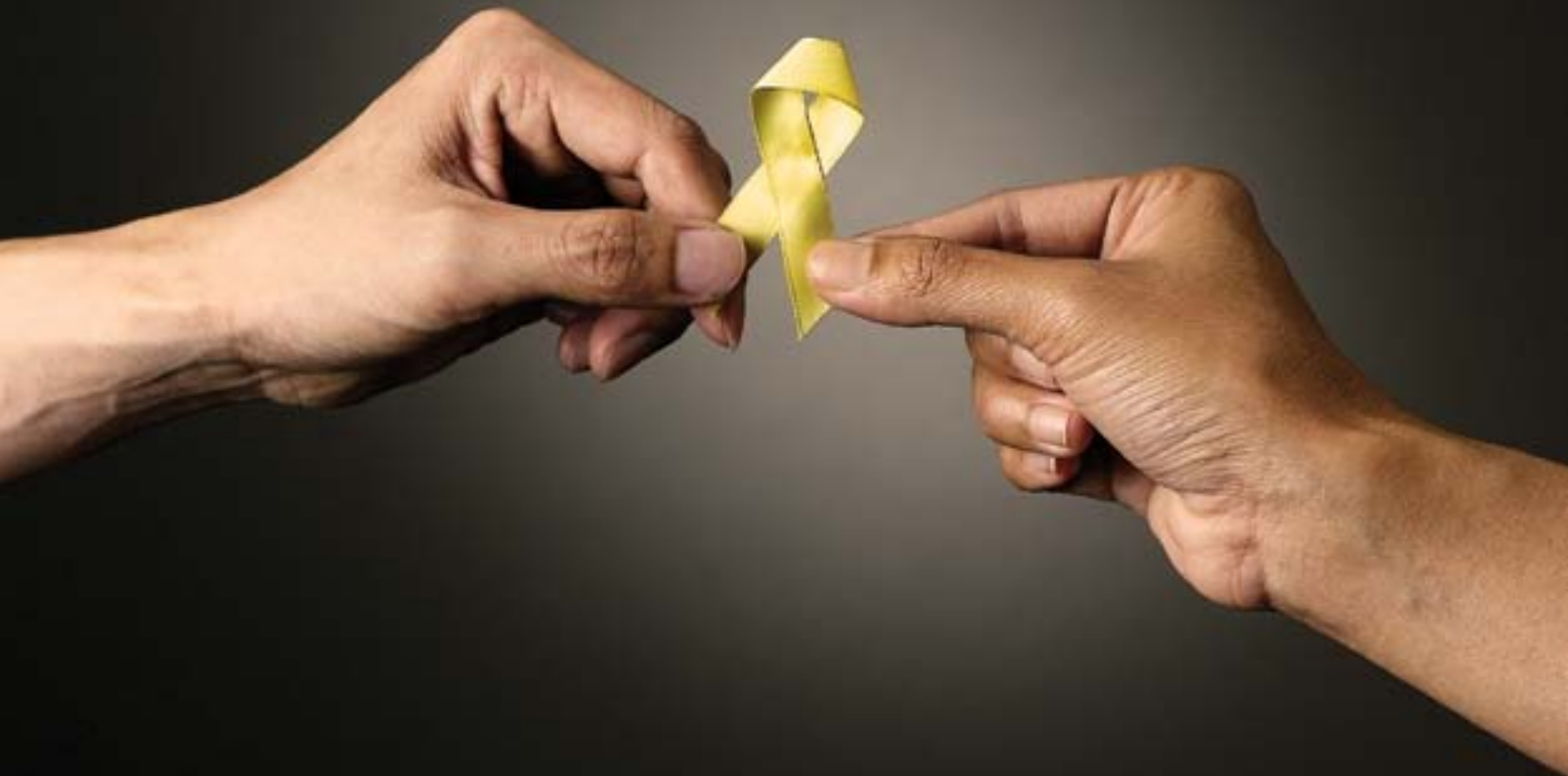
Another significant milestone was achieved when 11 inmate participants from the Yellow Ribbon Culinary Programme (YRCP) graduated with the Certificate in Basic Culinary Skills Course (sponsored by the Temasek Touch Blazer Fund) at an event graced by Ms Ho Ching, Chief Executive Officer of Temasek Holdings, in January 2010. The course, conducted by Shatec Institutes within prisons, aims to equip inmates with a certified training regime to get a headstart in the food and beverage industry upon their release.

To help maintain family ties and bonding between ex-offenders and their families, Mr Teo Ser Luck, Mayor of North East Community Development Council (NECDC), showed his support for YRP by working in partnership to launch the YR-NECDC Rekindle Programme. NECDC pledged to support this Programme, aimed at helping youth offenders residing in the North East District reconcile and build stronger relationships with their family members.

More than 1,600 volunteers thronged the streets islandwide on 28 August 2010 to distribute yellow ribbons on the Wear-A-Yellow-Ribbon Street Sales Day. During the month-long campaign, more than 215,000 ribbons were distributed, raising more than \$85,000 for YRF.

Inspired by the message of YRP, renowned fashion designer Calvin Klein came forward to offer their interpretation of “Second Chances” with a special collection unveiled at a fashion show held at the now-demolished Queenstown Remand Prison. The fashion extravaganza attracted good media coverage and raised \$56,000 for YRF.

Teeing off for a good cause was what 198 golfers did at the second Yellow Ribbon Fund-Raising Golf Tournament held at the Orchid Country Club. Mr Abdullah Tarmugi, Speaker of Parliament, was the Guest-of-Honour at the Tournament which raised more than \$378,000 to support programmes and services for ex-offenders and their families. Keppel Corporation and Boustead Singapore were the main sponsors for the event.



Unleashing Potential through Creativity

Continuing YRP's legacy of discovering and promoting inmates' artistic talents, the Yellow Ribbon Song Writing Competition (YRSWC) and the Yellow Ribbon Art Competition (YRAC) were organised as part of the Yellow Ribbon Creative Festival 2010 to offer inmate participants a platform to unleash their creativity, and reveal the struggles they faced on the path to reintegration through art and songs.

The competitions attracted more than 300 entries. During the prize presentation ceremony, participants with the winning entries were invited to dedicate their creations to their loved ones. The ceremony ended with an emotional face-to-face meeting with their loved ones.

Revolving around the theme RestART, the winning entries from YRAC were displayed at the Yellow Ribbon Community Art Exhibition. Held at the Singapore Art Museum for the second year running, the free public exhibition attracted a record number of 3,647 visitors.

The Key to Successful Reintegration

As YRP completed its 7th year of campaigning, more community partners have come forward to support YRP. Through their support, YRP can help to pave a smoother reintegration journey for ex-offenders, transforming them into active contributing members of society once again. YRP will continue to build on this momentum to inspire more community action and help to create a safer and more inclusive Singapore.







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INSIGHTS





THE HUMAN CAPITAL OF SPS

SINGAPORE PRISON SERVICE:
HOME OF THE CAPTAINS OF LIVES (COL)

Working in the prison environment is not for everyone. Going on graveyard shifts and working on public holidays means making personal sacrifices. Vigilance is also required to keep the prisons safe and secure. Despite these challenges, many who joined have stayed on and new ones have stepped forward to be part of the COLs.



Noryha Binte Ibrahim

Management Support
Officer, Programme
Management

Provides administrative
support for the
management of
rehabilitative
programmes for
inmates

Ong Pee Eng

Superintendent of Prison

Oversees the safe and
secure custody, and
the rehabilitation of
inmates in a prison

**Noor Hidayah Binte
Jumahat**

Personal Supervisor

Looks after the
daily well-being and
rehabilitative needs of
a group of inmates

Chua Sock Kiang

Manager, Healthcare
Performance

Oversees the
performance and
standards of medical
services for inmates

Sushminder Singh

Provost Officer

Investigates the
disciplinary breaches
of inmates

DIFFERENT ROLES, UNITY IN PURPOSE



**Chai Chaw Foong,
Clare**

Staff Planning &
Development Executive

Coordinates the development and monitoring of staff development matters to contribute towards an engaged workforce

Seu Mun Chung

Officer-in-Charge,
Housing Unit

Leads a group of prison officers to manage the daily operations of a housing unit

Jasmin Kaur

Assistant Director,
Criminal Psychology

Leads a team of psychologists in the development and delivery of psychological programmes for inmates

**Muhammad
Raizaluddin Abdul
Razak**

Staff Officer, Procurement

Establishes and supports the logistical procurements in the Department

SPS – The COLs’ Choice

Over the last 10 years, the Singapore Prison Service (SPS) has made great strides in organisational development. From ensuring the safe and secure custody of offenders, it has expanded its focus in the rehabilitation of offenders, with impact on the lives of these offenders, their families and the society-at-large.

The success of SPS in organisational development can be measured by the numerous awards it has won, the most prestigious of which were the People Developer Standard (PDS), the Singapore Quality Award (SQA) and the Aon Hewitt Best Employers in Singapore Award.

SPS recognises that the commitment of COLs is key to its success. Since the COL vision was introduced in 1999, it has inspired many to make working with offenders on their rehabilitation a career choice. SPS is proud to be able to attract, retain and develop COLs towards achieving excellence and attaining its vision and mission.

The COL vision has renewed the organisational focus on rehabilitation, taking organisation excellence in SPS to a higher level and empowering staff with more meaningful job scopes. This compelling vision has been a powerful factor that led SPS to winning the Aon Hewitt Best Employers in Singapore Award twice.

From ensuring the safe and secure custody of offenders, it has expanded its focus in the rehabilitation of offenders, with impact on the lives of these offenders, their families and the society-at-large.





People, at the Heart of SPS' Success

In SPS, staff are the cornerstone of its vision. Staff development is a priority with emphasis on recruiting and retaining the right staff, building staff capability and resilience, and engaging staff.

People systems, structures and processes designed to maximise staff potential and growth are continually reviewed and enhanced. In 2010, jailcraft training was enhanced to equip officers with the most updated knowledge and skills to manage and engage inmates. A structured job rotation programme also exposes staff to the different aspects of inmate management and staff work, and ensures that they continue learning on the job.

Coaching is an integral practice in SPS. Introduced in 2001 to align staff with its vision, coaching has since taken root in SPS' culture. In the coaching framework, every supervisor is a coach and is responsible for fostering staff alignment and building up staff competencies. Supervisors are equipped with the necessary coaching skills and staff are given the tools to record coaching discussions and set action plans to fill any skill gap.

SPS makes a conscious effort to improve communications, which is why 92% of staff agreed that "SPS does a good job of keeping staff informed about matters that affect them" in the Organisational Health Survey (2009), compared to the public sector's norm of 64%.

Staff are encouraged to provide feedback through dialogues with the management and through other communication channels such as 'thePanopticon' – SPS' bi-monthly news magazine, Captains of Lives Online Forum, Prison Officer Forums, and the management's visits to the institutions.

In November 2010, an online chat on "Being Captains of Lives" saw a lively exchange of views and experiences between staff and the management. Besides providing staff with insights into the management's views on the topic, the chat also set them thinking on the deeper purpose of their work.

Few organisations have a dedicated team that looks into staff well-being. SPS has a dedicated branch that provides well-being services that go beyond the traditional services offered, such as mental health support by in-house psychologists.

The development and implementation of well-being programmes and strategies are also underpinned by psychological concepts for more targeted interventions. Staff are surveyed on their well-being needs to plan programmes accordingly, making for purposeful and relevant delivery.

Under the CARE (Caring Action in Response to Emergency) framework, in-house psychologists, counsellors and specially selected staff are trained and rostered to support staff in times of bereavement and when they face psychological distress due to work or family matters.

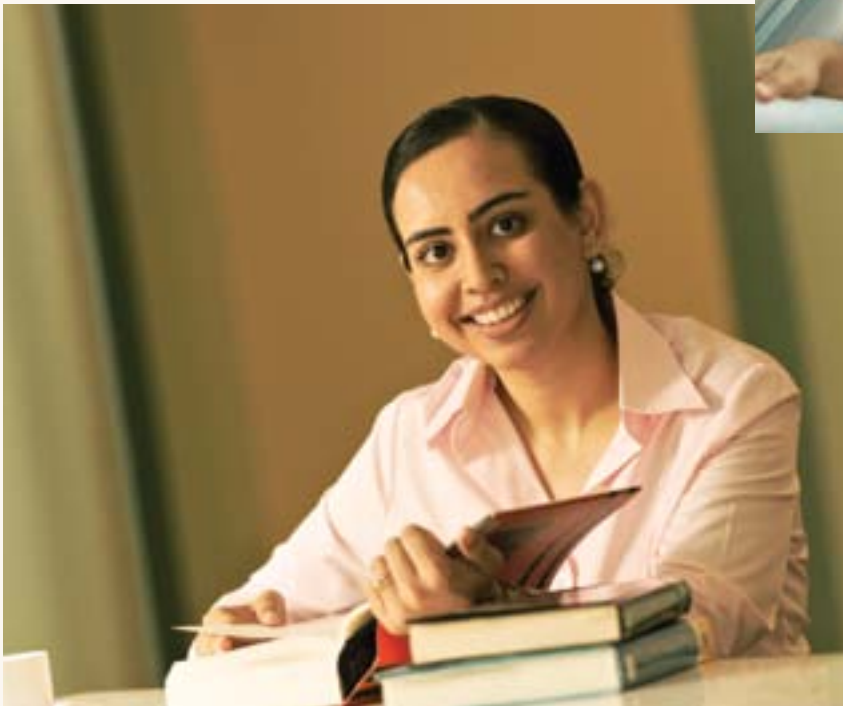
SPS staff are rewarded fairly through a merit-based reward system that sees bonuses and promotions being given to good performers. In 2010, over 800 individuals and teams were recognised and rewarded for their good work with medals, commendations and awards. However, the rewards from building a career in SPS are far more than just monetary. As they journey towards becoming a COL, staff are enriched with experiences that can even be life-changing.

What Our COLs Have to Say...

With its meaningful work and ample opportunities for learning, development and progression, SPS keeps its staff charged with a deep sense of purpose. Four COLs share their thoughts on working in SPS and being a COL.

On whether working in SPS has changed them:

Corporal Noor Hidayah, who was a Best Trainee during her training and is now a Personal Supervisor at Cluster B, said, “SPS has definitely shaped me into becoming a better person. The training I received has made me a more disciplined individual. I am also a much more responsible person as I have inmates under my charge. Becoming the Best Trainee in my squad has also given me the drive to be more focused and successful in my life. In SPS, my priorities and goals are clear, and every day, I am taking one step to achieve the ultimate goal in my life.”



Ms Jasmin Kaur, Assistant Director, Psychological and Counselling Services Branch, who has been in the Service for about seven years, shared, “I’ve grown both professionally and personally in my journey working in SPS. Increasingly, I find myself humbled by the resilience of individuals in difficult situations and it spurs me to do my best. Working in SPS has allowed me to realise my aim of helping others in their journey towards improving their lives.”



On being Captains of Lives:



Deputy Superintendent of Prison Seu Mun Chung, Officer-In-Charge of Housing Unit (OC HU), who has served five years with SPS, said, “Growing up in a poor neighbourhood allowed me to understand the challenges faced by people living in the lower ranks of the society. However, I am fortunate to have parents who worked very hard to bring my family out of poverty. They lived sparsely and saved everything for my education and future. They also taught me the importance of being honest and grateful for what I have.”

“However, the most important lesson of my life happened at the age of 10. I had a classmate whose family was very rich. I was very envious of him and sometimes resented my parents for being so poor. Once, he came over to my house and at the end of the visit he said, “Seu, I really envy you. You have a caring mother who takes care of you, cooks for you and spends time with you. This is the first time I have experienced what a family is like. My parents have no time for me at all.”

“Imagine a 10-year-old with everything he could ask for in the world, saying he would rather be like me, a poor kid with a caring family. Suddenly, I felt especially proud of what I have in life. Maybe this is the reason why I am attracted to the notion of being a Captain of Lives.

“During our Housing Unit COL sharing, most officers agreed that inmates are often like lost ships in the vast sea and our role as COL is to help guide them in the right direction. Many staff shared that seeing ex-offenders doing well in society makes them feel proud to be a COL. Being a COL is not just a profession; it is a way of life. It means being a leader amongst families, friends and colleagues, being honest and respectful, working as a team, showing agility, and upholding fairness and integrity. It is a way of life not only for prison staff but also for our inmates, our families and our community.”

Mr Chua Sock Kiang, Principal Nursing Officer, Medical Services Branch, who has chalked up 36 years of service and received many awards, including the Ministry of Home Affairs (MHA) National Day 2006 Award, shared his response to the same question, “I was posted to work in SPS at the Changi Prison Hospital from the Ministry of Health (MOH) in November 1974. I was a young nurse at that time and had no experience working in prisons. When I received my posting order from my supervisor, I was filled with apprehension and dismay. I kept asking myself: Why of all places did I have to be posted here? What can I do here? What would I be expected to do in this place, especially after having gone through all the training to qualify as a professional nurse? My imagination ran wild. Imagine me being surrounded by criminals, waiting to devour me. Are they aggressive? Will I be safe working here? There was immense fear and unfounded apprehension. I was on the verge of sending an appeal for an alternate posting or even worse, resigning from the Service altogether. However, after much discussion with some of my seniors, I decided to give it a try and treat the posting as one adventure.”

“On the day of my posting, I was pleasantly surprised that the situation was really not that bad. The Prison Officers were very kind, gentle and helpful – with the exception of a few who looked rough and tough. Inmates

were well-behaved and disciplined, greeting every member of the staff “Good Morning, Sir” or “Ma’am” very loudly. I was greatly impressed. From then on, I decided to commit fully to my job and make my work life in SPS happier.”

“I stayed on for a full 36 years with only a break of 3 years when I went back to MOH for my specialised Psychiatric Post Basic Training. After my graduation from the course, I applied to return to SPS. During my time with SPS, I have successfully put my training to use to save lives and limbs. In 1984, I successfully rescued a psychiatric inmate who had set his mattress on fire while he was handcuffed to his bed. I also helped to save the life of a Prison Officer who had fractured the base of his skull after a fall from Changi Prison’s clock tower while demonstrating his skills in rappelling to his men.”

“Through my years of service, I have indeed enjoyed working in SPS and have remained committed to the Service. I have learnt a lot and have risen through the ranks from a junior nurse to my current post as Principal Nursing Officer. To me, civilian staff in SPS are the backbone of the Captains of Lives. We play our part as Captains to ensure that inmates are healthy, both mentally and physically, so that they can be rehabilitated back to the community as useful citizens. We are like a big jigsaw puzzle – without us the picture is incomplete.”

GETTING TO THE HEART OF OUR VOLUNTEERS

For the successful rehabilitation of offenders, the Singapore Prison Service (SPS) needs the help of the community, which includes a group of over 1,200 volunteers with the organisation. Prisons Annual 2010 offers you insights into what motivates these volunteers to commit their time to the rehabilitation of offenders.

Creating an Impact by Changing Perspectives

Ustaz Salim is no stranger to volunteering with SPS. In his 23 years as a volunteer, Ustaz Salim has worked with various categories of inmates, ranging from young prisoners to those awaiting capital punishment. He gets on well with the inmates who look forward to his visits.

Why did you choose to volunteer with SPS?

I was raised in a kampong where the neighbourhood was littered with drug addicts. Occasionally, there would be raids on random kampong houses. It was only during those times that you would get to see the addicts fleeing from one house to hide in another.

It was a pitiful sight to see those addicts living on the run all the time. For many of them, their family members got involved in drugs as well. The situation was very bad as many of these families had three generations behind bars for drug-related offences.

Seeing this at a young age, I wanted to help these addicts and their families get out of the cycle. I signed up as a volunteer with SPS knowing that this would be one of the best ways to reach out to them.

It could have been different though if I had been exposed to other social issues at a young age. If it had been poverty, I would probably be volunteering at a needy home.

In your years of volunteering with SPS, were there times when you were inspired?

I am thankful to have been given the opportunity to work with different categories of inmates over the years. Through these experiences, I have met many inmates who are difficult to manage and many more who are stubborn.

Seeing them change during their incarceration is certainly inspiring. Reformed and repented, their transformation gave me the motivation to push on and reach out to the rest because I know that if they can change, there is hope for the rest as well.

What kept you going all these years?

I am grateful for the opportunities to work with the various categories of inmates. I started volunteering at the Boys' Home and Reformative Training Centre (RTC). These days, I am assigned to the cluster institutions to conduct religious counselling.

It is important to come in regularly to provide counselling for the inmates as this will bring them cheer and hope. This is especially true for those without families or visits. Our visits as counsellors remind them that the community still cares for them, and there is someone willing to sacrifice his time and effort for their rehabilitation.

However, guiding inmates towards rehabilitation can be difficult. We may not be able to rehabilitate the entire class, but if one of them is to change for the better, that would be a good start and would certainly motivate others to follow suit.





Through your years of volunteering, do you have any advice for aspiring volunteers?

I would advise them to be committed in their volunteering work by coming in regularly and fully utilising the time allocated for each session. Also, volunteers should work closely with the Prison staff as we both share the same goal - to help inmates rehabilitate and reintegrate back into society.

Volunteers should also rationalise feedback from inmates so that we can continue to improve as volunteers and provide effective rehabilitation programmes. Volunteers should also continue to upgrade themselves through training and other courses.


What would you have to say about the stereotypical view of ex-offenders?

Everyone deserves help at least one point in his or her life. As inmates and ex-offenders are part of the community, they should be helped. It would be a noble act to be able to give them hope again because many have low self-esteem. They have no confidence in staying away from crimes and feel that society is always shunning them.

As a religious volunteer, one of the aims is to build resilience in inmates so that when they are released, they will be more prepared. This can be done through the teachings of Islamic views and life skills.

Society and the community should always be ready to accept them and help them make their reintegration journey smoother.

A strong believer of mankind's ability to repent and change for the better, Ustaz Salim stressed that with proper in-care and aftercare rehabilitation, these offenders will stand a higher chance of turning over a new leaf once they are released. He said, "It is important to create an impact. We may not be able to change all those in our class, but if we could change just one person, that would be more than good enough."



Volunteering in a HeartBeed

When **Reverend Ian Beed** signed up as a volunteer in 1983, Singapore was actively calling for more volunteers to step forward. Then, volunteers could choose the organisation they wished to volunteer with. For Rev Ian, there was only one choice – SPS.

On the reasons why he volunteers, Rev Ian believes that even though they committed crimes, offenders have paid their dues by serving their sentence, and should be treated equally just like the rest of us. They should not be labelled “ex-convict” nor be shunned and discriminated by the society.

Although he strongly believes that, Rev Ian is quick to add that the offenders themselves must have the will and desire to be helped. He stressed that it is not easy managing offenders, and he has had to “customise” his counselling to cater to the different categories of offenders. As an example, he explained, “The younger inmates will be questioned on what will be in store for them in the future. They would be told to reflect on their offences and to look forward to the future to see how they can overcome this. The need for continual education will be the focus of the counselling as the young ones pick up studying more easily than the older generation.”

Having worked with countless offenders, Rev Ian has witnessed many cases of offenders who have made good, one of whom was an offender who was incarcerated four times consecutively. This offender was labelled “unchangeable” and “hopeless”. However, Rev Ian remembered clearly how this offender’s mindset and outlook on life gradually changed with each counselling session. Being the seasoned religious counsellor that he is, Rev Ian easily detected the positive signs of change in the offender. He recalled using this knowledge to his advantage in every counselling session with the offender. To Rev Ian, the best time to help an offender make the change is when he is receptive to new learning and is keen to be helped.

This offender has since been released and is now a Master’s degree holder and currently pursuing his PhD.

Not all stories have a happy ending though. Rev Ian admits that most offenders with drug offences tend to return to prison after their release. He offers some insights, “Many offenders want to change but they do not know how to. Many would turn to friends when they are alone or stressed. This is when their so-called friends offer them drugs. But friends are supposed to help, not provide drugs.”

Apart from peers, Rev Ian shared that family support plays a very important role in the rehabilitation and reintegration of an offender. There have been many cases where hardcore offenders made the decision to change for the sake of their parents, spouse or children. It is with this sense of purpose that offenders are usually spurred to better their lives and make a difference for their loved ones. Rev Ian added that the most critical time for family bonding is nearing the offenders’ release dates. During this period, families should visit more often as this would be the time when offenders start to really reflect and weigh their priorities in life.

“It takes not just heart and compassion to do volunteer work, but also commitment. A good volunteer should be one who is motivated by the offender’s positive development and benefits. New volunteers would also have to understand that the offenders they are counselling are no different from them,” shared Rev Ian. His tip to budding volunteers is to level themselves based on the offenders’ education levels when interacting with them. This would make the offenders feel comfortable and help them open up to the volunteers.

When asked about his plans on volunteering with SPS, Rev Ian said, “As long as my heart holds on and my eyes are not deteriorating, I will continue to volunteer with the Prison Service.”

