

▲ PROVIDING THE RIGHT REHABILITATION IN SPS

In SPS, we provide inmates different regimes and programmes based on their specific risks and needs, which is in line with international best practice on offender assessment and rehabilitation.

Programmes such as the Enhanced Drug Rehabilitation Regime and revised Reformatory Training Regime have specific assessments, processes, and programming that cater to the specialised rehabilitation needs of drug and youth offenders respectively. SPS also recognises that rehabilitation takes place in the day-to-day interactions between officers and inmates. Hence, officers on the ground are trained on the 7 Habits of Effective Captains of Lives to use in their daily interactions with inmates. For example, officers are encouraged to engage and motivate offenders purposefully, which in turn positively influences their motivation for change.



Training on SPS's '7 Habits' was rolled out across organization to align our staff's values with SPS's rehabilitation efforts

Overall, SPS ensures accuracy and timeliness to facilitate inmates' rehabilitation and reintegration outcomes, and to protect public safety through having assessment and rehabilitation practices guided by research and evidence-informed principles.



In 2017, a new gender responsive women's prison was born with increased efforts to incorporate gender responsive approaches in the rehabilitation techniques and daily operations at Changi Women's Prison

To enhance rehabilitation efforts, SPS developed the Catch It, Check It, Change It, Cast It (4C) programme to incorporate gender-responsive approaches for rehabilitation. Additionally, SPS conducted the Gender-Responsive Intelligence-Driven Dynamic Security Integrated Training to enhance officers' knowledge and ability to handle gender-responsive needs at Institution A4, leading to a new gender-responsive women's prison.



Offenders of varying profiles are provided with differentiated regimes and programmes to cater to their specialized rehabilitation needs

References

- Andrews, D. A., & Bonta, J. (2010). *The psychology of criminal conduct* (5th ed.). Providence, NJ: Matthew Bender & Company, Inc.
- Brown, J., & Singh, J.P. (2014). Forensic Risk Assessments: A Beginner's Guide. *Archives of Forensic Psychology*, 1 (1), 49-59.



▲ CORRECTIONAL PRACTICES – 7 HABITS OF EFFECTIVE COLS

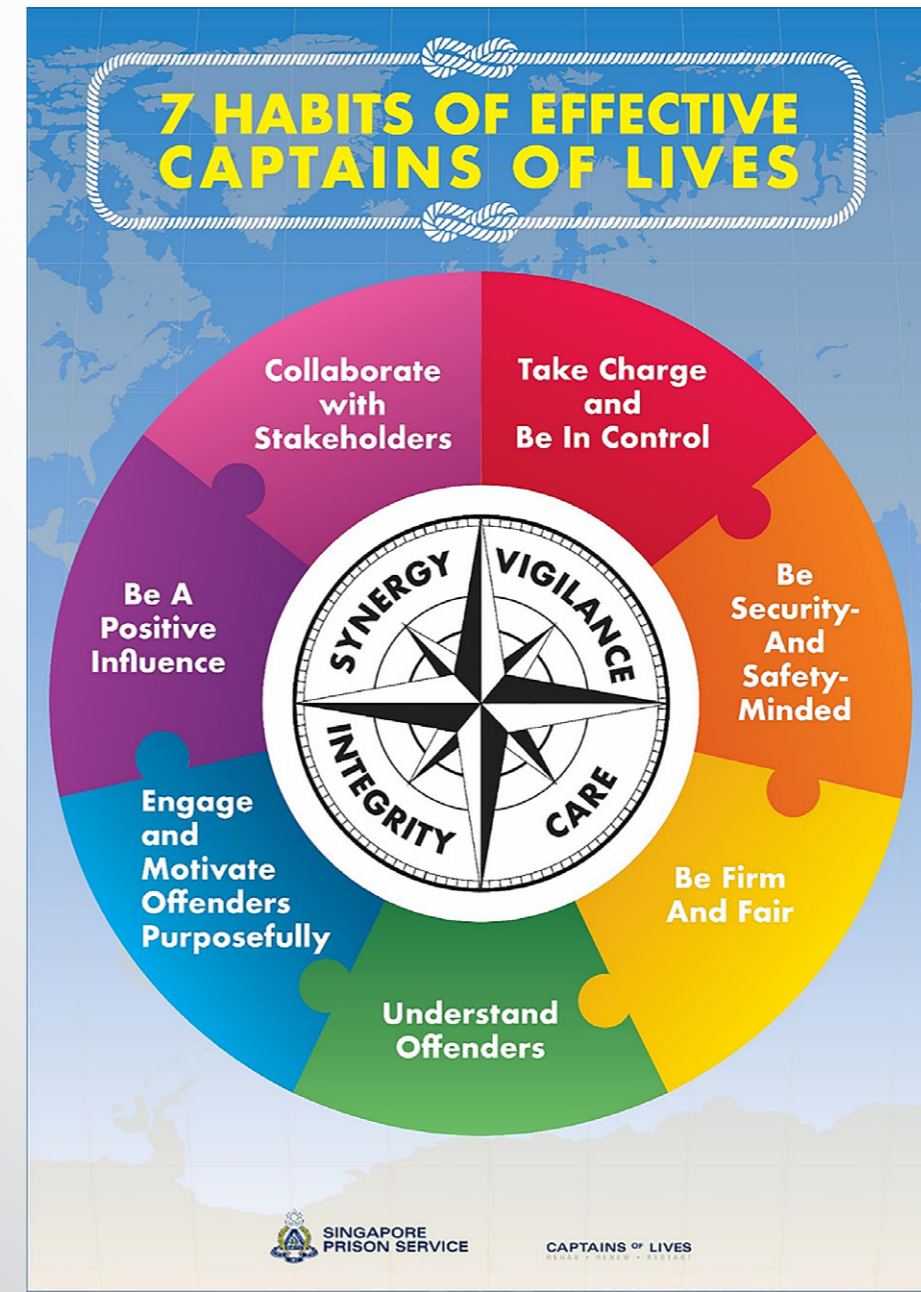
Stephen Covey's acclaimed book, '7 Habits of Highly Effective People', has guided readers all over the world on how to achieve personal effectiveness. But what are the seven habits that can make Captains of Lives (COLs) more effective in their roles?