Erasing the Stigma

For many, helping offenders comes in the form of counselling, training and tutoring to level up their life skills. For **Dr Alex Kuan**, helping offenders literally means erasing their past.

In July 2009, GiGATT International kicked off a two-year tattoo removal programme in a move to get former gang members to turn over a new leaf. Offenders with gang-related tattoos can now have their tattoos removed as a follow-up activity of the renunciation of their gangs while serving their sentence. This pilot programme is part of SPS' Zero Tolerance Policy towards gang-related activities in prison. Having volunteered in this Programme for a year, Dr Alex Kuan shares his thoughts on his volunteering experience.



Have you encountered any inspirational cases since you started volunteering with SPS?

I am surprised that many inmates who have renounced (their gang affiliation) have a tremendous change in their attitude towards life. They try to improve themselves, turn away from the past and are certainly behaving better. Those who have been heavily involved in secret societies have turned to religion for peace and redemption. They have certainly shown an amazingly big change.

What is your view on offenders/ex-offenders?

All inmates and ex-offenders deserve a second chance. If they are prepared to change, then they should be given a chance. As for me, if removing tattoos for them is one way I can help, then I will continue to do this to support the cause.

Renouncing their gangs is a big and courageous move for these inmates. It is certainly respected by society. They have taken the first step in becoming a better person.

Dr Alex, like all volunteers, has faced challenges that test his commitment. The biggest challenge he faces is time, or the lack of it. Given his profession, it is only understandable that Dr Alex feels the strain in managing his time even though he goes to the prisons for the tattoo removal procedures once every six months.

However, Dr Alex ensures that he makes time to help these offenders. He believes that change does not happen overnight; it requires patience, dedication and time on the volunteers' part. He is certain that with the guidance and support of the volunteers, more offenders will be transformed, slowly but surely.

For Dr Alex, a measure of his success would be when an offender has had 90% of his visible tattoos removed and is able to advance in society. In his own words, "The removal of gang-related tattoos does not only make practical sense; it also serves as a symbolic message to these offenders that they are washing their hands off secret society affiliations completely and starting with a clean slate."

Dr Alex explained that should the offenders not be able to get all their tattoos removed during incarceration, GiGATT International welcomes them to complete the removal of their tattoos at selected clinics after their release. Subsidies would also be provided to ex-offenders who meet certain criteria.

Dr Alex sees this as doing his part to help lift the social stigma faced by ex-offenders. He draws inspiration from offenders who have braved the stereotype and changed for good. This is also what spurs him on. He enthused, "Looking at them taking the first step certainly makes me admire their willpower. My advice to new volunteers: Enjoy the experience to play a part in changing someone's life. It is a good feeling to change someone's life for the better."

Change from Within

With a strong belief that religion can help bring offenders back to the right path, **Venerable Seck Kwang Ping** translates religious teachings into theoretical lessons on lifelong skills for offenders.

Venerable Seck has been a volunteer for 26 years and has imparted as much wisdom as he has gained from working with offenders. He believes that he learns something new from each case, which he can then use for future cases.

To Venerable Seck, mental development is key when rehabilitating or counselling offenders. He explained, "They committed crimes because they cannot control themselves at that moment. From the Buddhist point of view, with meditation and the skill to be able to manage their mindsets, these offenders would be mentally strong enough to stand up again after they have fallen."

Offenders would undergo a few types of theory-based learning such as the Defensive Mechanism of Anger Management. According to Venerable Seck, this is an essential skill as it teaches offenders to be patient and to curb their anger to avoid unwanted situations, which could lead to their re-offending.

When asked whether he could cite a successful case, Venerable Seck shared that in this line of work, cases are not classified as successful or unsuccessful. Rather, every case should have at least a triumphant point. An example of a triumphant point was when he managed to dissuade two offenders from attempting suicide during their incarceration.

Venerable Seck was quick to add that the volunteer-offender counselling is not only a life-changing experience for the offenders, but also affects the volunteers' psychological and emotional being. Everyone can volunteer, but it takes certain attributes to be an effective volunteer. His ideal volunteer is one who is passionate about volunteering, patient and learns from failures, disciplined and possesses mental strength. He shared that volunteering comes with many challenges and sometimes a volunteer might find himself in an emotionally or psychologically testing situation. Still vivid in his mind were times when he had to counsel offenders on death row. It is an emotionally draining experience dealing with these offenders who are at the bleakest point in their lives. He recalled how tough it was to penetrate the psychological walls of these offenders and at the same time, be sensitive to their situation.

During his time with SPS, Venerable Seck has touched many hearts and inspired many to change for the better. He offers these words of inspiration, "A candle, although it has a short lifespan, may help a student to become a scholar. Likewise, you can still do something very meaningful within this timeframe. You can find ways to help and become an example to your family and friends."



Befriending the Barred



For **Ms Kamala Krishnan**, volunteering is integrated into her daily life. She has a strong belief that people should always be ready to give and help others. Living by that belief, Ms Kamala volunteers with many different agencies besides SPS, such as the Hindu Centre and the WINGS Counselling Centre.

Ms Kamala finds satisfaction in the ability to touch people's lives. Seeing volunteerism as a meaningful and rewarding service, she stresses that it does not matter who the target audience is; as long as they are in need of a helping hand, guidance and care, she will always be willing to help.

In SPS, Ms Kamala plays her part in the rehabilitation of offenders through the Befriender Programme. Ms Kamala offers her services in a very different way - by befriending an offender through letter writing. She would become a "pen pal" to the offender, providing encouragement and mental support for the offender in his journey of rehabilitation. She remembers being both surprised and touched by the response to her first letter to her "pen pal". She was moved by his remorse and sincere plea for help. Her "pen pal" had written about the offence he had committed, his dark background and how he desperately wanted to better himself and get a job after release.

While the Programme allows her to play a mentorship role to her "pen pal", Ms Kamala stresses that volunteering has also taught her valuable lessons. Working with offenders has inspired her to always give her best in whatever she does. She added, "I feel that we must not shun these people. We cannot just put them aside. They need us to reinstate them back into society; get them fitted back into society again."

Apart from the Befriender Programme, Ms Kamala also represents the Hindu Centre as a religious counsellor to the offenders. During counselling sessions with the offenders, she has been overwhelmed with the respect and appreciation they showed her. This gave her the strength to continue her work in prison, where she would make it a point, despite her busy schedule, to conduct her counselling sessions as scheduled on every Saturday. She firmly believes that offenders need friends who can guide them to stay on the right path, particularly after their release as they are most vulnerable to negative influence. Bearing that in mind, Ms Kamala makes a conscious effort to stay in touch with some of the offenders she had counselled previously, after their release. "Continuity must be there to let them (offenders) know that we care," she explained.

Her advice to new volunteers who want to offer their services, "Dealing with people's lives is as serious as it gets because you could be the only hope the client has at that point in time. Volunteering requires dedication and commitment. Before anyone decides to help others, they must first ensure that they have the time, capacity and ability to share their skills and values."

LEVERAGING ON FOREIGN ENGAGEMENT, BUILDING A WORLD-CLASS PRISON SERVICE



Foreign engagement is a vital part of a Home Team agency's work. In the Singapore Prison Service (SPS), foreign engagements are seen as opportunities for SPS to exchange knowledge and benchmark practices; extend its overseas network of strategic partners; and seek opportunities for collaboration and exporting its expertise.

SPS conducts visits to other countries to learn from them and to exchange best practices; as well as receives visitors and hosts international or regional events. In all its engagements with overseas partners, SPS is guided by one mission: to promote the nation's interests by supporting initiatives that lead to collaborations or the export of Singapore's public sector expertise.

Learning through Overseas Visits

SPS' officers are enthused about learning from their foreign counterparts. They also welcome opportunities to benchmark SPS' practices against others, as well as contribute to the international corrections community by sharing their knowledge and experiences. Overseas visits are organised for a wide range of objectives.

Study trips to other jurisdictions help officers increase their knowledge and level of mastery in specific subjects. The knowledge gained from these trips is used to augment operations and rehabilitation capabilities. In 2010, study trips were made to the United States and Canada to study their security facilities, and to the Missouri Department of Corrections to study their system of community-based sanctions and community corrections.

In the same year, SPS sent its officers to attend annual corrections conferences such as the Asian & Pacific Conference of Correctional Administrators (APCCA) in Canada and the International Corrections & Prisons Association (ICPA) Conference in Belgium. Through these conferences, SPS exchanged knowledge and strengthened relations with its overseas counterparts. Most importantly, the conferences afforded SPS the opportunity to discuss a wide range of subjects and issues that impact the correctional community.

SPS was also invited to share at international forums like the New Synthesis (NS) Roundtable, the 12th United Nations (UN) Congress on Crime Prevention and Criminal Justice in Brazil, and at training courses for the United Nations Asia and Far East Institute (UNAFEI) for the Prevention of Crime and the Treatment of Offenders in Japan. These invitations have opened up opportunities for future collaborations.

Fact-finding trips and participation in international trade fairs and conventions are also opportunities for SPS to export its expertise to other countries keen to learn more.

Engaging Overseas Visitors at Home

SPS also plays host to high-level visitors to Singapore and organises a series of regional and international events for overseas strategic partners. These visits are opportunities for SPS to showcase its capabilities and network with its partners. High-level visits in 2010 included the visit to Cluster B by the Prime Minister of Mauritius.

Overseas experts in the field of corrections and psychology are invited to share during conferences and forums organised in Singapore, such as the Yellow Ribbon Conference, Community Action for the Rehabilitation of Ex-offenders (CARE) Network Conference and the Asian Conference of Criminal & Operations Psychology (ACCOP). Through these platforms, experts share their knowledge and expertise to benefit SPS and its community partners.

SPS will also be hosting the 13th ICPA Conference in September 2011 in conjunction with the annual Yellow Ribbon Project. Delegates from over 60 countries, representing correctional agencies, academic organisations, commercial corporations and non-governmental organisations are expected to attend the event.

The theme for the Conference, "Unlocking the Second Prison", will look at community corrections and efforts to support offenders' re-entry and reintegration into the community. This Conference represents an opportunity to learn new ideas, exchange best practices, and network with an international group of corrections professionals, as well as representatives from a wide range of prison-related organisations.

Towards a World-Class Prison Service

Guided by its strategic objectives of exchanging knowledge, extending its overseas network and seeking collaborative opportunities with the rest of the world, SPS will continue to move closer to its vision of a world-class and exemplary Prison Service.

The NS Roundtable: Sharing the Success Story of the Singapore Prison Service



On 4 May 2010, SPS was invited by the Singapore Civil Service College (CSC) to present a case study on its transformation journey and community collaboration efforts at the New Synthesis (NS) Roundtable held in Ottawa, Canada. The NS Roundtable is an international partnership of six country members (Canada, Brazil, Netherlands, Australia, United Kingdom and Singapore) committed to advancing the study and practice of public service administration. Representing different regions of the world, the six-country partnership seeks to explore, identify and share new public service requirements and enduring values.

Entitled “From Custodians of Prisoners to Captains of Lives”, the case study was written by CSC and submitted to the Roundtable as part of Singapore’s contribution. Commander Cluster A Koh Tong Hai, who presented SPS’ case study at the Roundtable, recounts his experience.

The Singapore Public Service Division (PSD) and CSC were the lead agencies representing Singapore at the NS Roundtable held in Ottawa on 4 May 2010. I was appointed by SPS to present its case study.

Travelling alone for the first time and enduring almost 30 hours of flight and three transits, I was relieved to have eventually arrived in Ottawa on 3 May 2010. With less than a day of rest before my sharing at the international platform, I must admit it was indeed a challenging and exciting task for me.

The NS Roundtable was attended by about 40 delegates, including renowned experts and leading senior practitioners from the six participating countries. The theme of this Roundtable centred mainly on achieving public results at the system-wide and societal levels, especially with the challenge of an increasingly demanding populace. Case studies relating to improving civic and societal results in the respective jurisdictions were presented and discussed.

For Singapore, our case study chronicled the change journey of SPS that began in 1999 when we embarked on a visioning exercise that led to the formulation of our shared vision and revised mission, and subsequently our shared values. The birth of our vision has also set in motion a shift of our staff mindset from being mere custodians to “Captains” in the lives of offenders, seeking to help and facilitate their change. The case study also looked at how SPS, a traditional command-control agency, engaged staff, stakeholders and eventually the community to create outcomes with impact on the lives of inmates and their families. Support structures and initiatives such as the Rehabilitation Framework and Yellow Ribbon Project were shared to illustrate how we had facilitated the changes to support the rehabilitation and reintegration of offenders back into the community.

The sharing of our case study had, to my pleasant surprise, generated quite a bit of interest among the participants at the Roundtable discussion. The participants were generally impressed with the rehabilitation efforts of SPS and the impact these efforts had on inmates, their families and the society-at-large. In particular, they were impressed with the great strides our organisation had made in stepping beyond our traditional role as a custodian to lead and facilitate the rehabilitation of offenders with the help of the community.

Given the interest and learning points generated from the sharing of our case study, I was delighted to learn that the organiser of the Roundtable had conveyed through CSC that they were keen to invite SPS to share its success story at the New Synthesis International Conference, tentatively scheduled in October 2011. This is certainly a vote of confidence for us and affirmed our commitment to contribute actively to the international/correctional community through the sharing of our knowledge and expertise.

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TAKING STOCK

OPERATIONS DIVISION

BEING SAFE & SECURE IS PARAMOUNT

Overseeing the safe and secure custody of inmates is the key responsibility of the Operations Division. In 2010, the division put in place several initiatives to ensure that the security of prisons and the safe custody of inmates are at its highest level.

Enhancing operational capabilities

The Singapore Prison Service (SPS) is committed in ensuring the safety and security of offenders entrusted to its custody. An Operations Inspection Team (OIT) was set up in July 2010 to enhance the inspection of security procedures and processes by examining and fine-tuning current work processes to ensure smooth execution of operations.

Technology has been leveraged for more efficient operations. The implementation of the SPS VidLink Centre at the Subordinate Courts provided lawyers alternative means to conduct interviews with inmates via video-conferencing, as compared to on-site interviews.

Work is also underway to explore the use of Global Positioning System (GPS) and Location Based Service (LBS) for tracking of inmates placed on Community-Based Programmes (CBP). Used successfully at overseas correctional services, SPS seeks to replicate the use of this technology to better supervise inmates who are serving the tail-end of their sentence in the community.

Strengthening the Housing Units and jailcraft

To have competent staff and sound processes in place for effective operations, Operations Division worked closely with the Staff Development Division in enhancing staff's jailcraft competencies, and concurrently reviewed various aspects of the Housing Units (HU).

Officers can thus look forward to more knowledge-exchange platforms for sharing of best practices, more resources for understanding and carrying out HU operations, and a repository of case studies for better illustration of the competencies required of them.



“We did what was expected from us and managed to accomplish our mission with excellence.”

DSP CHUA CHENG WAH (SPEAR)



Enhancing security

The Complex Main Entrance (CME) commenced operations in January 2010. Managed by the Changi Prison Complex (CPC) Security Unit, CME leverages on advanced technology such as fingerprint biometric verification to ensure an efficient system to manage the access of personnel and vehicles into CPC without compromising security.

In addition, work is underway to further bolster the security at access points within CPC, with the implementation of a Complex Access Management System (CAMS). CAMS will streamline security processes at the access points and enhance security at the same time, offering personnel and vehicles a systemised,



automated and multi-factor means of identity authentication.

SPEAR-heading the way

In May 2010, the Singapore Prisons Emergency Action Response (SPEAR) Force sent a team to participate in the United States Mock Prison Riot. The event was jointly organised by the Office of Law Enforcement Technology Commercialisation (OLETC), the National Institute of Justice (NIJ) and the National Corrections and Law Enforcement Training and Technology Centre (NCLETTTC). Competing against the special forces of other countries, SPEAR did Singapore proud by clinching the overall champion for this event. Besides the competition, there were weapon and equipment exhibition,

OPERATIONS DIVISION: 2010 AT A GLANCE

Operations Inspection Team set up to enhance inspection of security procedures and processes to ensure smooth execution of operations

SPS VidLink Centre at the Subordinate Courts provided lawyers alternative means to interview inmates via video-conferencing, as compared to on-site interviews

GPS and LBS being explored to track inmates on CBP

Partnered Staff Development Division to enhance staff's jailcraft competencies and concurrently reviewed various aspects of the HUs

Access to CME using fingerprint biometric verification to streamline and enhance security processes

SPEAR clinched the overall champion in the United States Mock Prison Riot competition

tactical workshops and demonstrations by the various correctional teams for SPEAR officers to learn about the tactical capabilities and techniques deployed by its global counterparts.

Looking Ahead

Moving forward, Operations Division will continue to expand its capabilities in ensuring the safe and secure custody of offenders entrusted to SPS' custody.

REHABILITATION & REINTEGRATION DIVISION

GAINING MATURITY, SEEKING NEW GROWTH

Rehabilitation and Reintegration Division (RRD) rehabilitates and reintegrates inmates with the support of the community. Like a gardener tending to his plants, RRD actively ensures inmates' rehabilitation is carefully carried out and they reintegrate well into the community upon release.



Mature harvest

With dynamic fast-changing developments in rehabilitation, RRD took steps to enhance its work processes and systems in 2010. These efforts were guided by the Risks-Needs-Responsivity (RNR) principles, which are important to strengthen and preserve the fundamentals of its rehabilitative processes.

Personal Route Map

The Personal Route Map (PRM) maps an inmate's rehabilitation plans as well as his aftercare needs. It was reviewed to better align with RNR principles and to improve its interface usability to staff at the operational units. The revised PRM was re-launched in January 2011 to offer a more dynamic and targeted approach towards the mapping and delivery of programmes and services to meet the inmates' needs.

HWH Service Model

Extending into the community, the Singapore Prison Service (SPS) and the Singapore Corporation of Rehabilitative Enterprises (SCORE) launched the Halfway House (HWH) Service Model (HSM) in October 2010. HSM aims to raise the level of assistance provided to inmates placed on the HWH Scheme by professionalising HWH staff's capabilities, and implementing a more structured and targeted programme for these inmates. A service-level agreement was signed with seven HWHs to mark the beginning of this new commitment to provide better reintegration assistance for the inmates.

Fresh shoots

Apart from improving its existing efforts, RRD also tended to its nursery from which it would like to see shoots of a new landscape – aftercare and community partnerships.

Working with the community

In 2010, several community engagement initiatives such as the Community Outreach Project, the Community Befriending Project and the Wrap-Around Care Programme were introduced with partnerships between RRD and the various community agencies. New partners such as





grassroots organisations, Singapore Indian Development Association (SINDA) and MENDAKI have joined RRD's longstanding partners such as the Singapore After-Care Association (SACA) and the Singapore Anti-Narcotics Association (SANA) in providing community assistance for inmates and their families. Through these programmes and partnerships, RRD has been able to enhance its existing aftercare efforts by providing both in-care and aftercare befriending for offenders as well as providing social assistance and support to their families, with special focus on their children.

A common language

To strengthen the partnerships with the community, RRD has engaged its community partners to share its knowledge, such as RNR principles in offender rehabilitation. Under the aegis of the Community Action for the Rehabilitation of Ex-offenders (CARE) Network, RRD and SCORE organised two conferences and networking sessions for their community partners to share knowledge as well as getting to know each other. RRD also shared its expertise at several international conferences, such as the Asian Conference of Criminal and Operations Psychology and the Conference of International Association of Forensic Mental Health Services.

Rehabilitation landscape

As the gardener tending the landscape of rehabilitation, RRD needs to know its environment, tools and partners well. Through active scans and reviews, RRD will tune its systems and processes to ensure the rehabilitation efforts work well. Importantly, RRD will continue to sharpen its tools and collaborate with its partners to seek new growth in areas that will help in the inmates' rehabilitation.



REHABILITATION & REINTEGRATION DIVISION: 2010 AT A GLANCE

Personal Route Map reviewed to better align with RNR Principles and its interface enhanced for improved usability by operational units' staff

Halfway House (HWH) Service Model launched to professionalise HWH staff's capabilities in implementing a more structured and targeted programme for inmates placed in HWHs

New partnerships with various community agencies saw several community engagement initiatives providing community assistance for offenders and their families

Under CARE Network, RRD and SCORE organised two conferences and networking sessions for their community partners to share knowledge and to know each other



STAFF DEVELOPMENT DIVISION

DEEPENING OUR CAPABILITIES

As staff is the most valuable asset, Staff Development Division (SDD) meets officers' aspirations for career development by enhancing opportunities for growth and development. At the same time, SDD promotes the well-being of officers in order for them to be effective Captains of Lives.

As a progressive organisation, the Singapore Prison Service (SPS) is constantly evolving in response to a dynamic external environment in pursuit of its mission and vision. With the operationalisation of the Changi Prison Complex, changing inmate profile, rising public expectations and changing staff profile, there is a need to enhance staff capabilities and build capacity to meet both current and future operational demands.

Professional development of prison officers

SDD implemented various professional development initiatives in 2010 that aim to build a high performing workforce. The improved syllabus of the Basic Officers' Course (BOC) has been organised according to the jailcraft principles to enhance learning effectiveness, and was implemented in May 2010 for prison officers and in October 2010 for senior prison officers. The training focus has shifted to a more hands-on approach, incorporating scenario-based training and role-plays for greater realism and practicality.

The revised In-Service Training (IST) for currently-serving uniformed officers

was rolled out in April 2010. The revised IST features a two-year training syllabus with more emphasis on the application of jailcraft principles. It incorporates sharing and discussion of real operational case studies as well as best jailcraft practices. Tactical skills training is also conducted to adequately prepare officers for handling contingencies and managing difficult inmates.

The Home Affairs Uniformed Scheme Review was rolled out in May 2010. Following this review, more prison officers are expected to attain senior officer ranks in the future. To better support its officers, SDD developed the Talent Management Scheme (TMS) to identify and develop prison officers



who show potential in rising to senior officer ranks.

TMS encompasses a structured set of programmes for the prison officers in phases. The different phases allow officers to gain adequate experience in their core duties in one phase, before advancing to the next phase. Through the phases, the officers will progressively develop their capabilities for advancement to the senior officer ranks, with senior management taking a personal interest in their development.

SPS job grading exercise

Over the past few years, SPS' operating environment has posed new demands and challenges that significantly expanded the job scopes of staff. To reflect the enlarged job scopes, increased work complexities as well as the greater knowledge and skill requirements of prison officers, SDD embarked on a job grading exercise to upgrade the job grades of all uniformed posts at all levels of the hierarchy. Successfully completed, this exercise has enhanced the career progression of good and deserving



officers, thus ensuring SPS attracts and retains talents.

Enhancing physical well-being of staff

In its commitment to enhance staff well-being, SDD provides a comprehensive package of well-being services and programmes that target the physical, mental, social and financial aspects of well-being.

In July 2010, a professional healthcare provider was engaged to offer basic health screening for all staff. Comprising blood glucose tests, blood cholesterol tests, blood pressure measurements, Body Mass Index (BMI) measurements and Hepatitis A and B screenings, the health screening package provided staff with knowledge of their health status and enabled them to take corrective measures to stay healthy. The Basic Health Screening also revealed SPS' corporate health status, and helped formulate initiatives to promote the physical well-being of its staff.

SDD has also taken measures to help staff cultivate healthy eating habits. A dietician was engaged to review the

food items sold in staff canteens, so as to provide staff with more healthy choices. In addition, email broadcasts and posters were also disseminated to the staff to educate them on the caloric value of the food items sold in the canteens.

The Individual Physical Proficiency Test (IPPT) Preparatory Programme (IPP) was introduced in July 2010 to assist staff in passing the IPPT. The five-week IPP comprises customised training such as Static Exercises, Interval Training and Circuit Training to better prepare officers for IPPT. Through IPP, officers are also equipped with IPPT training techniques for them to train effectively on their own.



STAFF DEVELOPMENT DIVISION: 2010 AT A GLANCE

Improved Basic Officers' Course to enhance learning effectiveness in jailcraft principles

Revised In-Service Training with more emphasis on application of jailcraft principles and tactical skills training

With the Home Affairs Uniformed Scheme Review, the Talent Management Scheme was implemented to identify and develop potential prison officers to reach senior officer ranks

SPS-wide job grading exercise upgraded the job grades of all uniformed posts at all levels to enhance the career progression of good and deserving officers

Basic Health Screening conducted by a professional healthcare provider gauged the well-being of staff and SPS' corporate health status

Five-week Individual Physical Proficiency Test (IPPT) Preparatory Programme introduced for more effective IPPT training

Realising staff's full potential

Moving forward, SDD will continue to deploy a comprehensive approach towards deepening officers' capabilities that takes into account strategic organisational goals, as well as staff's professional aspirations and personal resilience, so that they will always be ready to tackle the challenges that come their way.

CORPORATE SERVICES DIVISION

DELIVERING ONLY THE BEST FOR SPS

The strength of the Corporate Services (CS) Division lies in the synergy between its four branches: Finance and Administration Branch (FAB), Infrastructure Development Branch (IDB), Technology Branch (TB) and Logistics Branch (LB). The four branches work hand-in-hand to ensure that the Department receives the highest quality of key support services.

Enhancing Sub-Court Lock-Up operations

With the Singapore Prison Service (SPS) taking over operations of the Sub-Court Lock-Up (SCLU) from the Singapore Police Force, a new Integrated Security System (ISS), similar to the ISS deployed in the Changi Prison Complex (CPC), was developed to replace the existing system in SCLU. The new system lets officers at SCLU Operations Room remotely manage its daily operations such as CCTV surveillance of cells, centralised opening of cell doors as well as controlling all access to the facility.

A new Person-In-Custody System (PICS) was also developed for SCLU officers to better manage persons-in-custody sent by the various law enforcement agencies. PICS replaced current manual processes such as registration, identity verification and property handling with barcode and biometric (fingerprint) technologies that facilitate fast and accurate data capturing, thus minimising human errors.

Sophisticated inmate monitoring

In pursuing excellence towards an exemplary prison system, CS Division and Operations Division jointly embarked on a trial to enhance SPS' inmate-monitoring capability using Ultra-Wideband tracking technology.

This state-of-the-art technology will allow inmates to be tracked in three-dimensional space, real-time. Officers will know more than just the location of the inmates; they will know whether an inmate is standing, sitting or even lying down. Translated to daily operations, the system may be configured to facilitate muster checks at different locations such as dayrooms, landings and exercise yards within seconds. Officers will also be alerted whenever inmates enter unauthorised zones. If the trial proves successful for full-scale implementation, it would be a world's first for SPS to track inmates using this technology.



Inmates' data on the go

To allow officers to access the Prison Operations and Rehabilitation System (PORTS) while on the move, a mobile version (mPORTS) was developed and put on trial. mPORTS is a web-based application that allows officers to access inmates' information via an Apple iPod Touch through a secure Wi-Fi setup. It groups together some frequently used PORTS functions essential for daily operations, allowing any transaction to be completed with just a few taps. The trial

“The strength of CS Division lies in creating the optimal environment for an evolving Singapore Prison Service.”

ALEX ANG ZHENMING (INFRASTRUCTURE DEVELOPMENT BRANCH)



aims to assess the benefits and feasibility of allowing prison officers to access PORTS while on the move, and more importantly, the feasibility of a full-scale implementation.

Saving money with sunlight

In environmental sustainability, SPS took the lead in the public sector by implementing the Solar Photovoltaic Panel system, installed on the rooftop of the Complex Main Entrance (CME) of the Changi Prison Complex (CPC) in July 2010. Measuring an area of 226.9sqm, the solar system at full capacity is able to generate 30 kWp of energy – enough electricity to power 50% of all the lightings in CME. Translated into financial terms, SPS will save about \$7,300 annually through the reduction in electricity consumption from the grid.

Plans have been made to include a Fuel Cell plant in the new Prison Headquarters, where it is estimated to supply about 19% of the facility's power consumption and a corresponding annual savings of around \$78,000.



CORPORATE SERVICES DIVISION: 2010 AT A GLANCE

New Integrated Security System for Sub-Court Lock-Up to remotely manage its daily operations

Trial on inmate monitoring using state-of-the-art Ultra-Wideband tracking technology

Trial on web-based mobile Prison Operations and Rehabilitation System (mPORTS) for prison officers on the move

Solar Photovoltaic Panel installed at Complex Main Entrance (CME) of the Changi Prison Complex for annual savings of about \$7,300 on electricity consumption

“Park and Ride” scheme by cycling to and within Changi Prison Complex for a healthier lifestyle

A greener way to get to work

A good idea does not always have to be complex and this is certainly true for the “Park and Ride” scheme initiated by CS Division. Given the restriction of motorised vehicles within CPC premises, the scheme was conceptualised to encourage prison officers to cycle to work by installing bicycle bays and lanes within CPC. Prison officers now cycle into CPC for their duties. While the concept is simple, the benefits are substantial. For example, the scheme not only saves commuting time for prison officers to report to work, it also encourages prison officers to adopt a healthier lifestyle.

STRATEGIC PLANNING & RESEARCH DIVISION

CONSOLIDATING RESOURCES IS THE RIGHT WAY FORWARD

Newly formed in 2010, the Strategic Planning & Research Division (SPRD) comprises four branches reorganised from what were previously known as the Research & Planning (R&P) Branch and Renaissance Branch.



A brief history

Started in 1999, the Research & Planning (R&P) Branch formulated strategic plans for the Singapore Prison Service (SPS). With SPS embracing more evidence-based practices, R&P Branch was tasked to scan the corrections horizon and gather research evidence on effective programmes. This led to the development of better programmes and inmate assessment tools, which have become instrumental to SPS' rehabilitation policies.

When R&P Branch merged with the Planning and Organisation Branch in 2001, it took charge of monitoring the health of SPS to assist in organisational planning and review. It also led the drive for organisational excellence in SPS. In 2003, the Renaissance Branch was formed with a group of officers redeployed from the R&P Branch.

The restructure that led to the formation of SPRD came about as a result of greater focus on organisational excellence and the move towards research-informed policy-making and programme development.

It all starts with a plan

SPB supports the Directorate in planning the future direction of the Department and managing the process of implementation. SPB is also responsible for all corporate planning activities and organises the annual Directorate and Corporate Retreats, Corporate Advance and monthly Leadership Circles, among other events. In addition, SPB fosters and maintains communication with SPS' overseas counterparts to enhance sharing of prison-related knowledge.



Keeping a finger on the pulse

OP&S reviews and monitors the overall health of SPS using statistical methodologies and tools. It oversees the Corporate Dashboard, monitoring statistics and key performance indicators of offenders such as population, admission, release and recidivism rates. In addition, through projection of offenders' data, the Branch assists the Department in implementing organisational policies and charting its strategic direction.

Service and Innovation: The path to success

Through implementing and monitoring service and innovation-related policies and initiatives, SD&I assists SPS to level up its service and innovation standards. This ensures SPS remains effective in its mission to protect society through the safe custody and rehabilitation of offenders. SD&I also facilitates the application and re-certification of various Business Excellence standards which serve as important benchmarks in SPS' journey to become a world-class and exemplary prison system.

STRATEGIC PLANNING & RESEARCH DIVISION

SPRD WAS FORMED WITH FOUR BRANCHES:

- Strategic Planning Branch (SPB) oversees all strategic initiatives of SPS, and their implementation and progress
- Organisational Performance and Statistics Branch (OP&S) reviews the overall organisational health
- Service Development and Innovation Branch (SD&I) drives service and innovation excellence
- Strategic Research Branch (SRB) oversees the research agenda of SPS to develop correctional and organisation policies.

Grounded in hard facts

The Strategic Research Branch (SRB) oversees the research agenda of SPS to develop correctional and organisation policies. Research conducted by SRB includes operational and offender-related studies with an eye on developing correctional and organisational policies. It also communicates SPS-related research-based findings through its involvement in various publications. It collaborates with other local and overseas research and academic counterparts to enhance its capabilities, as well as keeping the Department up to date with the latest research.

INTELLIGENCE DIVISION

TO LOOK AND LISTEN FOR WHAT IS HIDDEN

Gathering information with stealth is what officers of the Intelligence Division (ID) do. They are the eyes and ears in all the “hidden places” but you would not know of their presence. The gathering of much-needed information thus leads to better decisions and appropriate actions.

Two sides of the same coin

ID officers keep the prisons safe and secure by working with their Operations colleagues to detect tension, prevent untoward incidents and thwart illegal activities. In 2010, many cases warranted this close collaboration between the Institution Intel Team (IIT) and the officers in the institutions, where received information led to tangible results in inmate management.

Case of the toilet smuggler

Based on information received that inmates in a maximum security facility were collaborating with released inmates to smuggle contrabands into prisons during an external medical appointment, ID officers immediately launched an in-depth probe that established the contrabands would be planted and retrieved from one of the public toilets situated at the Communicable Disease Centre. In March 2010, an operation was successfully carried out to prevent the smuggling attempt.

One strand in the intelligence web

ID officers are always working hand-in-hand with their counterparts in other security agencies to build a strong network keeping our country safe and secure.

One typical example where information sharing assisted a police investigation occurred in October 2010. A staring incident by youths at a club led to an assault at a restaurant along Sims Avenue in the wee hours of the morning. The victim, attacked by a group of six youths armed with bricks and wooden sticks, was admitted to Tan Tock Seng Hospital with head and bodily injuries. During the police investigation, one of the assailants' identity was established through ID's prompt assistance, by generating a list of possible suspects from its database using information supplied by the investigators. The victim then confirmed the culprit's identity by his photograph. The arrest could not have been possible without the strong collaboration of the Home Team agencies.



Working together to enhance safety and security for YOG

ID officers also contributed to the Singapore Youth Olympic Games 2010, held from 6 to 26 August. During this event, ID officers worked together with officers from various agencies to provide round-the-clock security coverage.

“It was very interesting,” said one of these handpicked ID officers. “We had the opportunity to work with officers from so many LEAs (Law Enforcement Agencies). The sharing of knowledge and experience, while working together in an operational setting, was very enriching. Furthermore, this was an event of national significance and I feel very proud and privileged to have been given this opportunity to contribute to its success.”



Enhancing skills and building relationships

Enhancing the skills and capabilities of Intelligence and Operations officers is a priority of ID. In 2010, ID officers attended various courses to hone their abilities so they can effectively carry out their duties. Some were highly specialised courses conducted by their counterparts from other law enforcement agencies such as the Singapore Police Force (SPF), Central Narcotics Bureau (CNB) and the Singapore Armed Forces Military Police Command (SAF MP). Officers also attended other skills enhancement courses such as language and analytical software courses. To boost the standard of documentation, ID also conducted a course on the principles

of writing intelligence-related reports relating to both the collection and processing aspects.

ID also contributed in preparing new prison officers in inmate management and Housing Unit operations. ID trainers conducted modules in inmate subculture, gangs in prison and security classification reviews for the Basic Officers' Course at the Prison Staff Training School, using training methods such as lectures, case studies and discussions.

Contributing to public education

In 2010, ID's second knowledge management project in collaboration with external agencies, "Criminal Intent II" was published to educate the public on crime prevention.

INTELLIGENCE DIVISION: 2010 AT A GLANCE

Officers from Institution Intel Team and Operations Division worked in tandem to solve cases in inmate management

Officers partnered other security agencies through sharing information

Officers were part of YOG 2010 joint operations security team

Officers attended training conducted in-house and by other law enforcement agencies

The book "Criminal Intent II" was launched to inform the public on 15 actual cases, so as to warn them against being victims of similar crimes



The book features a new collection of 15 stories on the profile of perpetrators and their victims, peppered with interesting crime details and anecdotes. These provided succinct learning points for readers on how the crimes were committed and in the process, identifying their own vulnerability in becoming victims of crimes.

PUBLIC AFFAIRS BRANCH

GUARDING THE BRAND ON ALL FRONTIERS

Public Affairs Branch (PAB) officers work behind the scenes to ensure that the Singapore Prison Service's (SPS) mission and vision are supported internally and also fully communicated to all external parties. Guarding and defending SPS' brand, PAB's operations extend across all fronts, including but not limited to Publicity, Media Relations, Internal Communications, Internet and Intranet, Heritage, New Media, Event Management, and Visit and Protocol matters.

In the media

2010 marked a year of milestones for SPS, providing PAB opportunities to garner positive publicity for media events such as the launch of Cluster B and the Calvin Klein-YRP Fashion Show held at the now-demolished Queenstown Remand Prison (QRP). Other key departmental events such as the Prisons-SCORE Corporate Advance also provided ample opportunities for PAB to reiterate the key messages of safe custody and effective rehabilitation of offenders.

Cluster B's launch on 20 January 2010 was a milestone in SPS' commitment to modernisation. PAB focused on generating positive coverage to highlight to the public the Department's commitment towards enhanced operations as embodied by Cluster B. With reporters attending the launch event, PAB worked behind the scenes to prepare media materials prior

to the big day. Its efforts paid off with positive media reports generated after the event.

On 22 January 2010, PAB assisted in conducting a historic one-of-its-kind fashion event on the grounds of QRP, which ceased operations in August 2009. Calvin Klein (ck) had pledged to support the Yellow Ribbon Project (YRP). As part of the collaboration, ck was granted permission to showcase their Spring 2010 collection at an exclusive preview in QRP. For a day, the historic QRP was transformed into a visually stunning space, with the evocative heritage lending a unique yet relevant aspect to the fashion collection's theme of desiring freedom. The event received positive media coverage and the concept was described as being "a very novel crossover" and "giving a government building a new lease of life".





PUBLIC AFFAIRS BRANCH: 2010 AT A GLANCE

Launch of Cluster B generated positive media coverage and reports

Calvin Klein-YRP Fashion Show held at the now-demolished Queenstown Remand Prison received positive media coverage with the event's unique concept

Re-branding to strengthen SPS' brand identity by creating a fresh look with modern typology

SPS Internet website revamped with new visual identity to promote a strong online presence for SPS and "Captain of Lives" branding, incorporating new media strategies

Revitalising the brand

Refreshing SPS' brand and revamping its internet website were two major achievements for PAB.

PAB embarked on a re-branding exercise to strengthen the organisation's brand identity, creating a fresh look with a modern typology to bring the "Captains of Lives" tagline one step further. A SPS Brand Book, complete with visual identity, was created. This new visual identity includes a revitalised corporate logo, signage and vehicle designs, to be implemented in phases.

As the SPS website represents the online presence of the organisation, it

is vital that the content and the look-and-feel of the website accurately reflect the image that SPS wants to portray. In line with its branding efforts, PAB revamped the website with four main objectives in mind – conveying the organisation's vision and mission; engaging key stakeholders such as the general public, media, career seekers and researchers; promoting and creating a strong online identity for SPS and the "Captains of Lives" brand; and incorporating new media strategies. The newly revamped website was launched in late 2010, and includes elements of the new SPS visual identity.

Moving forward

PAB will be looking into revamping the SPS Intranet, as well as plans to collaborate with the Ministry of Home Affairs' (MHA) Heritage Development Unit (HDU) to better preserve and manage the organisation's culture and heritage.

STAFF INSPECTORATE BRANCH

GUARDIANS OF CORPORATE GOVERNANCE

Staff Inspectorate Branch (SIB) is the Singapore Prison Service's (SPS) independent auditing body that ensures good corporate governance in key functional areas such as operations, rehabilitation, corporate services and staff development.

SIB identifies high-risk areas, looks out for potential lapses and provides counsel in mitigating these lapses. In the process, it also identifies best practices and creates standardisation. SIB guards the Department's audit framework, helping to measure the health of the organisation by providing accurate diagnosis and right prescriptions.

Centralised audits

With the support of Divisional Directors and Cluster Commanders, SIB consolidated the Divisions' and Clusters' audit workplans and mapped out the entire Department's Audit Workplan (DAW), funnelling the department audit areas into a three-tiered approach.

Since the inauguration of DAW, SIB has worked with the various divisions and clusters in conducting quarterly audits. These are based on the Ministry's Operations Audits Steering Committee's (OASC) definition of six high-risk areas, broadly categorised as management of Persons-In-Custody (PICs), protective security, training safety, management of firearms, fire safety and emergency incidents, and investigations.

The audit findings were shared with the System Review Steering Committee (SRSC), made up of members of the management, with subsequent actions taken to improve identified processes. An example of a critical finding and recommendation was the identification of a low boundary fence that could potentially compromise the security in one of the prison premises. Measures were subsequently taken to close the gaps. Overall, 70 audits were carried out in 2010.



“We are here to help. Unity in action means working with other units to build a secure and exemplary prison system.”

DSP TAN YEW TECK (SIB)



STAFF INSPECTORATE BRANCH: 2010 AT A GLANCE

Through inaugural Department's Audit Workplan, 70 audits carried out to ensure good corporate governance

SIB trainers guided Advanced Supervisory Course participants to use audit techniques to identify and solve real problems at work

Reviewed Prison Standing Orders (PSO) and Directives, and revamped PSO website to better manage and disseminate key directives and instructions to staff

Training with real-life cases

In the areas of training, SIB continued to conduct Physical, Procedural and People Security Awareness for Advanced Supervisory Course participants at the Home Team Academy, where trainers from SIB introduced participants to basic security management principles and auditing techniques, and shared valuable lessons learnt from audits and findings culled over the years.

Participants found these real-life examples useful as they could easily relate to them. In addition, SIB trainers guided participants to use audit techniques learnt to identify real problems at work, establish problem implications and provide solutions to overcome these obstacles.

Review and update orders

For better management of key directives and instructions, SIB undertook the coordination of reviewing the Prison Standing Orders (PSO) and Directives. To keep staff informed of key instructions, SIB also revamped the PSO website for improved accessibility and retrieval of information.

What lies ahead

It was a busy and exciting year for SIB and the team of Divisional and Cluster auditors. The current multi-tiered approach of audits and inspections has worked well to improve the Department's internal control system, prevent areas of potential lapses as well as facilitate sharing of best practices. Moving forward, SIB will continue to provide guidance, counsel, assurance and assessment of corporate governance to ensure that SPS remains an efficient and nimble organisation.

PROVOST BRANCH

IMPARTIAL, THOROUGH, COMPETENT

Provost Branch upholds the Singapore Prison Service's (SPS) integrity by conducting fair and transparent investigations into breaches of discipline, thereby safeguarding public confidence in SPS as well as preserving the well-being of staff and inmates.

In 2010, Provost Branch came up with the tagline "Impartial, Thorough, Competent" to reflect its passion and values, and to guide its officers in their daily work.



“Provost Branch ensures a safe and secure environment for both inmates and staff through fast and effective investigations into any lapses of operations or discipline...”

CW1 MUHAMMAD NAZIR

Continuous learning for Provost officers

In 2010, in collaboration with the School of Criminal Investigation (SCI) of the Criminal Investigation Department (CID), 30 Provost officers attended the Basic, Intermediate and Advanced Investigation Courses to enhance their investigation competencies. Officers from other Home Team agencies and the Singapore Armed Forces also attended these courses. Testament to Provost Branch's high level of standards, one of its officers, Staff Sergeant Eileen Lee, was accorded the Best Trainee Award during her training.

CSI attachment

Mention Crime Scene Investigations (CSI) and one would easily associate it with the famous television series "CSI: Crime Scene Investigation". For the first time, Provost officers were attached to the Investigation Support Team of the Singapore Police Force (SPF)'s Bedok Division.

During this attachment, Provost officers paired up with the Scene of Crime Officers (SOCOs) to attend to cases requiring on-site forensic support. The officers were briefed on SOCOs roles and responsibilities, and toured the "laboratory" where they viewed the equipment SOCOs use for their crime-scene analysis. They also witnessed and experienced first-hand how SOCOs worked on crime scenes to preserve and collect evidences.



Enhancing investigation capabilities

Since 2008, Provost Branch has undertaken several projects to improve its investigative capabilities, most notably in the fields of polygraph and computer forensics.

In 2010, Provost Branch doubled the number of polygraph examiners. With adequate staffing, Provost Branch currently possesses an advanced polygraph system that allows polygraph examinations to be conducted both in-house and at the institutions.

To beef up its computer forensics capabilities, selected Provost officers attended the EnCase Computer Forensic Course. A computer system was procured to perform forensic analysis on data storage devices such as computer hard-disks and flash memory devices. These investments greatly

assisted Provost officers in retrieving deleted files from computer hard-disks as part of its investigative processes.

Plans ahead

Looking ahead, Provost Branch plans to develop its competencies in evidence handling and incident-scene management. For example, one project in the works is the Response Kit – a carrier bag containing investigation tools and equipment designed to aid the investigator in handling and processing a wide range of evidences, as well as recording an incident scene accurately. With the plans, Provost Branch aims to be recognised as a leading investigation unit that strives for continuous improvement in its quality of work.

PROVOST BRANCH: 2010 AT A GLANCE

30 Provost officers attended Basic, Intermediate and Advanced Investigation Courses at CID's School of Criminal Investigation, with Staff Sergeant Eileen Lee accorded Best Trainee Award

Provost officers attached to Investigation Support Team of the SPF's Bedok Division to learn how SOCOs do crime-scene analysis

Polygraph examiners doubled in strength, together with an advanced polygraph system allowing polygraph examination to be conducted both in-house and at the institutions

Selected officers attended EnCase Computer Forensic Course

New computer system to perform forensic analysis on data storage devices such as computer hard-disks and flash memory devices



CLUSTER A

HELPING INMATES BRIDGE AND REKINDLE FAMILY TIES

In 2010, Cluster A introduced several initiatives to enhance the jailcraft competency of staff and reintegration of inmates, in alignment with the Department's strategic thrusts.

Organisational learning: A team approach to develop jailcraft

To enhance its operational readiness and tactical proficiency, Cluster A adopted a team approach to develop staff's jailcraft competency by conducting regular sharing sessions between Cluster Operations and Cluster Intelligence on incident management. As part of the scenario-based training, these sessions illustrated case studies and CCTV footages from past incidents to build up staff's knowledge and skills in managing incidents within prisons.



“The sharing sessions have enabled me to grasp the dynamics of inmates' behaviours and better understand the importance of security, safety and rehabilitation.”

SGT JERVEL EO (PROGRAMME BRANCH)



Project Bridge: Strengthening familial ties

Family support is essential in helping to reduce inmates' risk of re-offending and to soften the negative effects of long-term incarceration. Project Bridge was thus developed to equip inmates with self-care skills to regain and strengthen their family ties, particularly in cases where family support is lacking.

Project Bridge's pilot run started in August 2010 for selected inmates who received few or no familial visits. These inmates were taught resilience skills to face familial neglect and rejection, as well as skills in resolving family relationship problems and discovering their self-worth.

In the final segment, those wishing to re-establish family ties had caseworkers assigned to work with their families to facilitate reconciliation. Where efforts at reconciliation fail, inmates were taught self-care skills to remain independent upon release.



CLUSTER A: 2010 AT A GLANCE

Developed staff's competency in jailcraft through a team approach

Implemented Project Bridge to improve inmates' ties with their families

Three-year Rekindle Programme by SPS, NECDC and SCORE helps to-be-released RTs reintegrate back into society

Tattoo Removal Project saw 250 inmates renounced their gangs by removing their tattoos since its introduction

Rekindle: Joint-agency effort for reintegration

Singapore Prison Service (SPS), the North East Community Development Council (NECDC) and the Singapore Corporation of Rehabilitative Enterprises (SCORE) collaborated in a three-year Rekindle Programme to help soon-to-be released Reformative Trainees (RTs) reintegrate back into the society. This programme aims to let RTs return to a supportive family network upon release, through family workshops and aftercare support for them and their families. Since July 2010, a total of 80 RTs and their families had participated in the Rekindle Programme.

Another holistic year – tattoo removal and gang renunciation

To let inmates renounce their gang affiliation, the Tattoo Removal Project was introduced in Cluster A in July 2009. Sponsored by a local clinic and performed by a group of volunteer doctors, 250 inmates had removed their tattoos as at end-2010. By doing this, they took a step towards breaking free from their gang association.

CLUSTER B

BEST PLACE TO WORK!

Officially opened on 20 January 2010, Cluster B has gradually established its foothold as the second cluster of prisons in the new Changi Prison Complex.

To improve its operational capabilities, regular staff training was conducted and technology leveraged for enhancing work processes. Cluster B also took the opportunity to build an appreciative community to engage the hearts and minds of its staff, endeavoured to make its new-found environment a great place to work in.

To help inmates reintegrate back into society, Cluster B operationalised the Complex Pre-Release Centre at Institution B4. In addition, the ITE Skills Certificate (ISC) Logistics Training Centre was opened to provide vocational training and employment opportunities for inmates, so as to reduce their risk of re-offending upon release.

It is never too old to learn!

76 days of intense planning and preparations, 27 like-minded Cluster B staff and ONE supportive management were everything needed for the realisation of the inaugural Cluster B Learning Day on 5 May 2010, witnessed by about 300 participants. The event aims to foster a spirit of continuous learning in staff.

Challenging crossword puzzles, games and knowledge-filled seminar talks were just some examples of what the participants at the Cluster B Learning Day experienced. Special guest speakers such as David Goldwich, author of the famous book "Why did the chicken cross the road", and Eric Feng, a renowned public speaker in the international toastmaster scene, spiced up the event with their mind-intriguing yet light-heartening talks. Overall, the event was well received by the participants and many looked forward to the next Cluster B Learning Day!





Translating the plans into action, a newly set-up committee led by the Assistant Commander of Staff Development in Cluster B was tasked to organise interactive and fun activities such as festive celebrations and team-bonding events. Through these activities, Cluster B took its maiden steps to foster camaraderie as well as bringing its staff closer towards its values and beliefs – Kindness, Trust, Harmony, Appreciation, Fun and Care!

Training for a better future

The logistics industry is recognised to provide potential employment opportunities for inmates upon release, hence the ISC Logistics Training Centre was set up in Cluster B with that aim in mind. Officially opened on 17 May 2010 by Mr Ong Ye Kung, Chairman, e2i and Assistant Secretary-General of NTUC, the Centre conducts ISC workshops in logistics operations such as Warehouse Operations and Inventory Control.

Upon completion, inmates can apply the skills learnt in a functional warehouse within Cluster B. Logistics employers will also be invited to conduct interviews inside prison prior to inmates' release so that they will be able to secure jobs even before their release.

Mr Ong shared, "It was a wonderful event to showcase the joint efforts of SCORE, Prisons and our community

CLUSTER B: 2010 AT A GLANCE

Cluster B officially opened on 20 January 2010

Inaugural Cluster B Learning Day on 5 May 2010 attended by about 300 participants

Creating the "Best Place to Work" – a vision by Commander Cluster B, Terrence Goh

ISC Logistics Training Centre provided inmates with on-the-job learning and ITE certification

partners, in preparing inmates for work upon their release. It is heartening to know that our inmates are benefiting from the work that is going on in the ISC Logistics Training Centre. There, they can learn the key skills required to work in a warehouse. Moreover, they will qualify for the certification from ITE when they complete 528 hours of On-The-Job training in the CLF warehouse in B4".

Creating a good working environment

Commander Cluster B, Terrence Goh has a vision for Cluster B – for it to be the "Best Place to Work".

Working towards this vision, Cluster B initiated the use of Appreciative Inquiry (AI) to achieve three goals: Develop a positive, common culture to integrate the newly-merged cluster of prisons; Build shared mindsets and values amongst the officers; and Seed a strength-based culture in rehabilitating inmates. The goals would be achieved using the "ripple effect" – designed to maximise the outreach of the key messages to staff.



CLUSTER C

THE MULTIPLE AWARDS WINNING CLUSTER

Cluster C had a good year in 2010, a year of many achievements and new beginnings – from the appointment of Commander Cluster C to the multiple awards the Cluster C prisons won.

Cluster C prisons comprise Changi Women's Prison (CWP); Kaki Bukit Centre (KBC); Selarang Park Community Supervision Centre (SPCSC); and Admiralty West Prison (AWP).

A new Commander

Superintendent K. Chandra Kumar was appointed as the Commander of Cluster C. With his appointment, the consolidation of the stand-alone prisons in Cluster C is expected to pick up pace. During his visits to the prisons, Commander Cluster C shared his plans and aspirations with the officers, which included enhancing Cluster C's main operations and its prisons, as well as stretching the Cluster C officers' capabilities.



Award-winning inmates

Introduced in 2000 to the Singapore Prison Service (SPS), the National Youth Achievement Award (NYAA) has been conducted to develop in young inmates from the Reformative Training Centre (RTC), CWP and KBC key qualities such as self-reliance, perseverance and responsibility. The life-skills learnt would be useful and important in helping them successfully rehabilitate and reintegrate back to society as contributing citizens.

Organised by Cluster C, the 2010 NYAA Ceremony saw 94 inmates achieving the Bronze and Silver Awards. In attaining the awards, these inmates learnt:

- To serve others with compassion through performing community service. The inmates organised a New Year Celebration for 33 elderly by engaging them in vocal performances and interactive games;
- The importance of teamwork when the inmates underwent a 2-day training conducted by the Singapore Adventurer's Club where they were taught basic survival skills. These experiences helped them understand self-discipline, self-motivation, teamwork and perseverance; and
- To lead a self-disciplined, motivated and healthy lifestyle through physical recreation.





CWP: The most environmentally conscious prison

Cluster C achieved a new high when CWP became the first prison in SPS to be awarded the Green Label Award – an award launched in June 2002 to help organisations raise awareness and cultivate environmentally-friendly habits in their offices.

CWP achieved this award owing to the commitment of its staff. Measures to reduce wastage through conserving, reusing and recycling were put in place, such as conserving energy by installing energy-saving light bulbs, turning off electrical appliances when not in use as well as purchasing appliances with the “Green Energy” labels.

On top of the Green Label Award, CWP also attained the Water Efficiency Award conferred by the Public Utilities Board (PUB), achieved by installing water-saving devices such as flow regulators and dual-flushing toilet systems.

Quality Halfway-House (HWH) case management

Implemented in 2010, the HWH Service Model (HSM) allows inmates placed in halfway houses to benefit from the enhanced professional services and case management practices. Halfway-house staff have since been required to undertake the added role of inmates’ case management by working with them on their reintegration goals and intervention plans.

The implementation of HSM has since introduced new opportunities for Cluster C in the rehabilitation of offenders in the community, where the functions currently reside with SPCSC. Specifically, officers from SPCSC will conduct dialogue sessions with both the inmate residents at the halfway houses and the halfway-house staff, encompassing various aspects such as level of services provided for the inmates, the effectiveness of programmes delivered, inmate management matters and general administrative issues.

CLUSTER C: 2010 AT A GLANCE

Superintendent K. Chandra Kumar appointed as Commander

94 inmates recognised with NYAA Bronze and Silver Awards

CWP awarded with Green Label Award for green practices as well as Water Efficiency Award from PUB

HSM implemented to ensure halfway-house case managers evaluate and follow up on resident inmates’ reintegration needs, minimising a cycle of re-offending and re-entering the prisons

Admiralty West Prison won the Best Unit Award, the highest achievement in SPS

Best unit in SPS!

AWP officers’ spirits were exceptionally high in 2010, as AWP was conferred the Best Unit Award, the highest accolade in SPS.

Winning the award was by no means through sheer luck; rather, it was achieved through the sheer grit and consistent best efforts put in by AWP officers to propel themselves to clinch the award. The officers’ perseverance, commitment, teamwork and focus on learning has facilitated AWP’s strive towards excellence and enabled it to clinch the pinnacle award in SPS.

Winning the Best Unit Award was a significant milestone for AWP, and also one of great significance for Cluster C. Prisons in Cluster C had won the Best Unit Award four times – twice by CWP, once by KBC and the latest by AWP. The journey for excellence in Cluster C does not stop here and Cluster C will continue striving to deliver its best for SPS.

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YEAR IN
SUMMARY

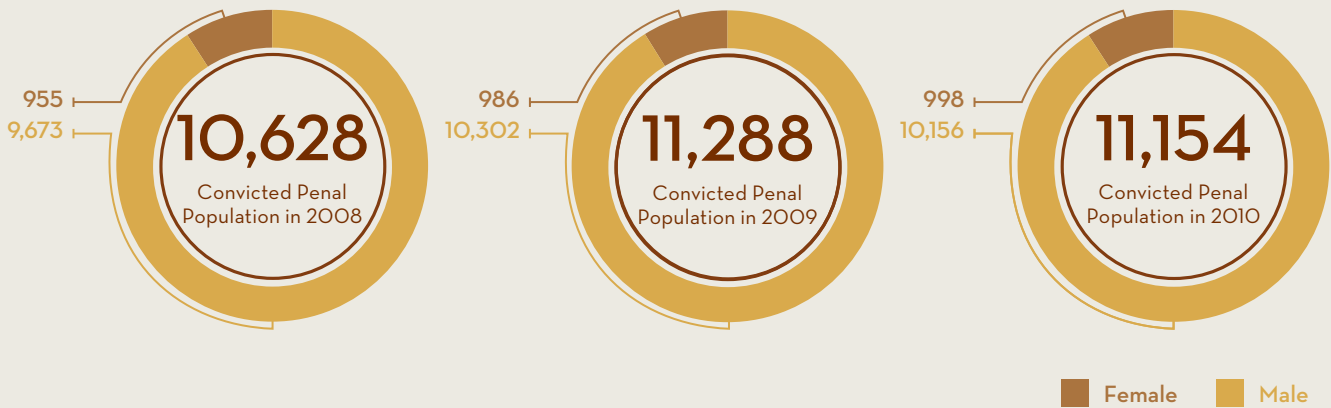
STATISTICS

POPULATION

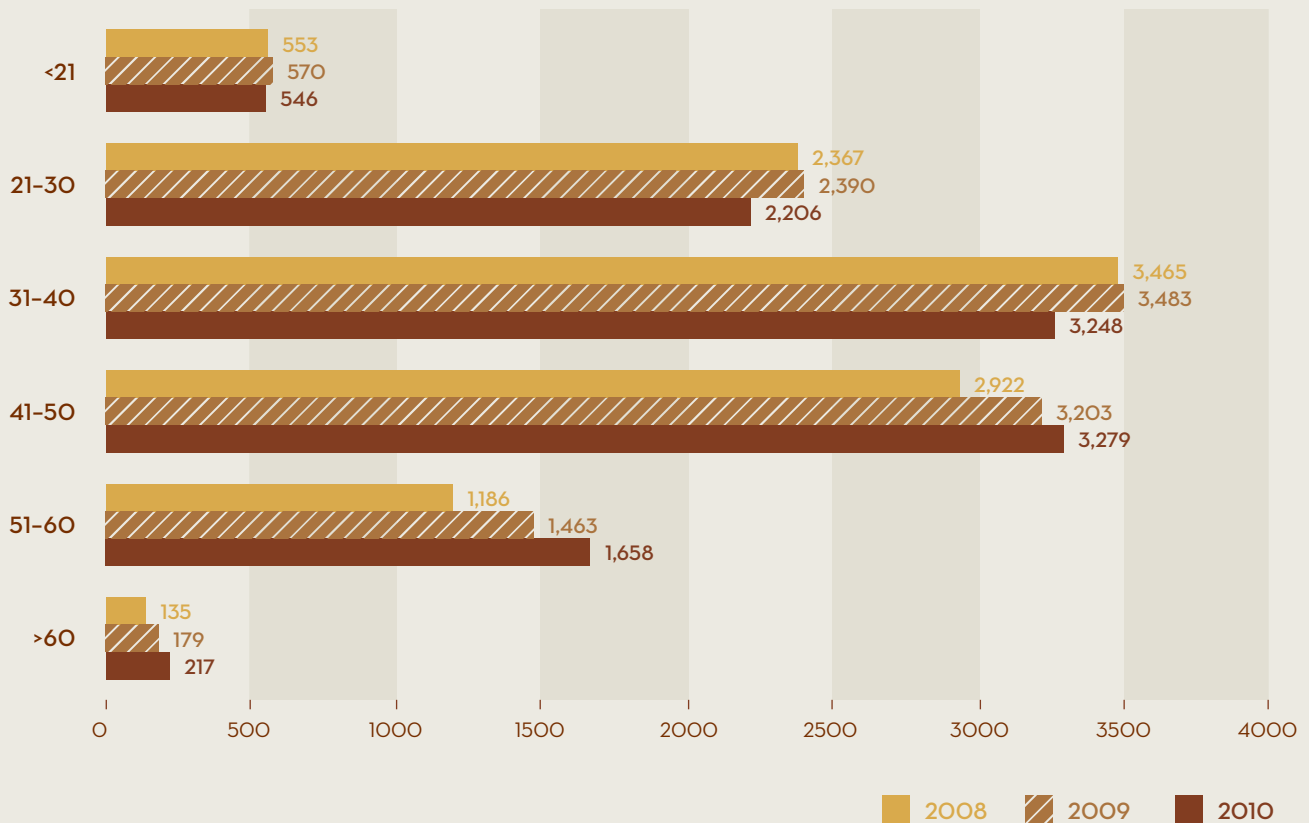
CONVICTED PENAL POPULATION

Snapshot of inmate population as at 31 December of each year

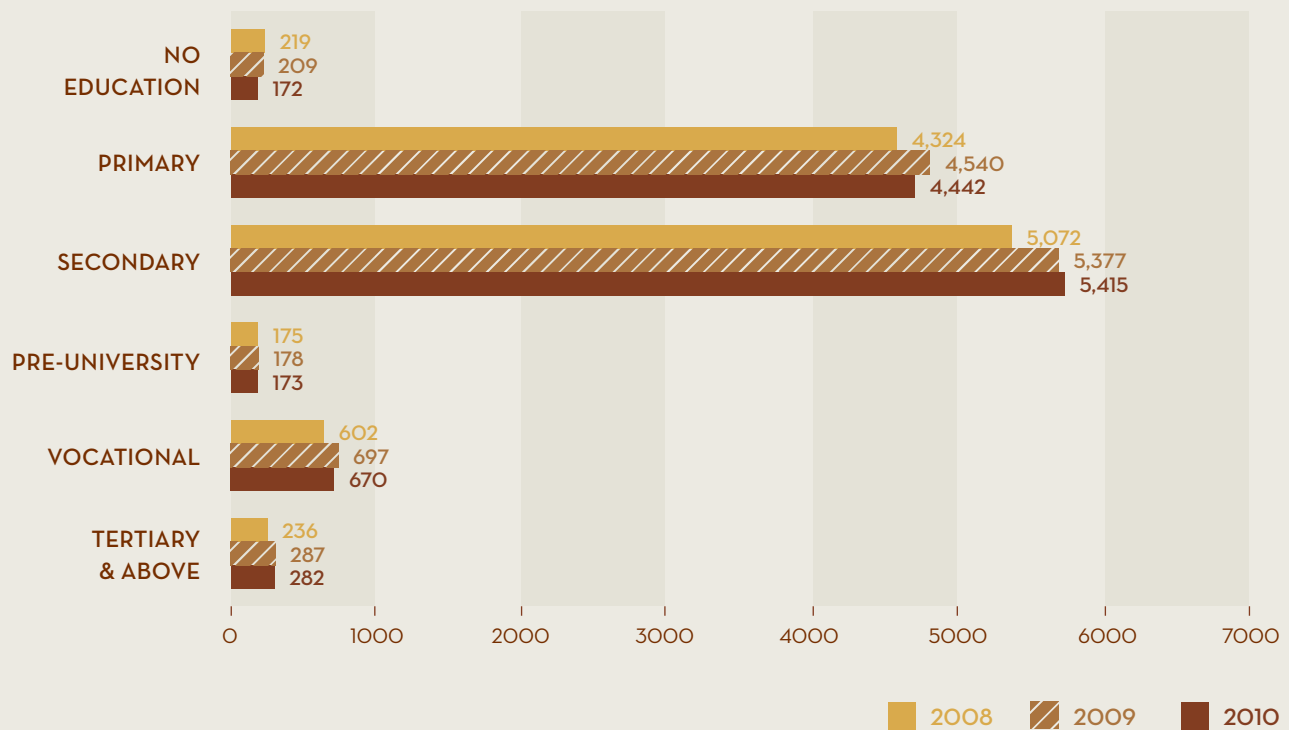
GENDER



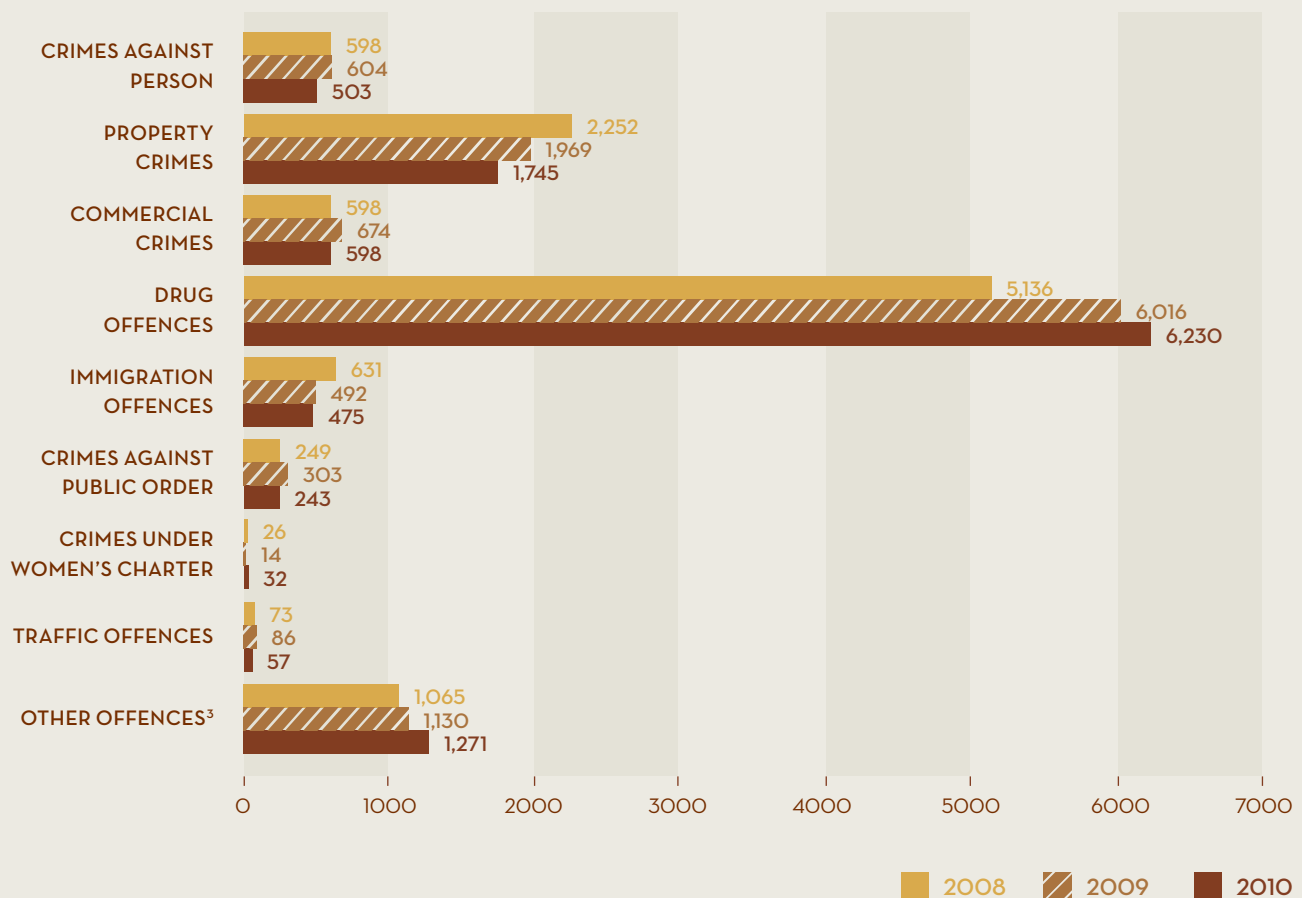
AGE GROUP AT ADMISSION



EDUCATION LEVEL¹



MAIN OFFENCE GROUP²



1 As declared by inmates upon admission.

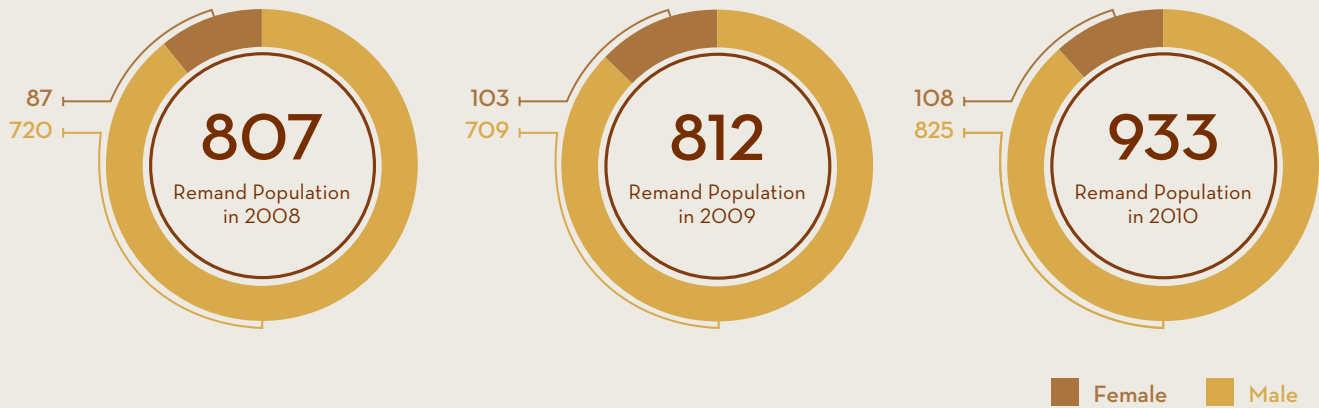
2 Inmates are tracked based on index (most serious) offence only.

3 Examples of "Other Offences" include convictions under the Environmental Act, Income Tax Act, Moneylender Act and Customs Act.

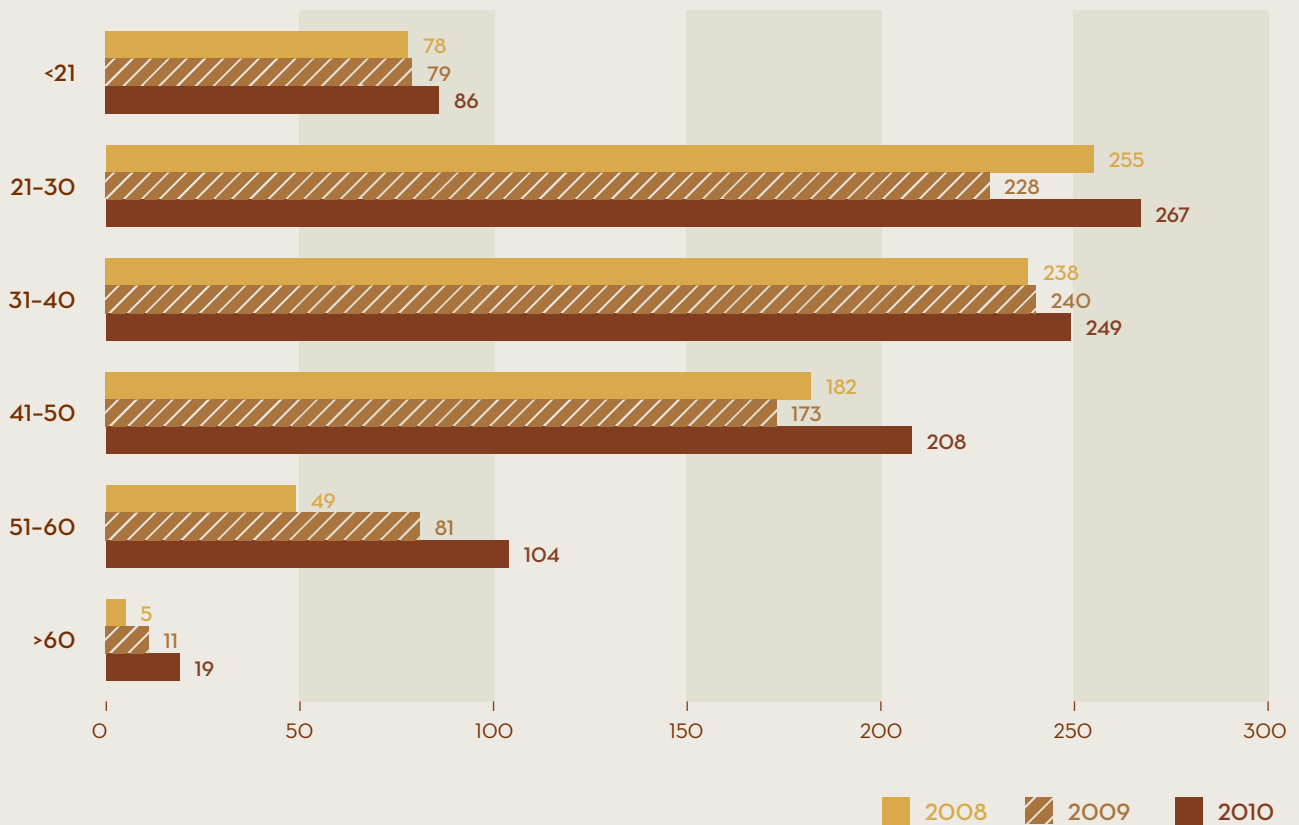
REMAND POPULATION

Snapshot of remand population as at 31 December of each year

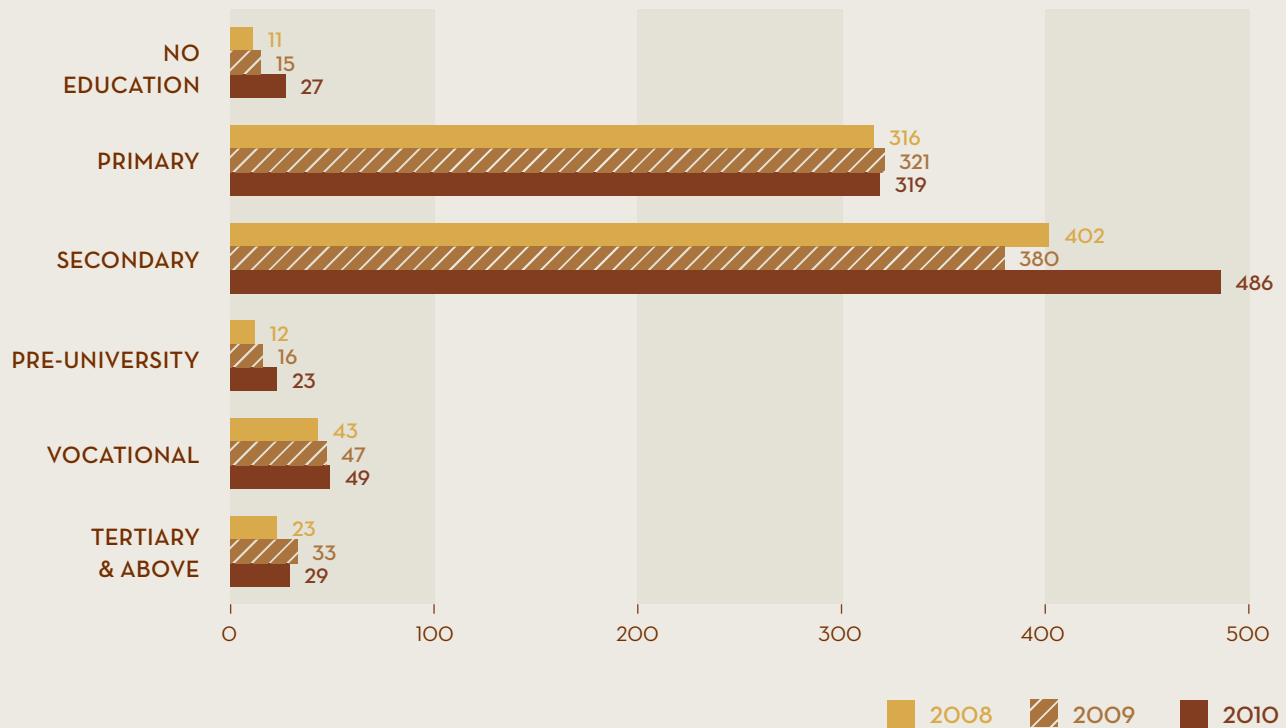
GENDER



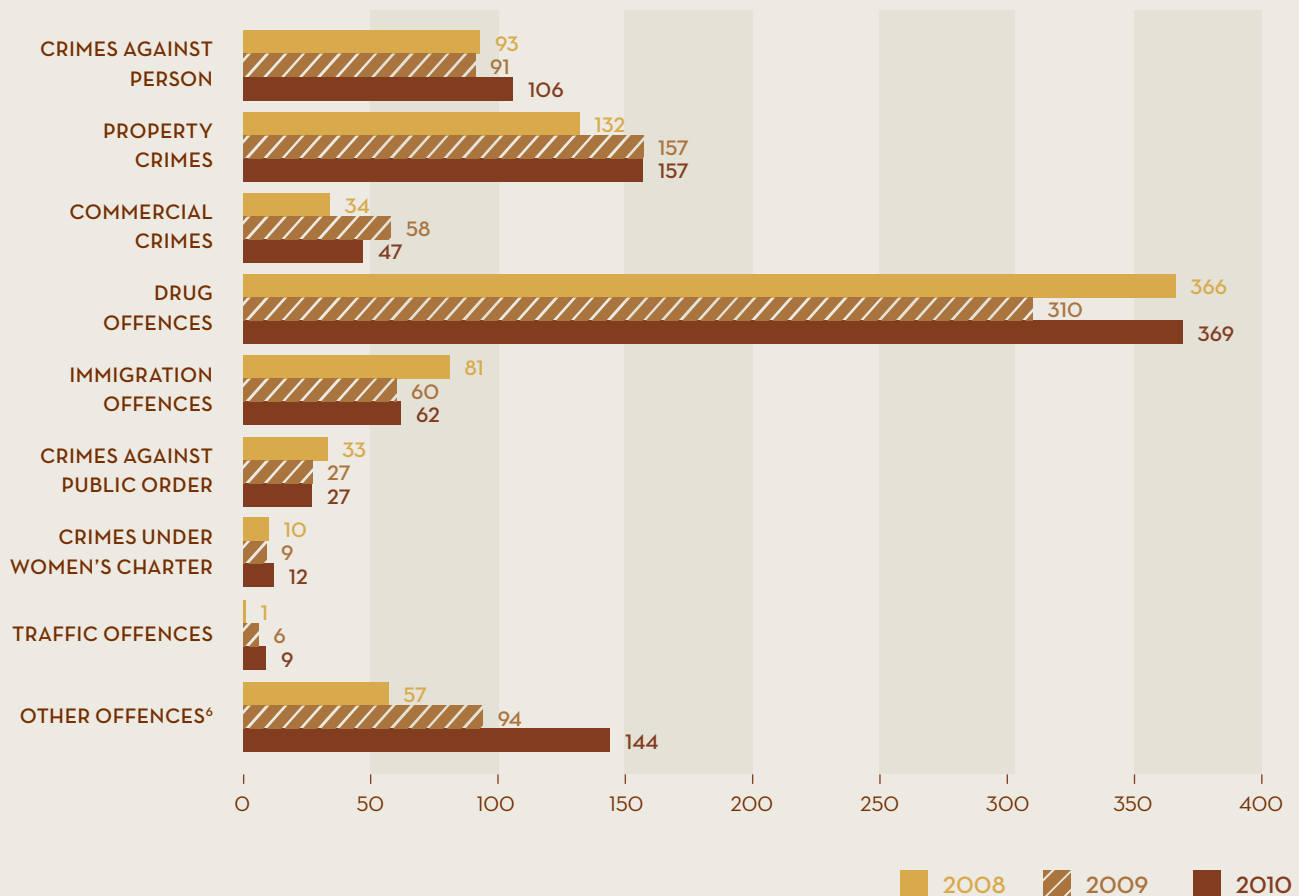
AGE GROUP AT ADMISSION



EDUCATION LEVEL⁴



MAIN OFFENCE GROUP⁵



⁴ As declared by inmates upon admission.

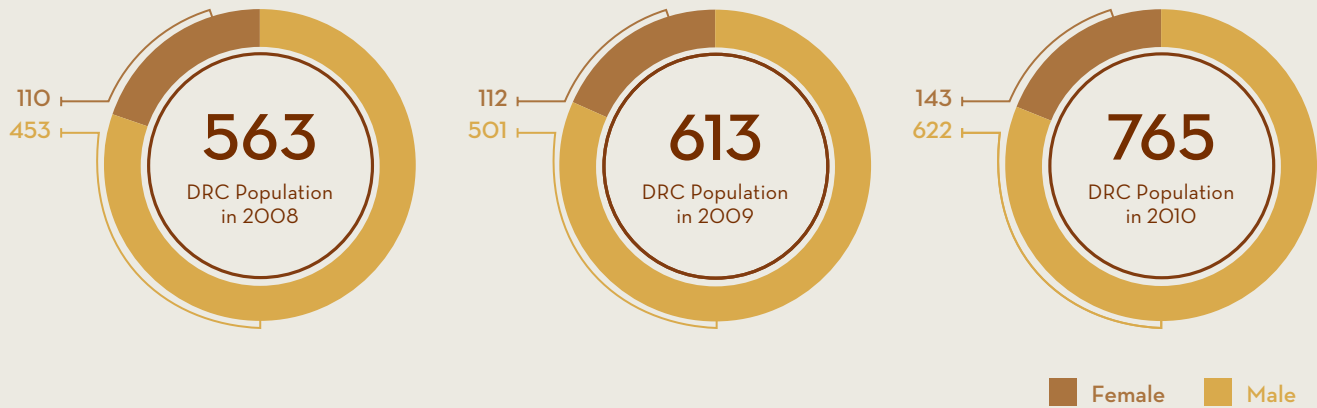
⁵ Inmates are tracked based on index (most serious) offence only.

⁶ Examples of "Other Offences" include convictions under the Environmental Act, Income Tax Act, Moneylender Act and Customs Act.

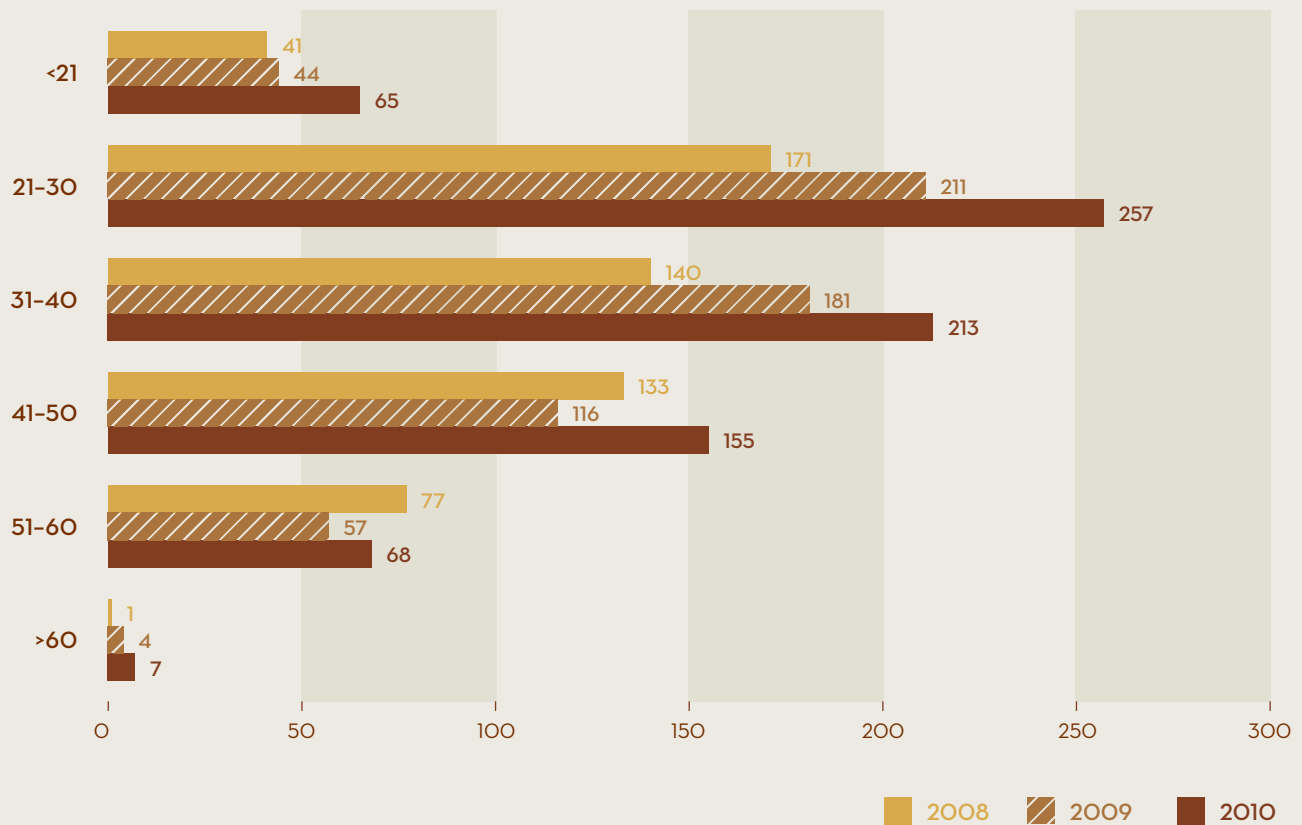
DRC⁷ POPULATION

Snapshot of DRC inmate population as at 31 December of each year

GENDER

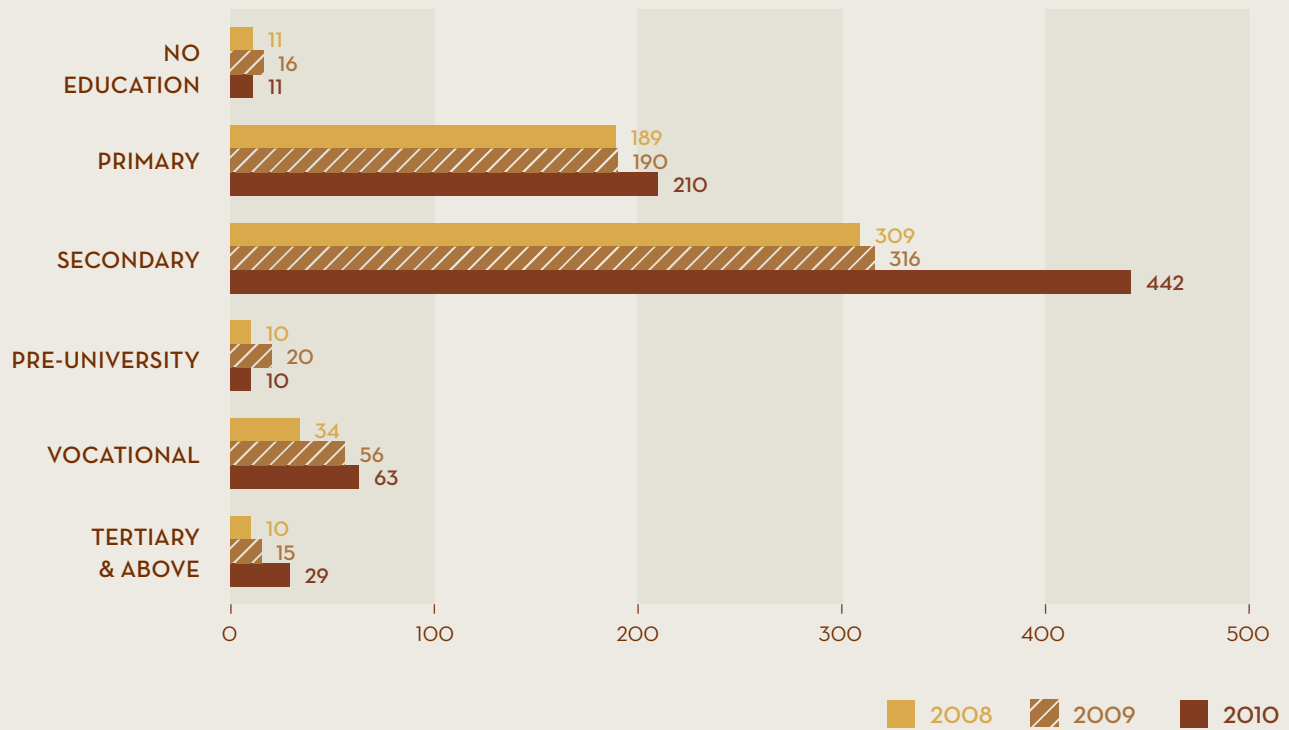


AGE GROUP AT ADMISSION



⁷ DRC regime is meant for local inmates only.

EDUCATION LEVEL⁸



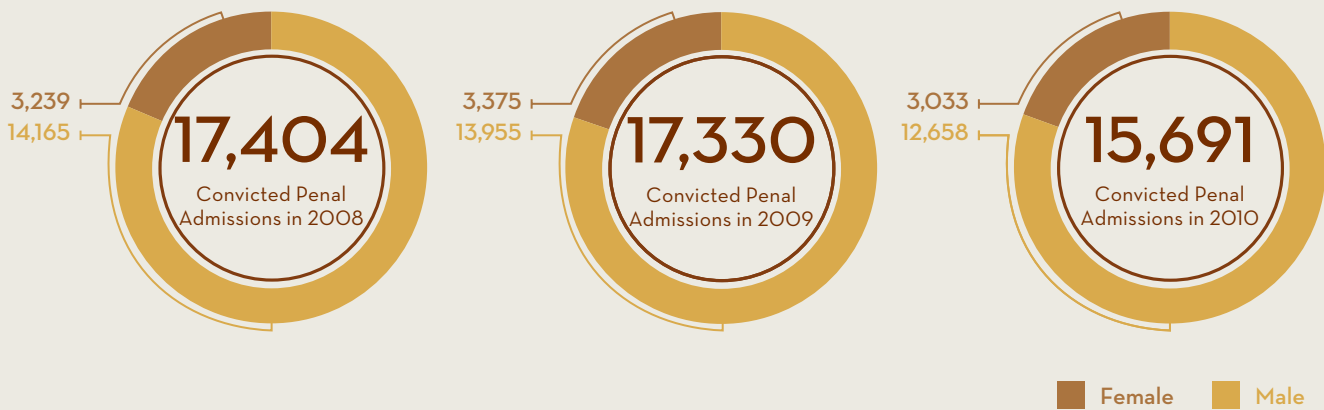
⁸ As declared by inmates upon admission.

ADMISSIONS

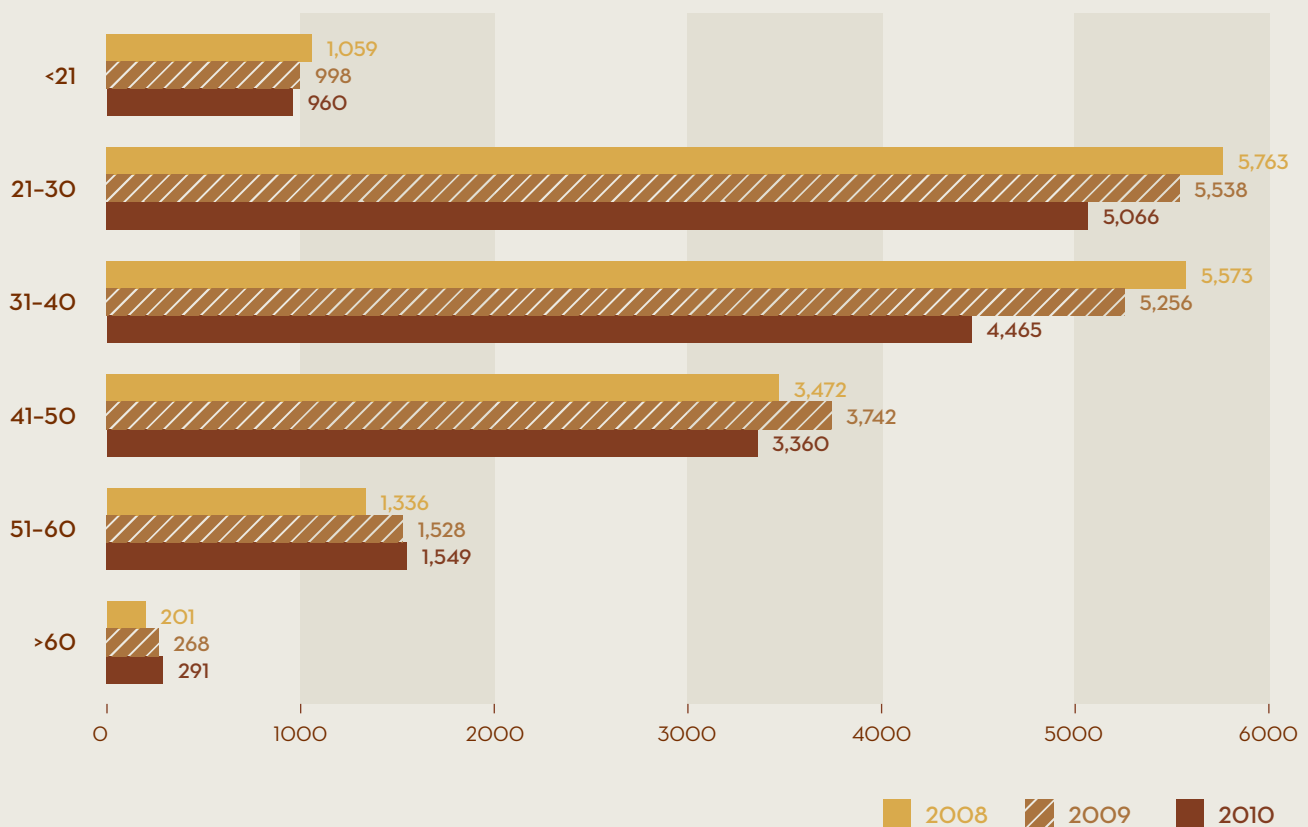
CONVICTED PENAL ADMISSIONS

Snapshot of inmate population as at 31 December of each year

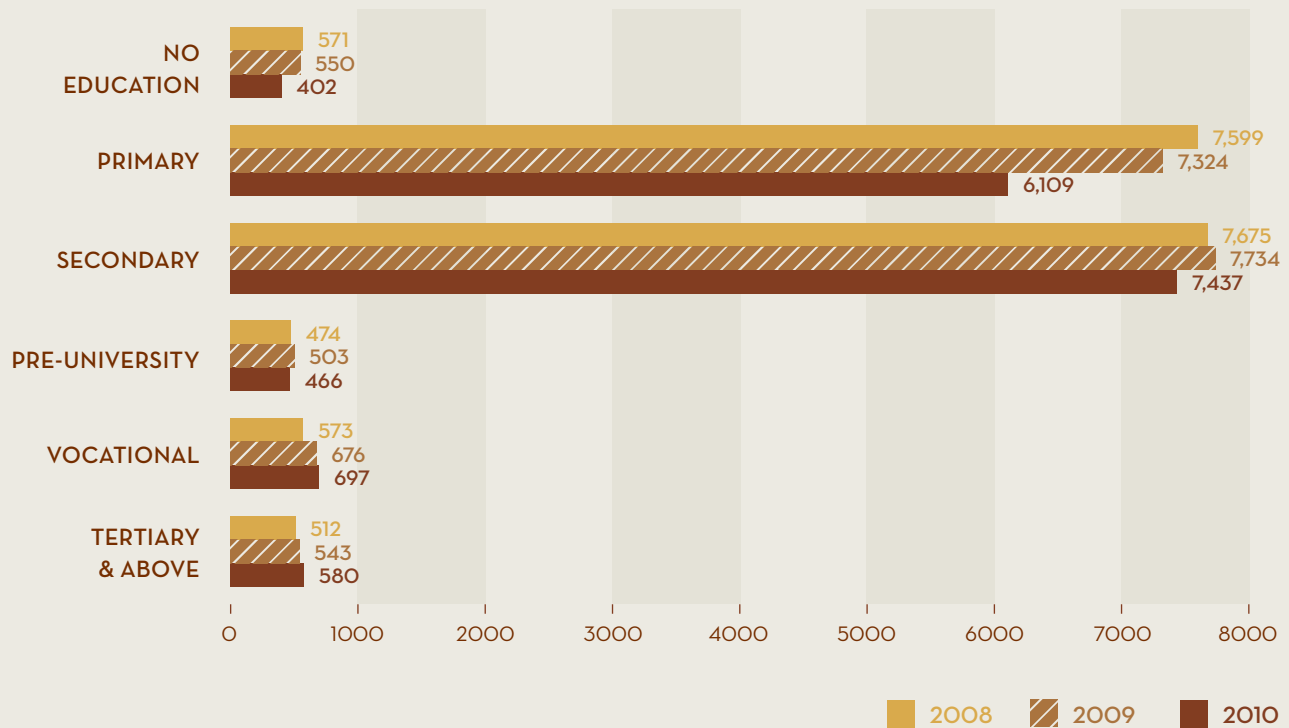
GENDER



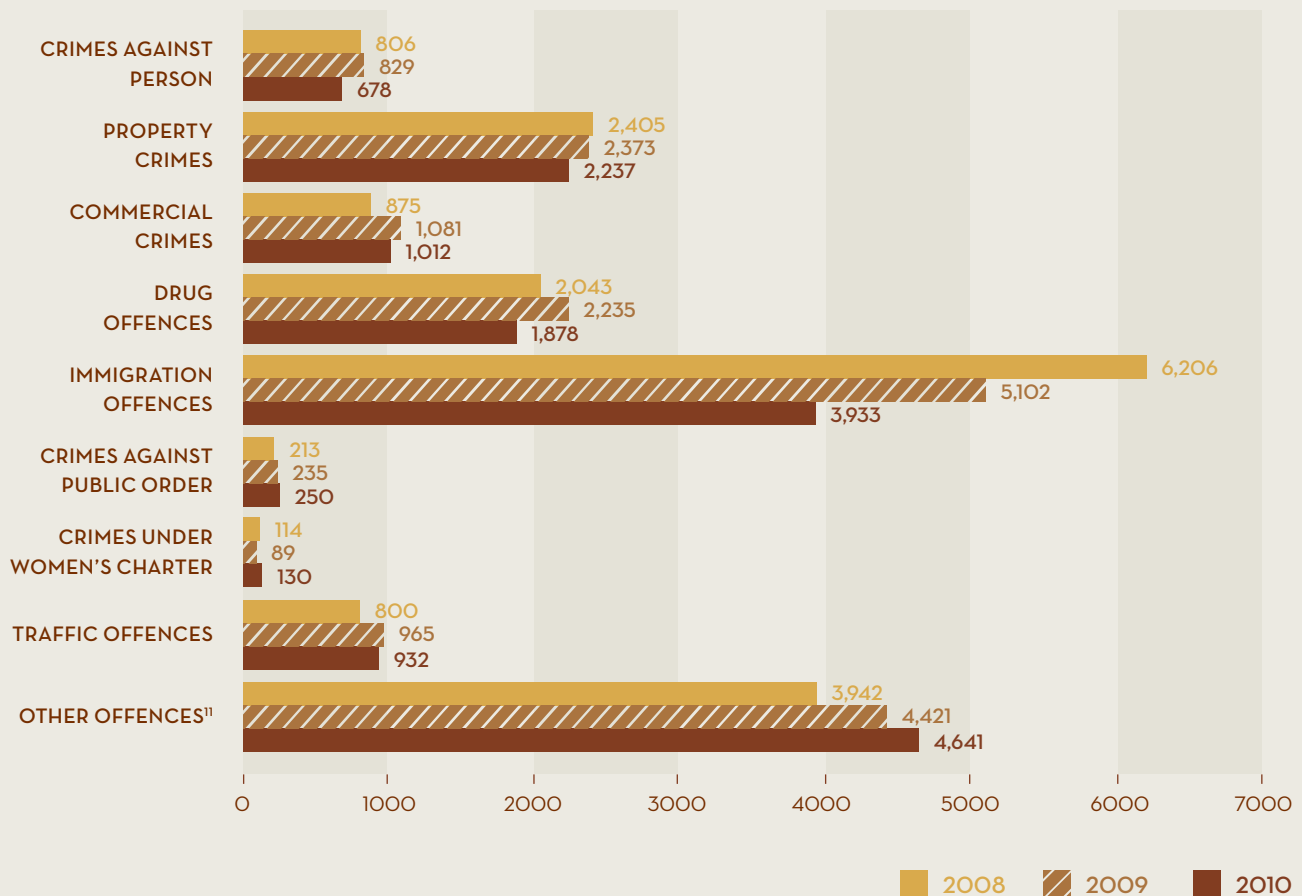
AGE GROUP AT ADMISSION



EDUCATION LEVEL⁹



MAIN OFFENCE GROUP¹⁰



⁹ As declared by inmates upon admission.

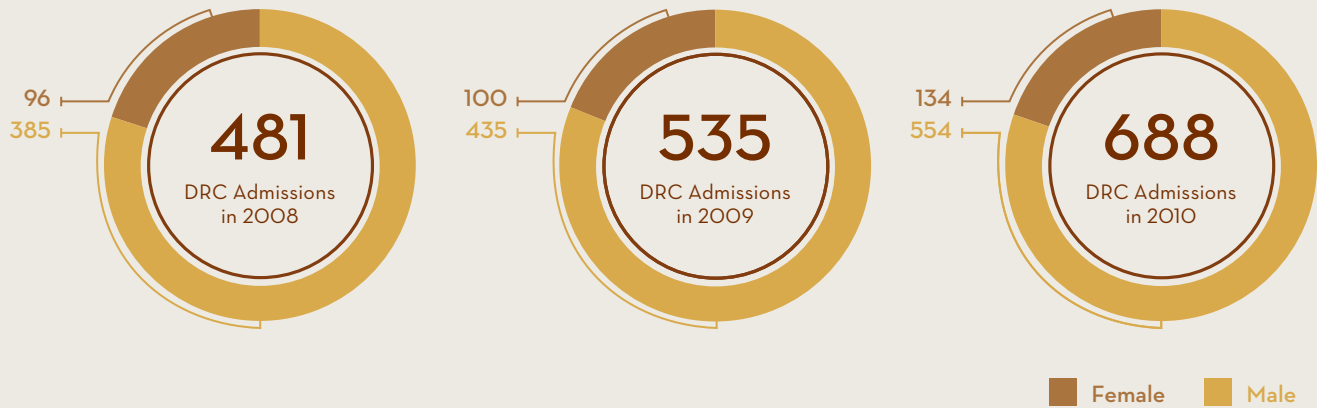
¹⁰ Inmates are tracked based on index (most serious) offence only.

¹¹ Examples of "Other Offences" include convictions under the Environmental Act, Income Tax Act, Moneylender Act and Customs Act.

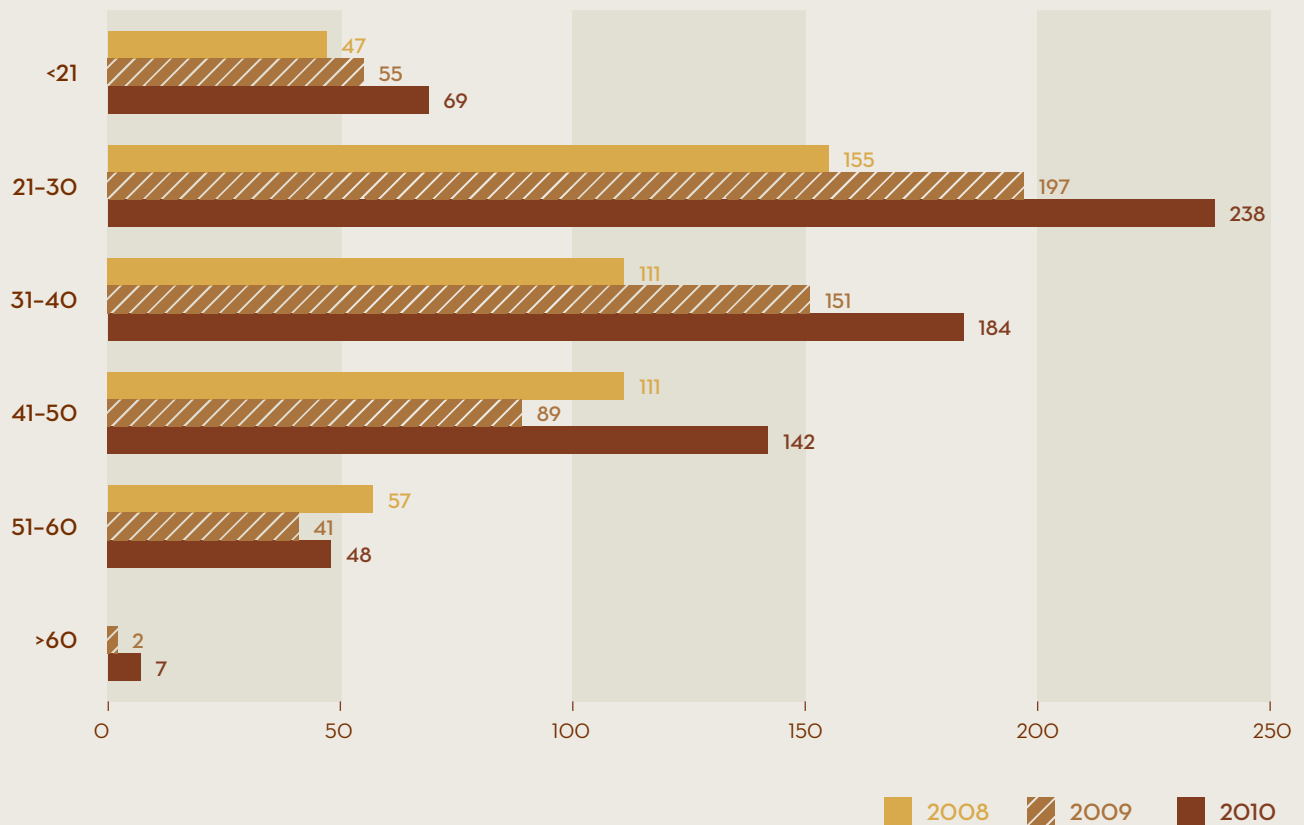
DRC ADMISSIONS

Snapshot of DRC Admissions as at 31 December of each year

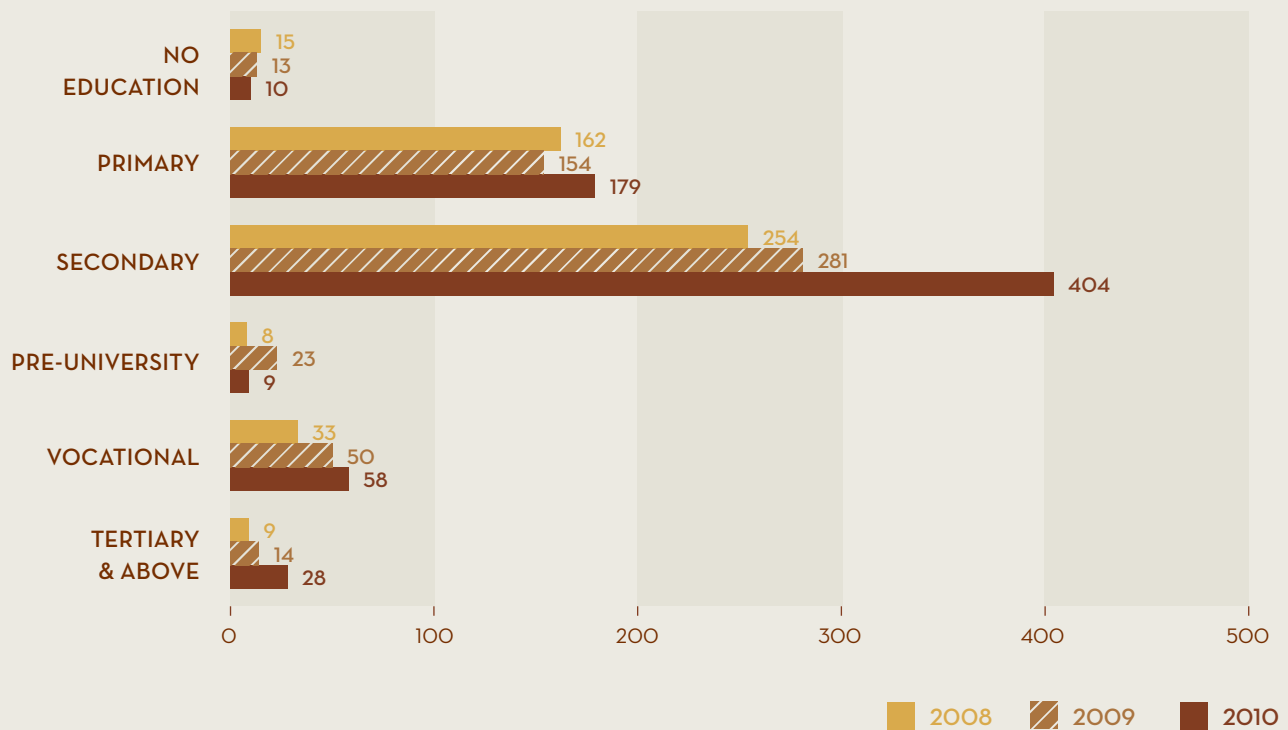
GENDER



AGE GROUP AT ADMISSION



EDUCATION LEVEL¹²

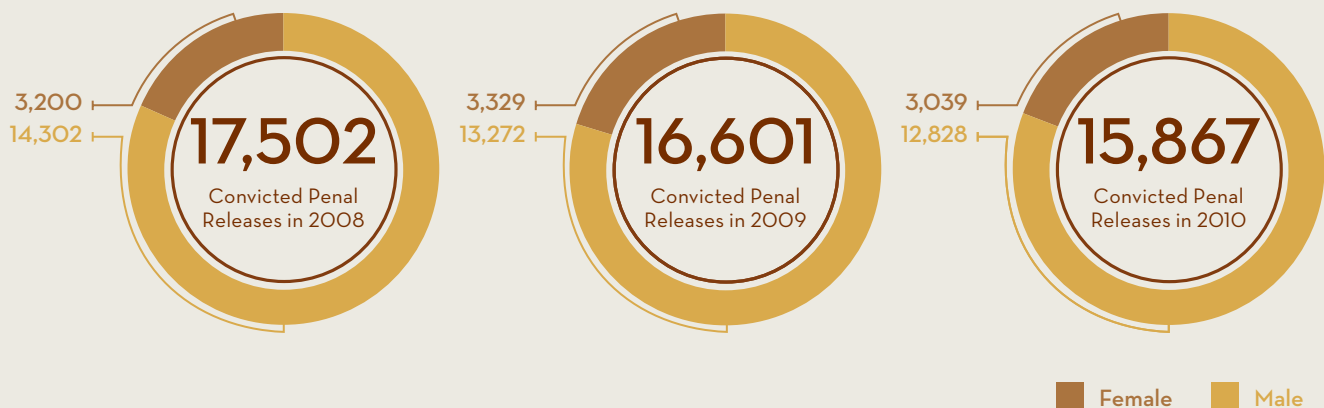


RELEASES

CONVICTED PENAL RELEASES

Snapshot of Convicted Penal Releases as at 31 December of each year

GENDER

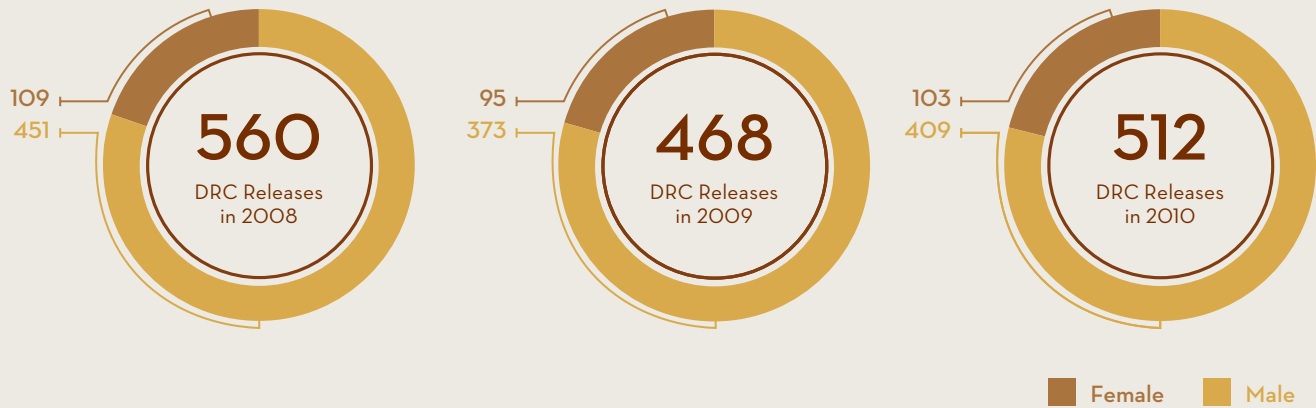


¹² As declared by inmates upon admission.

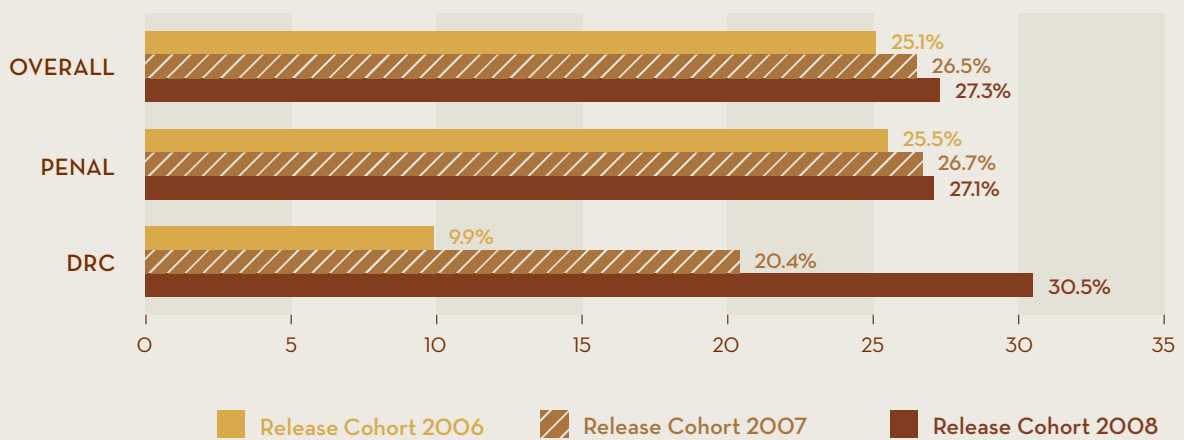
DRC¹³ RELEASES

Snapshot of DRC Releases as at 31 December of each year

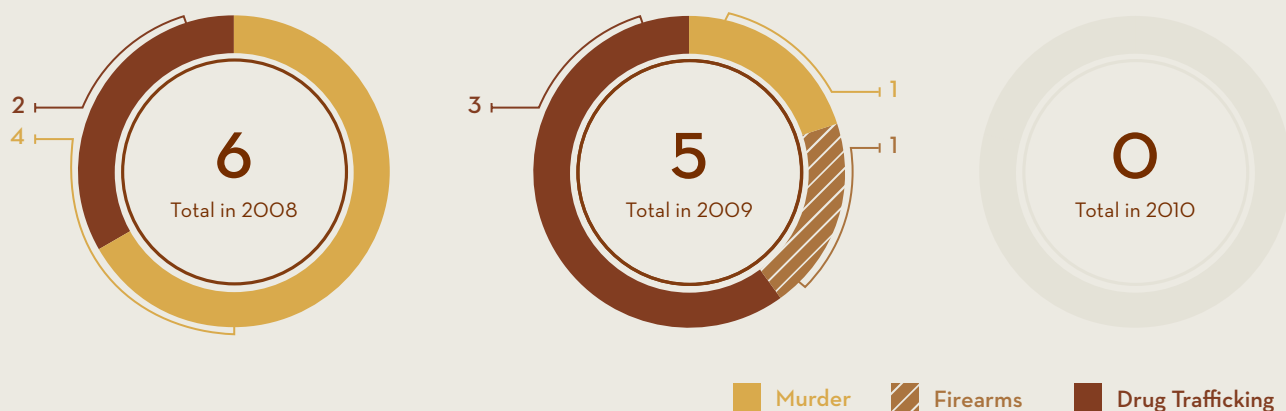
GENDER



RECIDIVISM RATES¹⁴



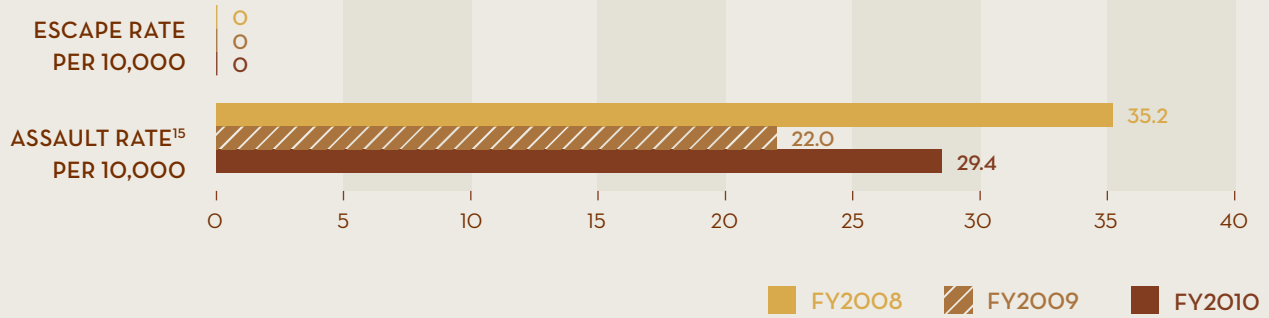
NUMBER OF JUDICIAL EXECUTIONS



¹³ DRC Regime is meant for local inmates only.

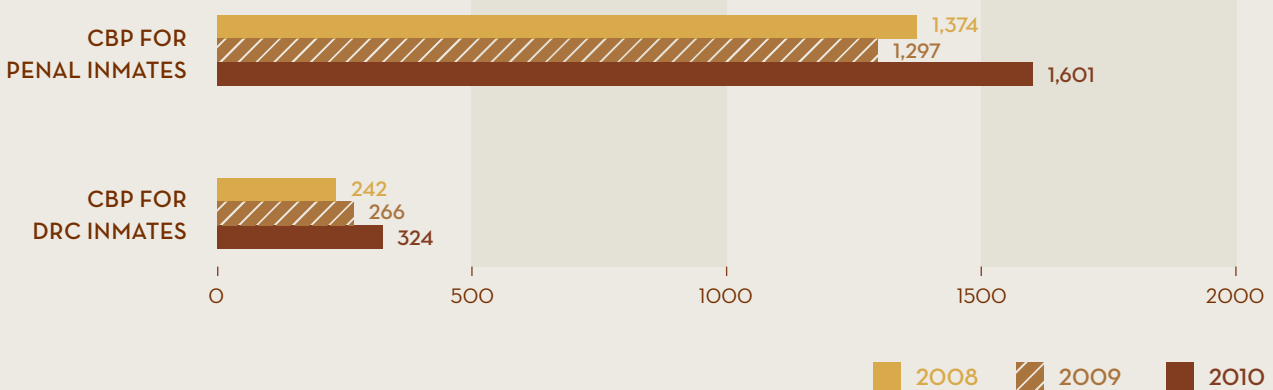
¹⁴ Recidivism Rate is defined as the percentage of local inmates detained, convicted and imprisoned again for a new offence within two years from their release.

MAJOR INCIDENTS PER 10,000

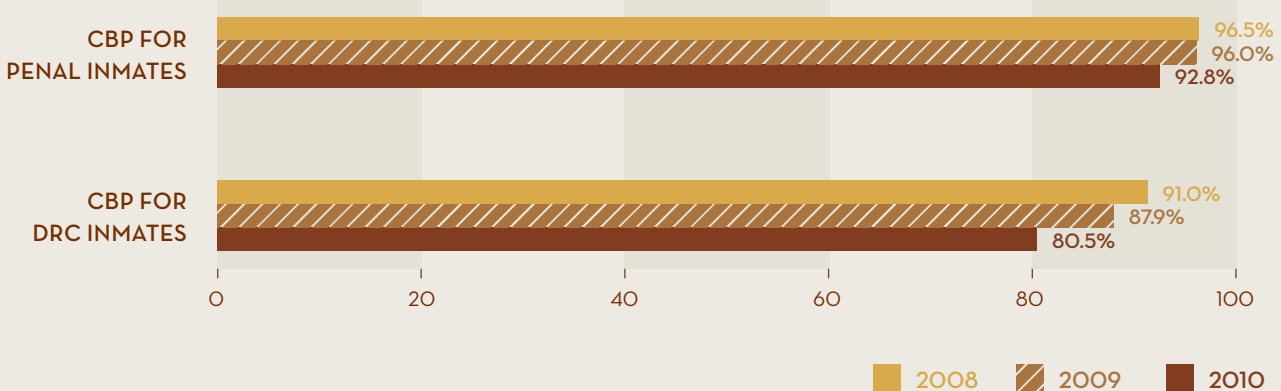


EMPLACEMENT AND COMPLETION RATES FOR COMMUNITY BASED PROGRAMMES¹⁶ (CBP)

EMPLACEMENT NUMBER



COMPLETION RATES

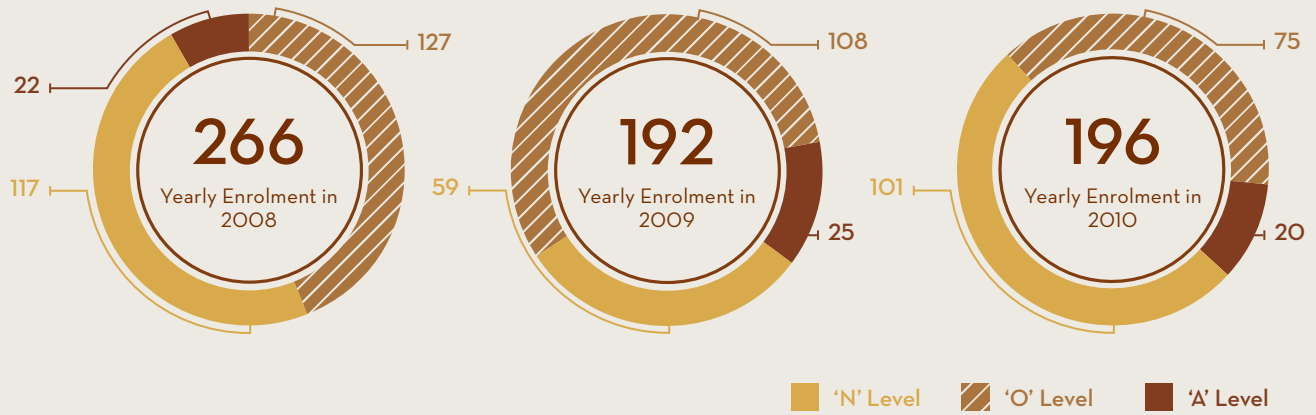


¹⁵ The assault rate refers to assault cases perpetrated by inmates who are charged under aggravated prison offences. Such cases would include any attack by inmates on prisons officers, or assaults by inmates on fellow inmates in which serious injuries are sustained by the victim(s).

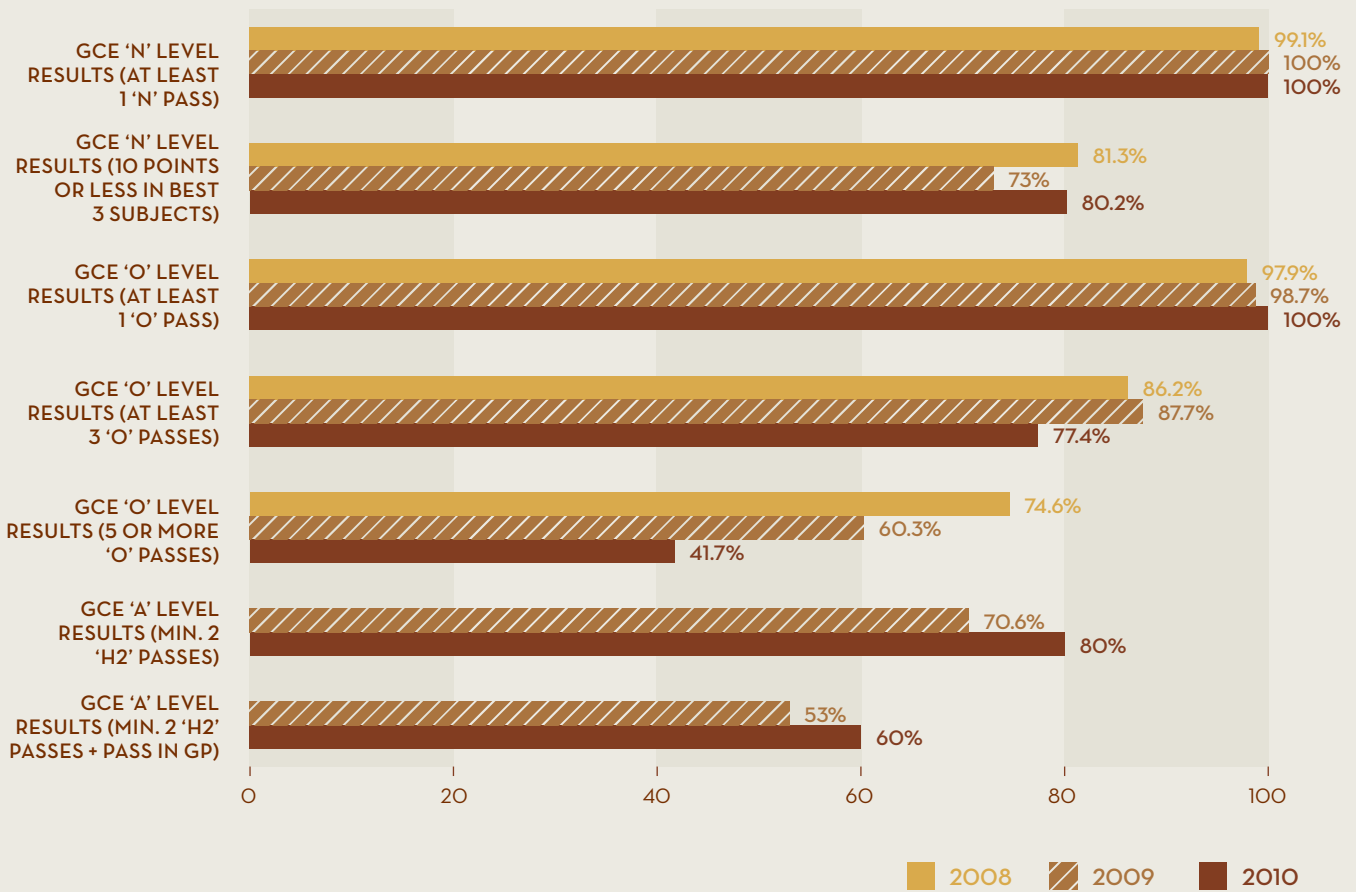
¹⁶ Community based programmes provide an opportunity for suitable inmates to have a gradual transition from incarceration to complete freedom. These programmes allow inmates to work outside prison while residing in their home, a halfway house, or a work release camp, under supervised conditions. Corrections have been made to the 2008 and 2009 figures to reflect the revised data.

ACADEMIC & VOCATIONAL PROGRAMMES

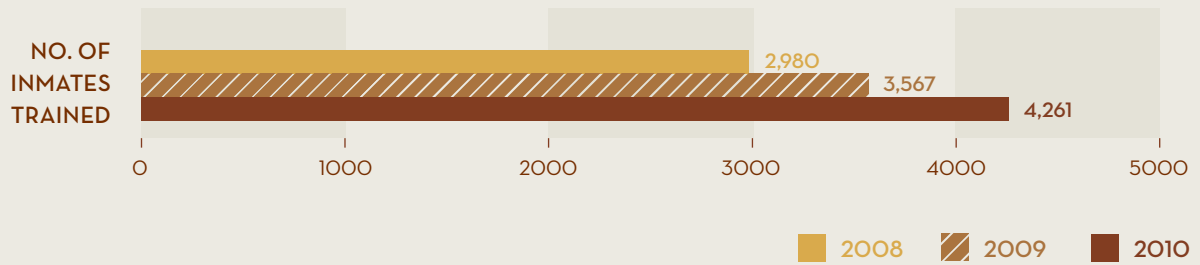
YEARLY ENROLMENT



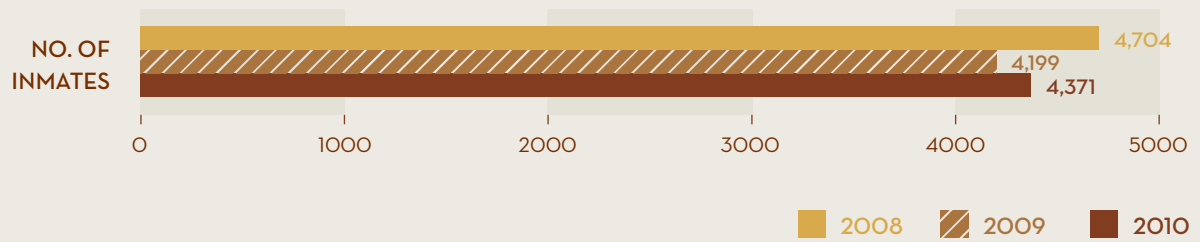
ACADEMIC RESULTS



EMPLOYABILITY SKILLS TRAINING PROGRAMMES¹⁷



WORK PROGRAMMES¹⁸



¹⁷ Employability Skills Training Programmes are provided by Singapore Corporation of Rehabilitative Enterprises (SCORE) to equip inmates with relevant job skills. Examples of programmes include National Institute of Technical Education Certification (NITEC), Institute of Technical Education Skill Certificate (ISC), National Skills Recognition System (NSRS) courses and on-the-job training programmes. Corrections have been made to the 2008 and 2009 figures to reflect the revised data.

¹⁸ Work programmes aim to impart vocational and employability skills through on-the-job training. Discipline, and positive work ethics and values are inculcated by immersing inmates in real work environment within prisons.

ALMANAC

ORGANISATION AWARDS

PUBLIC SERVICE PREMIER AWARD

SINGAPORE H.E.A.L.T.H (HELPING EMPLOYEES ACHIEVE LIFETIME HEALTH) AWARD – PLATINUM

ISO CERTIFICATION FOR REHABILITATION CLASSIFICATION PROCESS (RECERTIFICATION)

AWARDS

NATIONAL DAY AWARD

The Public Administration Medal (Bronze)

SUPT 1A Lam Cher Soon

The Commendation Medal

DSP 2 Ngian Tong Leng

The Efficiency Medal

CW 2 Goh Siew Kiang Jaslin
 CW 2 Mohamad Safrin Bin Saptu
 CW 2 Toh Yeow Kok
 CW 2 Yap Ah Oon
 CW 1 Azhar Bin Kassim
 CW 1 Jacob Raja S/O Rajamani
 MSO GR III Lam Cheng Leng

The Long Service Medal

AC GR 9 Lee Kwai Sem
 SUPT 1 Lim Guan Seng Francis
 DSP 1 Chen Meng Choo
 ASP 2 Zainal Bin Asmore
 ASP 1 Hong Chim Hai
 ASP 1 Tan Chiang Lin
 SCW 1 Kobi Krishna S/O Ayavoo
 CW 2 Tan Siew Huat
 CW 2 Zainal Bin Haron
 CW 2 Zulkifli Bin Said
 CW 1 Mohamed Mubarak Bin Mohamed Yusof
 CW 1 Syed Malakus Salleh Bin Syed Hussin
 CW 1 Tan Vincent
 CW 1 Thean Nyoon Kong
 SSGT Mohamed Sallim Bin Mohamed Yus Al-Haj
 SSGT Roslee Bin Yahaya
 SGT Ganesan S/O Kannusamy
 SGT Mazlan Bin Abdullah
 SGT Mohamad Sahar Bin Omar
 SGT Moonshi Sirajuddin Bin Moonshi Saifuddin
 SGT Saharudeen Bin Sawad
 SGT Subramaniam S/O Araitha
 SGT Suhaime Bin Mohd Noor
 CPL Roslan Bin Baseri
 CPL Supiahah Bin Salam
 CSO GR III Sehgaia Mary D/O J J Patrick
 TSO GR VIII Ma Fatt Thiang

EXCELLENT SERVICE AWARD

PS21 Star Service Award

ASP 1 Josephine Overee

MHA Star Service Award

SUPT 1 Tan Bin Kiat
 ASP 1 Josephine Overee
 RO 2 Kelvin Chua Yeow Chong
 CW 2 Anthony Peter Chia
 CW 2 Gordon William Campbell
 CW 1 Thean Nyoon Kong
 SGT Vijaya D/O Veerayyan

Star Award

DSP 1 Angeline Chua Sio Ping
 DSP 1 Mohamed Farik Omar
 DSP 1 Thomas Zai Siew Leong
 ASP 1 Soh Hwee Fun, Ivy
 RO 2 Kelvin Chua Yeow Chong
 CW 2 Kwa Sin Wee
 CW 1 Mohamad Hazlan Bin Mohd Said
 CW 1 Mustafa Bin Omar
 CW 1 Patrick Lau Han Heong
 CW 1 Voon Min Yock Irene
 SSGT Abdul Rahim Bin Abdul Rahman
 SSGT Amran Bin Abdul Rahim
 SSGT Chai Chee Uei
 SSGT Heng Steven
 SSGT Ho Siew Thong
 SSGT Koh Hui Nee Alice
 SSGT Koh Nyoh Lan
 SSGT Lim Bee Hong
 SSGT Low Chee Siong
 SSGT Mahad Ridzuan Bin Mohd Zin
 SSGT Mohamad Nizam Bin Supri
 SSGT Narayasamy S/O Gobal
 SSGT Nur Suhaili Bte Hamid
 SSGT Samy Nathan S/O Mutaya @ Muthaiah
 SSGT Sandy Phung Yin Lei
 SSGT Yong Kim Guan
 SGT Cheah Yoke Mooi Eleen
 SGT Elfie Bin Hussain
 SGT Ismail Sham Bin Ibrahim
 SGT K V Raj Tevan S/O Vijayatevan
 SGT Lim Kean Lung
 SGT Ryan Leong Mun Kit
 CPL Maizatunisa Mohamed
 CPL Rohani Adam

Gold Award

ASP 2 Ahmad Nilautama
 ASP 2 Ronald Pang
 ASP 1 Manisekaran S/O Ramasamy
 ASP 1 Vijay Kumar Ratty
 RO 2 Muhammad Raizaludin Bin Abdul Razak
 RO 2 Tan Ser Leong Ryan
 CW 2 Toh Siew Choo
 CW 1 Ivy Lim Sze Hoay
 CW 1 Fauziah Bte Pareed
 CW 1 Tan Ting Kang
 SSGT Aloysius Ong Leong Hui
 SSGT Cheng Xinyi, Sandy
 SSGT Heng Sock Hui
 SSGT Kamarul Azmi Bin Tahir
 SSGT Koh Lee Fang
 SSGT Kumaraguru S/O Subramaniam
 SSGT Muhammad Rashidi Bin Saidi
 SSGT Ng Chew Lan
 SSGT Ng Pei Fen
 SSGT Ng Phei Ling, Vivian
 SSGT Norizan Binte Mustafa
 SSGT Rubiana Bte Shamsul
 SSGT Sia Lie Tieng
 SSGT Sim Keh Soon
 SSGT Te Cheng Fea, James
 SSGT Tiang Siok Ting
 SSGT Tracy Tan Phek Geik
 SSGT Viknesh S/O Govida Dras
 SSGT Yap Shi Qing
 SGT Chen Lifen Joann
 SGT Adrian Ng
 SGT Ang Meng Kim
 SGT Anita Anthony
 SGT Asmah Binte Abu
 SGT Jailani Bin Abdul Rasid
 SGT Mohamed Razalli Bin Husin
 SGT Muhammad Firdhaus Bin Ibrahim
 SGT Muhammad.Darwisy Bin Haroon
 SGT Nor Zahriaturreihan Bte Sonny
 SGT Reeduan Bin Ramli
 SGT Shek Mei Kei
 SGT Tan Lee Teng
 SGT Wong Tze Min
 CPL Asha Devi
 CPL Azizah Binte Johari
 CPL Suliana Binte Salim
 CSO GR III Hamidah Benti Omar
 CSO GR II Mohammad S Man Bin Saleh
 CSO GR I Lian Lam Hua

Silver Award

DSP 1 Cheong Koon King
 DSP 1 Lim Kwo Yin Darius
 DSP 1 Mak Mun Fai, Elmer Thomas
 ASP 2 Leonard Lim Chi Yong
 ASP 2 Tan Joo Eng
 ASP 1P Tan Chiang Lin
 RO 2 Debra Anne Chan
 RO 2 Goh Shufen Charmaine
 RO 2 Tan Sin Boo
 RO 2P Ong Hock San
 RO 1 Chan Hui Chuen Ruth
 RO 1 Cheng Yeu Tong Thomas
 RO 1 Nadirah Farhana Binte Suhaimi
 CW 2 Zulkifli Bin Said
 CW 2 Abdul Rashid Bin Abu Bakar
 CW 2 Han Jit Kwong
 CW 2 Johnny Yap Ah Oon
 CW 2 Tan Boon Kwee
 CW 1 Anthony Peter Chia Boon Kong
 CW 1 Arasu S/O Velmurugan
 CW 1 Chiew Wai Mun Anthony
 CW 1 Ebi Ang Chiew Har
 CW 1 Hoo Sooi Fook
 CW 1 Jesmond Ong Teck Meng
 CW 1 Jimmy Lim Moh Leong
 CW 1 Mason Lum
 CW 1 Noor Azlan Bin Jaafar
 CW 1 Rosalie Chai
 CW 1 Roslee Johari
 CW 1 Thean Nyoon Kong
 SSGT Abdul Hakim
 SSGT Adriano Pedro Marcelo
 SSGT Cham Thau Suan Ian
 SSGT Chia Thong Khoon
 SSGT Dui Siew Hua
 SSGT Eddie Tan
 SSGT Faris Bin Mohamed
 SSGT Farits Bin Mohamed Yosuf
 SSGT Gerard Martin S/O Lourdes Nathan
 SSGT Goh Keng Kiong
 SSGT Hoo May Yee
 SSGT Jasni S/O Abdul Rayman
 SSGT Kumaresen S/O Singgaram
 SSGT Lim Tin Chuan
 SSGT Lo Nyuk Shih
 SSGT Loh Mei Chin
 SSGT Mohammad Faizan Bin Kairoman
 SSGT Mohammad Omar Bin Sarfudin
 SSGT Mohd Sam Abdullah

SSGT Muhammad Fauzi Bin Jusri
 SSGT Nur Faizah Binte Mohd Faisal
 SSGT Ronald Avery
 SSGT Ruben Rabendharen
 SSGT Salimah Binte Shaik Jamal
 SSGT Shahmeer Haiqal Bin Rizal@ Raymond Patrick
 SSGT Shahrul Bin Abd Razak
 SSGT Tan Heng Kuan
 SSGT Toh Chee Leong
 SSGT Yap Yan Yong
 SSGT Yeo Teck Chye
 SGT Ahmad Bin Sarif
 SGT Arasu D/O Krishnaswamy
 SGT Ariandy Abdul Majid
 SGT Arman Bin Salim
 SGT Chai Min Leong
 SGT Chan Kuen Yew
 SGT Chow Soon Teck
 SGT Eo Hwee Mui
 SGT Fadhlur Bin Mohd Yat
 SGT Faisal Bin Abdul Aziz
 SGT Kenneth Chua Hong Leong
 SGT Kwek Kim Yee Wendy
 SGT Lin Yingxiu
 SGT Mohamad Darvin Bin Rahmat
 SGT Mohamed Azrian Bin Mohamed Zin
 SGT Mohammad Fadhil Bin Abdul Jabbar
 SGT Mohammad Fidarus Abdul Gani
 SGT Mohammad Zulkiflee Bin Bajuri
 SGT Mohd Rashid Bin Mohd Jailani
 SGT Muhamad Nor Hasmi Bin Abu Bakar
 SGT Nola Binte Mansjur
 SGT Nur Ashurah Binte Saliman
 SGT Nur Diana Binte Kasmani
 SGT Nurul Hidayah Binte Jumahat
 SGT Parameswaran S/O Veeriah
 SGT Raniza Binte Roslan
 SGT Santhiran S/O Nadarajah
 SGT Sathiseelan S/O Thuringam
 SGT Shalunny Deavy D/O Elan Sozan
 SGT Terence Singh
 CPL Malwinderjeet Kaur
 CPL Devanandam S/O Doraisamy
 CPL Mohammad Faizal Bin Ismail
 CPL Muhd Hafidz
 CPL Nanthinee Samiya
 CPL Nur Hafizah Binte Umar
 CPL Pang Shi Ting

CPL Robby Bin Sulaiman
 MSO GR IV Wong Jit Kwang
 CSO GR III Mohamed Ismail Bin Yacob
 CSO GR III Rabiya Binte Mohamed Sharif

**MINISTER FOR HOME AFFAIRS
 NATIONAL DAY AWARD 2010**

DSP 1 Loganathan S/O Vadiveloo
 ASP 2 Gregory Savier
 ASP 2 Lim Chwee Howe Vincent
 ASP 2 Lim May Ling Serena
 ASP 2 Ng Tiong Choon
 ASP 2 Ong Choon Yong
 ASP 2 Tan Joo Eng
 ASP 1P Anita Zarina Bte Muhamad Zaidi
 CW 1 Noor Azlan Bin Ja'afar
 CSO GR I Goh Geok Eng

**MINISTER FOR HOME AFFAIRS
 AWARD FOR OPERATIONAL
 EXCELLENCE 2010**

**Asian Prisons Lockdown Challenge
 Organising Committee**

DSP 1 Chua Cheng Wah
 ASP 2 Chiang Lye Choo Valerie
 ASP 2 Teh Hwa Yong Derry
 RO 1P Tan Yew Chuan
 CW 2 Kok Cheun Sing
 CW 2 Zainal Bin Haron
 CW 1 Chua Chin Soon
 CW 1 Fardin Bin Samian
 SSGT Khong Moh Fun
 SSGT Loo Chee Chuan
 SSGT Mohamed Faizal Bin Abdul Hathi
 SSGT Tan Yew Heng

Gang Renunciation Programme Project

SUPT 1A K Chandra Kumar
 SUPT 1A Vincent Chew
 SUPT 1 Loh Teck En
 SUPT 1 Ng Chun Chow Patrick
 SUPT 1 Ong Aik San
 SUPT 1 Rockey Francisco Junior
 SUPT 1 See Hoe Kiat
 SUPT 1 Tan Eng Keong

DSP 2 Choo Wei Liang Timothy
 DSP 2 Hanizamal S/O Mahmood
 DSP 2 Hoo Poh San Kelvin
 DSP 2 Jimmy Lee Keng Ann
 DSP 2 Loh Hong Wai
 DSP 2 Tan Hock Seng
 DSP 1 Lim Bee Peng
 DSP 1 Shahril Bin Abdul Ghani
 DSP 1 Terry Tan Kok Beng
 DSP 1 Thio Kok Sing
 ASP 2 Abdul Halim Bin Abdul Mumin
 ASP 2 Ayub Bin Mohamed
 ASP 2 Chiang Lye Choo Valerie
 ASP 2 Giam Heng Leong Robin
 ASP 2 Mohamed Rusdi Bin Mohamed Esa
 ASP 2 Ong Kok Soon
 ASP 1 Ganesh Kumar S/O Vendsan

Prison Link Centre (Changi)

DSP 1 Zai Siew Leong Thomas
 ASP 2 Ngo Kau Wee
 ASP 2 Soh Hwee Fun Ivy
 CW 1 Voon Min Yock
 CW 1 Ling Geok Wah
 CW 1 Mohamad Hazlan Bin Mohd Said
 CW 1 Tan Ting Kang
 CW 1 Toh Chee Leong
 SSGT Chai Chee Uei
 SSGT Koh Hui Nee Alice
 SSGT Koh Nyok Lan
 SSGT Lim Bee Hong
 SSGT Lin Sze Hang
 SSGT Lucian Dharmasena S/O Jayathilaga
 SSGT Nahur Mydin Bin Mastam
 SSGT Nirmaladevi D/O V Gurunathan
 SSGT Phung Yin Lei
 SSGT Tiang Siok Ting
 SGT Asmah Binte Abu
 SGT Jeremiah Aloysius Colin
 SGT Lai Kong Chan
 SGT Lee Mun Wah
 SGT Nor Zahriaturreihan Binte Sonny
 SGT Nur Razadilah Bte Mohamed Abdul Razib
 SGT Thiyakharajan S/O Ramasamy

SGT Suhana Binte Johari
 CPL Azizah Binti Johari
 CPL Maizatunisa Binte Mohamed
 CPL Malwinderjeet Kaur D/O Karnail Singh
 CPL Rohani Bte Adam
 CSO GR III Hamidah Bte Omar
 CSO GR III Lim Kha Gek
 CSO GR III Mohamed Ismail Bin Yacob

BEST UNIT AWARD

Admiralty West Prison

**OUTSTANDING CAPTAINS OF LIVES
 AWARD 2010**

CW 2 Bala Muraly S/O Anchang
 SSGT Siti Khadijah Binte Rowtin
 SSGT Tan Heng Kuan Caderline

**DIRECTOR OF PRISONS AWARD -
 INDIVIDUAL COMMENDATION**

RO 2P Ong Hock San
 CW 1 Ang Joo Hiong
 SSGT Lee Mei Yin Eileen
 SSGT Suresh S/O Narayanasamy

**DIRECTOR OF PRISONS AWARD -
 INDIVIDUAL TESTIMONIAL**

ASP 2 Mohammad Fadly Bin Safie
 ASP 1 Chiang Mui Chin
 RO 2 Eng Mei Ye
 SCW 2 Azman Bin Tahar
 SCW 1 Chan Weng Kay Desmond
 CW 2 Lee Teck Hwee
 CW 2 Zainal Bin Haron
 CW 1 Chua Chiew Lian
 SSGT Norisma Bte Kassim
 SSGT Noordimas Bin Yunos
 SSGT Wendy Kang Mei Ling
 SSGT Zulfika Bin Abdul Latiff
 SGT Tow Chee Choy
 MX 12 Lim Yee Li Erina

**DIRECTOR OF PRISONS AWARD –
TEAM COMMENDATION 2010**

Identification of Police Suspect

DSP 1	Muhammad Ibrahim Bin Abdul Rahman
DSP 1	Toh Seah Hian Anthony

Best Institutional Intelligence Team

ASP 2	Lee Hock Meng
ASP 1P	Tseng Chay Heng Jason
CW 1	Ismail Bin Ibrahim

**Unauthorised Outgoing Calls at
B3 Connect Centre**

ASP 2	Mohamed Rusdi Bin Mohamed Esa
CW 2	Ng Choon Boon Gabriel
CW 1	Lee Kek Wee
CW 1	Tan Yu Hong Adrian
SSGT	Muhammad Ridwan Bin Hussien
SSGT	Mohd Fuazi Bin Mohd Abraham
SSGT	Mohd Zaini Bin Mohammed

**International Mock Prison Riot
Competition – SPEAR Team**

DSP 1	Chua Cheng Wah
CW 1	Venu Arsh
SSGT	Ang Kian Heng
SSGT	Zulfika Bin Abdul Latiff
SGT	Irwan Kurniawan Bin Rahmat
SGT	Mu Weiqiang
SGT	Tow Chee Choy

**Asian Prison Lockdown Challenge
2010 Committee**

CW 2	Kok Cheun Sing
CW 2	Zainal Bin Haron
CW 1	Fardin Bin Samian
CW 1	Jamaludin Bin Karmani
CW 1	Chua Chin Soon
CW 1	Lim Sze Cheng
SSGT	Khong Moh Fun
SSGT	Loo Chee Chuan
SSGT	Mohamed Faizal Bin Abdul Hathi
SSGT	Rose Lee @ Nur Roselinda Lee
SSGT	Tan Yew Heng

Job Grading Exercise

SUPT 1	Chong Fung Ping
ASP 2	Koh Kheng Loong Kenneth
RO 2	Aw Kah Hoe

Set Up of Central Warehouse in Cluster B

ASP 2	Ho Yong San
ASP 2	Leow Wee Chin
RO 2	Chen Congyi
CW 2	Nasir Bin Mohamed Yusoff
CW 1	Ganeshwaraa @ Steven S/O Ponniah
SSGT	Low Chee Siong
SSGT	Mohd Zakee Bin Mohamad Jamari
SSGT	Teo Mei Chin
SSGT	Tiang Boon Heng Daniel
SGT	Chang Joo Noi Audrey
CSO GR I	Chng Swee Lay

Prevention of Potential Crime

RO 2	Tan Ser Leong, Ryan
SSGT	Saharil Bin Muntahar
SGT	Sam Jesudas S/O Jairas

**Successful Intervention of An Attempted
Suicide At Institution B2**

DSP 1	Teo Huey Xiang
ASP 2	Ayvern Lim
ASP 2	Wahab Bin Hamid
CW 2	Teah You Chiang
SSGT	Firdaus Bin Sumarti
SSGT	Hendrey S/O Rajoo
SSGT	Osman Bin Daud
SSGT	Sukhvinder Singh S/O Sarban Singh
SGT	Chornsak Srisuth S/O Chei
SGT	Salehudin Bin Abu

Transformation of SPD to SPCSC

SUPT 1	Chia Jin Ming Benjamin
SUPT 1	Tan Khok Keong
DSP 2	Teo Hock Soon
DSP 1	Lou Soon Leong
DSP 1	Sameeyul Ameen S/O Haji Sulaiman
ASP 2	Christopher Kanthi Kumar

ASP 2	Koo Chew Seng Benson
ASP 2	Poh Choon Chien Leon
ASP 2	Sim Hoon Peck
ASP 2	Lee Boon Kiat
ASP 2	Teo Bee Lam

**DIRECTOR OF PRISONS AWARD –
TEAM TESTIMONIAL 2010**

**New ISO Standard 9001:2008 for Initial
Rehabilitation Classification Process**

ASP 1	Khoo Chok Ming Jeremy
ASP 1	Overee Josephine Juliana
RO 2	Yeo Kia Li Ida
MX 11	Soh Tee Peng William
MX 12	Cheong Ming Han Edmund
MX 12	Mariam Binte Mohammad Mazlan
MX 12	Raqvind Kaur Sidhu
MX 12	Teo Chuan Ann
MX 12	Wee Chai Meng James

Outsource of Drivers “Pay Per Use” Model

ASP 1	Tan Choon Hiang
CW 2	Zulkifli Bin Zakaria
SSGT	Wong Mui Leng
SGT	Mazlan Bin Mohd Zen
CSO GR II	Hamidah Binte Mentol

**Managing SS Group Conflict at
Institution B4**

ASP 2	Ayub Bin Mohamed
RO 2	Chng Yuan Feng, Dennis
RO 2	Teo Chee Meng
SCW 1	Wong Ying Kit

**Detection of Smuggling Activity at
Institution A1**

DSP 1	Lim Bee Peng
ASP 2	Lim Chwee Howe Vincent
ASP 2	Ong Kok Soon
RO 2	Muhammad Alphian Bin Hashim
RO 1P	Mohamed Fandi Johan
CW 2	Chua Swee Hwa
CW 2	Martin Liew Kok Seong
CW 2	Sim Kim Kiat
SSGT	Lee Choon Hong

Asian Prison Lockdown Challenge 2010 - SPEAR Team

SSGT	Anuar Bin Abdullah (De Rozario)
SSGT	Ang Kian Heng
SSGT	Reminor Bin Salimin
SGT	Herrizuan Bin Jamain
SGT	Mohamed Sharel Bin Mohamed Rahamattulla

Enhancement of Working Environment in Prisons Headquarters

ASP 2	Ng Kim Seng
SSGT	Heng Sock Hui
CPL	Azman Bin Ahmad
MX 12	Tham Kin Yuen
MSO GR IV	Wang Kian Hwa
CSO GR IV	Jamaliah Binte Salim

Move of Prison Transport Unit

CW 2	Zulkifli Bin Zakaria
SSGT	Jojoee Lee Lea San
SSGT	Wong Mui Leng
CPL	Rajandraan S/O Asokkumaran

Closure of Contract Account At Transit Centre

ASP 2	Chan Chee Kiat Roger
ASP 2	Liow Zee Ping
CW 2	Yap Ah Oon Johnny
SSGT	Chia Mei Cheng Wendy

Use of Photovoltaic System At Complex Main Entrance

ASP 2	Liow Zee Ping
CW 2	Yap Ah Oon Johnny
SSGT	Chia Mei Cheng Wendy
MX 12	Lim Yee Li Erina

Establishment of Computer Forensics Capability

DSP 1	Goh Poh Kwang Paul
CW 1	Muhammad Nazir Bin Abdul Hamid

Overhaul of Basic Officers' Course

DSP 1	Kalaivanan S/O Visvalingam
DSP 1	Tan Ching Mei Lena
ASP 2	Harun Bin Sinen
ASP 2	Lim Yong Khong Andrew
ASP 2	Mohamed Nizaar Bin Md Ibrahim
ASP 2	Mohammad Fadly Bin Safie

RO 2	Mustarsyidah Binte Abdul Karim
SCW 1	Chan Weng Kay, Desmond
CW 2	Chan Choong Hoe Frank
CW 2	Wong Mee Ling
CW 2	Wong Tian Lee
SSGT	Oh Suan Gek Teresa

Development of Video Scenario Training

DSP 1	Tan Ching Mei Lena
ASP 2	Mohamed Nizaar Bin Md Ibrahim
ASP 2	Mohammad Fadly Bin Safie
ASP 1	Alan Chee Hock Lai
CW 2	Wong Mee Ling
CW 2	Wong Tian Lee
SSGT	Oh Suan Gek Teresa

IPPT Training Programme

ASP 2	Ong Choon Yong
CW 1	Sabrina Tiyu @ Sabrina Abdullah Tiyu
SSGT	Krishna Morthi S/O Muthusamy
RO 2	Muhammad Alphian Bin Hashim
RO 1	Brandon Ong Guan Hong
CW 2	Low Boon Ann
CW 1	Juliana Binte Krishna Kassim
CW 1	Kumarasan S/O Ramasamy
CW 1	Lew Chee Weng, James
CW 1	Ling Kar Choon
SSGT	Adriano Paul Marcelo S/O Pedro Marcelo
SSGT	Johari Bin Selamat
SSGT	Sureshkumar S/O K Rajoo
SSGT	Tan Norman @ Norman Abdullah Tan
SSGT	Kamarul Azmi Bin Tahir
SSGT	Junaidi Bin Abdullah
SSGT	K Kunalan S/O Karupayah
SSGT	Ng Bee Teng
SSGT	Roslee Bin Yahaya
SSGT	Yap Yan Yong
SSGT	Ng Phei Ling
SSGT	Yong Kim Guan
SGT	Mohd Zaid Bin Hasn
SGT	Ooi Chan Lum
SGT	Pichappan Balasubramaniam
SGT	Tan Yu Meng Jeremy

Reduction of APO Overtime

SSGT	Lim Chee Meng
SSGT	Mohamad Hairul Bin Abdul Razak

SSGT	Raymond Yin Wei Chiang
SSGT	Siow Meng Hai
SSGT	Sureshkumar S/O K Rajoo
SSGT	Tan Norman @ Norman Abdullah Tan
SSGT	Teoh Peng Liang
SSGT	Zulkifli Bin Osman
SSGT	Firzan Bin Muhammad
SSGT	Imran Wahyudi Bin Subehan
SGT	Abdul Samad Bin Haji Abdul Hamid
SGT	Lim Shin Kin, Ben
SGT	Mohamed Faizal Bin Mohamed Ali
SGT	Rashid Bin Abbas
SGT	Thiagarajan S/O R Selvaraju

Move of Cluster A Inmates' Property to Cluster B Property Hub

DSP 1	Lim Hung Khian Nelson
ASP 1	Chia Kah Mun
RO 2	Ng Lay Chin
CW 1	Tong Guek Heong
CW 1	Koh Pon Young
SSGT	Ahmad Prayitna Bin Pamujo
SSGT	Chin Shiao Sheng
SSGT	Mohd Zakee Bin Mohamad Jamari
SSGT	Naszri Bin Ja'afar
SSGT	Tan Chuan Chee
SGT	Siti Khatijah Binte Kamsin

Cluster A Glass Blocks Replacement Project

ASP 2	Cheang Yew Kong Andrew
CW 1	Azhar Bin Kassim

Management of High Profile Inmates at Institution B2

ASP 2	Gregory Savier
ASP 2	Wahab Bin Hamid
ASP 1	An Koh Shian
ASP 1	Poh Boon Keong
ASP 1	Siah Kheng Guan
RO 2	Han Fu Yuan
RO 2	Palai Arul Nambi
CW 2	Ng Choon Boon Gabriel
CW 1	Elammaran S/O Marimuthu
CW 1	Peter Martin D'Souza
CW 1	Yeo Chok Yean
SSGT	Alwi Bin Dollah

PROMOTIONS

SSGT	Firdaus Bin Sumarti
SSGT	Lee Wei Long
SSGT	Muhammad Sya'ban Bin Mohamed Ali
SGT	Faizal Bin Othman
SGT	Muhammad Nazrul Bin Jamil
SGT	Ng Aik Wee
SGT	Rezduan Bin Subari
SGT	Shalfin Bin Illias
SGT	Goh Yan Xiu
CPL	Go Chee Wee
CPL	Mohamad Yasin Bin Omar
CPL	Muhammad Fattahullah Bin Mohd Nordin
CPL	Muhammad Hafiz Bin Hamzah
CPL	Muhammad Ilham Firdaus Bin Mohd Ali

Cluster B Underground Drain Access

ASP 1	Lim Cher Hiang
CW 2	Nasir Bin Mohamed Yusoff
SSGT	Low Chee Siong
SSGT	Sazli Bin Mohd Anis
SGT	Arman Bin Salim
SGT	Md Hasnil Bin Jamil
SGT	Yew Eng Hua

Intensive Review of Cluster B Kitchen Operations

ASP 2	Chung Cher Chiang
RO 2	Tan Kah Chyoon
CW 2	Charlvi Tan Hoon Hui
CW 1	Khoo Teck Hua
CW 1	Satvinder Singh S/O Suchar Singh
CW 1	Lee Kek Wee
CW 1	Nur Hannah Wang @ Wang Yu Han Debbie
SSGT	R Tamilchelvan S/O Ramachandran
SSGT	Thai Chee Yong Ewen

Community in Bloom Competition

CW 1	Thean Nyoon Kong
SSGT	Mohamed Zuandi Bin Mohamed Zubir
SGT	Hanafi Bin Iskandar
SGT	Suhaimi Bin Achim
SGT	Zulkifli Bin Mohammed Ali
CPL	Chang Sian Kwee

SENIOR PRISON OFFICERS

Promotion to the Rank of SAC Gr 8

Chin Kim Tham Desmond

Promotion to the Rank of AC Gr 9

Lee Kwai Sem
Shie Yong Lee

Promotion to the Rank of SUPT 1A

Kong Ling Chieh Titus

Promotion to the Rank of SUPT 1

Lim Guan Seng Francis
Chia Jin Ming Benjamin
Chong Fung Ping
Hia Yee Huang
Lim Beng Wee
Matthew Wee Yik Keong
Ng Chun Chow Patrick
Rockey Francisco Junior
See Hoe Kiat
Tan Bin Kiat
Terence Pillay Khoo Chee Seng
Toh Gek Choo
Veera Purumal S/O Meyappan

Promotion to the Rank of DSP 2

Chew Aun Phong
Chua Hwee Yong
Chua Sio Ping
Doris Lim Siew Lin
Faisal Bin Mustafa
Fernandez Dominic Karl
Hanizamal S/O Mahmood
Justin Paul Vikneswaran
Karen Lee Tze Sein
Lee Kong Wee
Lim Ai Lian Caroline
Lim Siew May Cindy
Malcolm Philip Chander
Sebastian Liew Kok Keong
Siti Mariam Binte Hassan
Tan Chun-Yuan Avryl
Tang Cheok Hon Derek
Teo Hock Soon
Yee Kin Hoong Kenny

Promotion to the Rank of DSP 1

Aa'ishah Binti Shaikh Salman
Chan How Lee
Chiang Hwee Yen Jean
Chin Soon Theen
Chua Cheng Wah
Dave Singh Calais
Edwin Goh Song Huat
Gerard Edwin Gibson
Hamisah Binte Tomari
Ho Kah Leong
Huang Shuxian
Liew Mye Fong
Lim Bee Peng
Lim Beng Beng
Neo Seow Peng @ Liang De Rong
Ng Kay Choen
Ng Kheng Hong
Ng Tanny
Norman Bin Mohd Zain
Ronald Pang In Tai
Seu Mun Chung
Shanthy D/O Pandian
Sim Beng Keat
Tan Ching Mei Lena
Tay Wen Hui Jeniffer
Ten Eng Meng
Teo Huey Lip
Teo Seng Boon Steven
Toh Hong Chuan
Tong Ping Kum
Vimala D/O Maruthaiya
Wong Yew Lum

Promotion to the Rank of ASP 2

Ada Wong Kum Foong
Foo Yuexuan Hatsuee
Goh Chao Lung @ Mohamed Noor Bin Abdullah Goh
Joseph Lee Eng Hao
Kee Mong Hoe
Kiu Cher Han
Lam Kiat Choong Edmund
Lee Khum Thong
Lim Kim Hin Michael
Ng Boon Aun
Ng Kailin
Phor Cai Juan Pamela
Sim Joo Peng
Soh Hwee Fun Ivy

Promotion to the Rank of ASP 1

Chia Kah Mun
Eugene Chong Kah Hin
Ganesh Kumar S/O Vendasan
Mak Wai Keong
Muhammad Faizal Zakariah
Poh Boon Keong
Teng Say Siang
Teo Chong Lian Dylan
Tham Ai Jie

Promotion to the Rank of RO 2

Chen Congyi
Cheng Yeow Tong
Chew Siew San
Chng Yuan Feng
Chong Kwan Thye
Goh Wei Jian
June Ngiam Siow Wei
Kannan S/O Kalliya Perumal
Khairul Danial Bin Aziz
Koh Hua Tien Bernard
Koh Xueliang
Kok Han Kwang
Lee Boon Kiat
Lee Xuan Chang
Lee Yong Se Elgar
Lim Chin Guan Mark
Lim Kai Wei
Lim Lai Seng Jinson
Lim Pang Siong Eric
Lim Zhaolun
Monica Pang Yee Shuen
Muhammad Alphian Bin Hashim
Muhammad Hafidz Bin Johari
Nadirah Farhana Binte Suhaimi
Ng Kian Chye
Ng Yang Siong Robson
Ngo Chi Leong
Ong Soo Wee
Palai Arul Nambi
Praveen S/O Raman Chandrasekaran
Selina Binte Mohamed Naim
Tan Kah Chyoon
Tann Yi Ru Joyce

Teng Song Guan
Teo Chee Meng
Woon Wei Khoon
Yap Tien Eng Zenov
Yeoh Woei Ming
Yio Fenny
Zamani Bin Abd Rahman

Promotion to the Rank of Ag RO (1P)

Mohamed Fandi Johan

PRISON OFFICERS

**Promotion to the Rank of Senior Chief
Warder 1**

Loh Kee Wei
Mahendran S/O R Marimuthu

Promotion to the Rank of Chief Warder 2

Ang Chye Sze
Anthony Peter Chia Boon Kong
Lee Chai Soon
Martin Liew Kok Seong
Mohamad Faizal Bin Abdul Razak
Mustafa Bin Omar
Norjehan Binte Mohammad Azhar
Shahrom Bin Hamdan
Sim Kim Kiat
Sushminder Singh S/O Endar Singh
Wong Tian Lee (Huang Tianli)

Promotion to the Rank of Chief Warder 1

Abdul Rahim Bin Abdul Rahman
Amly Bin Mohammad
Ang Chuean Wee Kelvin
Aw Yong Kim
Chan Yock Wah
Cwa Mirin (Ke Mirin)
Ganeshwaraa @ Steven S/O C Ponniah
Irniendy Bin Ismail
Ismail Bin Ibrahim
Ismail Bin Taib
Jasawirda Bin Wahid
Jasni S/O Abdul Rayman
Juliana Binte Krishna Kassim

Kang Hock Seng
Liew Chee Keong
Mardiana Binte Abdullah
Mazhairy Bin Othman
Mazlan Bin Jan
Mohammed Aidil Bin Ali
Mohd Shahfie Bin Ithnin
Ng Heng Mun
Normah Binte Omar
Pang Suh Ling
Rozairudin Bin Zaini
Sam Chee Oon
Sim Keh Soon
Siow Yong Sin
Soong Seng Veng
Tan Aik Tong (Chen Yi Dong)
Tan Ghim Seng
Toh Chee Leong (Du Zhiliang)
Yong Thim Kwee (Rong Tianguai)

Promotion to the Rank of Staff Sergeant

Abdillah Aliff Bin Mohamed Ali
Ahmad Ruzaili Bin Sa'ad
Al Faiz Bin Abdul Shani
Anita D/O Retnasamy Anthony
Arulkumar S/O Krishnadas
Ashraf Bin Abdul Kader Maricar
Asraniza Binte Abdul Rahim
Bar Li Ying
Chen Lifen, Joann
Chin Yun Min
Chong Pei Sze (Zhang Peishi)
Chow Kar Wai
Christina Binte Sene We
Fadhlor Rahman Bin Md Yat
Hafidah Binte Abdul Hamid
Hariram S/O Thanasegara Rajah
Ho Yeow Nam
Idi Bakhtiar Bin Md D'Zokere
Jojoe Lee Lea San @ Lee Lea San
Juizhar Bin Mohamed Aziz
Khanisen S/O Kunasaykaran
Koh Hui Ting
Koh Leng Keat Kelvin
Kuah Hung Huat (Guan Hongfa)

Lee Zhi Hao
Leow Xianjing
Lim Ban Wah (Lin Manhua)
Lim Ei Wee
Lim Han Ping
Lim Kean Lung
Lin Sze Hang
Lin Yingxiu
Low Shen Yew Eliot
Low Wei Qi, Gavyn
Manikandan S/O Panayan
Masjannah Binte Jumadi
Michael Roy S/O P Nadarajan
Mike Tan Yew Heng
Mohamad Fadhil Bin Abdul Jabbar
Mohamad Ibrahim Bin Aman
Mohamad Lizam Bin Ya'cob
Mohamad Nur Adzhar Bin Mohamad Sani
Mohamad Zairin Bin Mohd Zaini
Mohamed Azmi Bin Mohamed Ali Iqbal
Mohamed Azrian Bin Mohamed Zin
Mohamed Faizal Bin Abdul Hamid
Mohammad Halim Bin Buang
Mohammad Nuzaihan Bin Jaapar
Mohammad Zailan Bin Ismail
Mohammed Rizal Bin Abdul Rashid
Muhammad Farhan Bin Murat
Muhammad Firdaus Bin Abdul Gani
Muhammad Firdhaus Bin Ibrahim
Muhammad Nazmi Bin Aziz
Muhammad Suhaimi Bin Mohammad Ali
Muhammad Zulhimi Bin Mohamed Nadar
Murali Daren S/O Krishnan
Murali Dharan S/O N Gopal
Muthukumaran S/O Radha Krishnan
Nagarajan S/O Rajagopal
Neo Linfeng, Bob
Ng Bee Teng
Ng Cheng Koon Darren
Ng Gek Tse (Huang Yushu)
Noorahezan Binte Sarip
Noorazilah Binte Sahari
Noordimas Bin Yunos
Nor Wahyu Bin Ajmaain
Norazni Binte Sattah

Noreen Binte Shadon
Norisma Binte Kassim
Nur Azmy Bin Muhammad
Nur Jumilahtuzana Binte Md Johan
Nur Kalyisah Binti Sab'awi
Nur Syaheedah Binte Ali
Ong Yen Ni (Wang Yanni)
Parameswaran S/O Veeriah
Patricia Goh Kiao Goon
Peng Zhibiao
Premilla D/O Gunasekaran
Puthenneswaran S/O Pakkiry
Rafidah Binte Selamat
Rahmat Nizam Bin Samat
Rajeev S/O Janakaraj
Roslina Binte Abdul Rahim
Saifudin Bin Sulaiman
Sathiasseelan Thuringam
See Li Cheng (Xu Lizhen)
Shahirzad Bin Othman
Shek Mei Kei (Shi Meiqi)
Syed Mohamed Bin Syed Ismail Alhinduan
Tan Wei Chuan (Chen Weichuan)
Tang Kok Liang
Teo Mei Chin
Tiang Boon Heng Daniel
Tong Chee Wah (Tang Zhihua)
Wan Nur Azman Bin Raja Razak

Promotion to the Rank of Sergeant

Abdullah Shukri Bin Abdul Talip
Adrian Ng Weineng
Augustino S/O Chinnapan
David Chai Jia Wei
Ghandhi S/O Rengasamy
Haryati Binte Abdul Kadil
Heng Shock Hui
Ilyas Bin Hussin
Kho Da Long (Xu Dalong)
Li Jialing
Lim Wei Liang Colin
Mat Halis Bin Mat Hussein
Mohamad Asry Bin Kasim
Mohamad Faizal bin Mohamed Abdullah
Mohamad Firdaus Bin Abd Samad

Mohamed Anas Hassan
Mohamed Nurazimi Bin Mawi
Mohammad Faizal Bin Rohim
Mohammad Mohaimin Bin Ismail
Mohammad Shahrizal Bin Jumat
Mohammad Zamri Bin Masari
Mohammed Ishaq Bin Mohamed Ibrahim
Muhamad Fazli Bin Razali
Muhammad Fadhil Bin Aziz
Muhammad Haeikal Bin Abdullah Hew
Muhammad Rizal Bin Abdul Halid
Muhammad Syaiful Anuar Bin Jupri
Nanthinee D/O Samiya
Nor Hafizah Binte Jamal Shariff
Nora'aini Binte Razak
Norishan Binte Abdul Sahak
Ramesh S/O Palaniandy
Ryan Leong Mun Kit
Sakina Binte Monawar Hussin
Suliana Binte Salim
Tan Xiu Lin
Zainudin Bin Mohd Murad
Zuraihah Binte Ja'apar

CIVILIAN OFFICERS

Promotion to the Rank of MX 10

Melvinder Singh

Promotion to the Rank of MX 11

Chai Chow Foong
Chua Meng Cheng
Goh Chin Mien (Wu Junmin)
Goh Valerie Grace
Kwek Boon Siang (Guo Wenxiang)
Lim Wenfeng (Lin Wenfeng)
Menon Sara Delia
Sng Wei Ming Shaun

Promotion to the Rank of MSO Grade V

Huang Si Ying Linda
Koh Liping

Promotion to the Rank of CSO Grade IV

Siti Farhanah Bte Rosman

RETIREES

LIST OF OFFICERS RETIRED IN 2010

Date of Retirement	Substantive Appointment	Name
15.01.2010	SSGT	Ong Ah Sa
24.01.2010	CPL	Ng Sua Cheng
30.01.2010	SSGT	Yong Sai Tee
14.02.2010	SSGT	Paramesparan S/O D Padmanatham
22.02.2010	SSGT	Mohamad Ali Bin Salleh
03.03.2010	ASP 2	Ng Chak Yong
16.03.2010	DSP 1	Liu Khek Yin
16.03.2010	SGT	Tan Sin Cheok
24.03.2010	SGT	Jamil Bin Abdullah
28.03.2010	CPL	Ritwan Bin Rafil
30.04.2010	SGT	Samat Bin Ghani
09.05.2010	SSGT	Charanpal Singh S/O Dalip Singh
06.06.2010	CW 1	Lim Kah Lan
26.06.2010	SGT	Ab Hamid Bin Amat
02.07.2010	SCW 1	Salleh Bin Jaffar
18.07.2010	SGT	Sumali Bin Sukami
20.07.2010	DSP 1	Choong Weng On
05.09.2010	CW 1	Kuah Boon Siong
01.10.2010	SGT	Tukiman Bin Suliehan
01.11.2010	CW 1	Faridah Bte Abdul Rahman
08.11.2010	SGT	Jeremiah Aloysius Colin
27.12.2010	SSGT	Norazni Bte Sattah
30.12.2010	DSP 2	Malcolm Philip Chander

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