▲ DEVELOPING STAFF, DEVELOPING ORGANISATION

Following the unveiling of the new Vision, Mission, and Core Values in recent years, Singapore Prison Service (SPS) recognised the development of staff competencies as a key driving force to scale even greater heights. Previously, there were six Jailcraft Principles, introduced in 2009, to guide COLs in inmate management. Over the years, with leaner manpower, more complex inmate profiles and greater public scrutiny; what is required of COLs has also evolved.

In a 'Prison Without Guards', officers have moved from being prison wardens to an expanded role as correctional officers. This is paired with the vision of a 'Prison Without Walls', where officers have expanded spheres of influence in the community. COLs work closely with external stakeholders and key partners to better equip inmates for reintegration with society, leading to reduced recidivism.

Underpinned by the Core Values of Synergy, Vigilance, Integrity and Care, these are the seven habits that SPS officers need to internalise to become effective COLs. The shift from 'principles' to 'habits' highlights the need for all COLs to put these actions into practice daily and in every aspect of their work.



▲ LIFE HACK: HOW TO MAKE NEW HABITS

We all know how difficult it is to break a bad habit, form a new habit, or achieve a new year resolution – be it a commitment to stop procrastinating, eat more healthily, or finally taking up that self-enrichment class. In rolling out the '7 Habits of Effective COLs', we took multiple approaches to ease COLs into learning and forming the new habits.

To start, we widely circulated messages and collaterals, such as pocket-sized cards, handbooks, posters and magnets, to COLs as visual prompts to help them **remember** the '7 Habits'.

However, merely remembering the habits would not necessarily translate into behavioural transformation. We needed to help COLs develop a deeper

understanding of what each habit entails for them to translate theory into action. We did this through e-Learning modules, demonstration videos and quizzes to consolidate learning.

The final step was to put their understanding to **practice**. COLs underwent relevant skills training during their regular ongoing training sessions. The '7 Habits' served as a guide during the staff coaching sessions to highlight actual behaviours that are consistent with the '7 Habits'. This was complemented with role plays and case studies to help solidify the learning. These exercises ensured that the skills will be part of COLs' second nature when dealing with inmates on the ground, becoming a true habit.



▲ IS THAT IT? I WANT MORE!

While practicing these '7 Habits' will serve to maintain a safe and secure prison environment, inspire change in inmates, and help ex-offenders desist from crime and drugs; there will always be more difficult cases that may require specialised knowledge and a deeper understanding of relevant skillsets. We have also identified a series of external trainings to further develop the competencies of COLs.

Like how the Jailcraft Competencies have helped to frame SPS's coaching and outline what was required of all COLs, the '7 Habits of Effective COLs' now incorporates the renewed vision, mission, and values. It will prepare COLs for the future, driving SPS to greater heights.



SYNERGIES THROUGH COMMUNITY PARTNERSHIPS – AGENCIES SPECIALISING IN FAMILY WORK

Recognising family as an important protective factor for the successful rehabilitation and reintegration of offenders, the Singapore Prison Service (SPS) works closely with community agencies specialising in family work to facilitate interim family support services and programmes for those in need. One such agency is the Association of Muslim Professionals (AMP).



Ms Siti Nurshafiqah

In March 2017, SPS embarked on a partnership with AMP to run the Development and Rehabilitation Programme (DRP) for 150 inmates in the Drug Rehabilitation Centre. The DRP aims to provide a structured and holistic reintegration programme. Ms Siti Nurshafiqah binte Abdul Kadir, 26, is one of the case officers on this programme.

Shafiqah follows the inmates over a period of 12 to 18 months, starting from a Personal Development Programme during the incare phase that focusses on topics such as life-skills, financial literacy, parenting and family management. During this phase, Shafiqah and her team would engage the inmates' families, raising awareness of the importance of their support in the successful rehabilitation journey of their loved ones. Families in need would be assisted through economic empowerment and socio-educational programmes.

Ali* and his family were beneficiaries of this programme. Ali was the sole breadwinner of his family of eight and was holding four jobs before he was arrested. He thought that he could stay alert to work longer hours by consuming drugs. Through the programme, he learnt important life-skills, financial planning, and the availability of social assistance his family could tap on. As part of nurturing the family's intergenerational resilience, Shafiqah worked out the children's caregiving arrangements and assisted Ali's wife in seeking employment.

When Ali was released in August 2017, Shafiqah continued to address his reintegration needs. This included referring Ali and his wife for marital counselling to help resolve conflicts that occurred during his adjustment after release. AMP would hold monthly support group sessions which Ali and his family could attend and meet other beneficiaries of the programme.

As it was the first time Shafiqah worked directly with an offender, she was apprehensive and unsure of what to expect. "Initially, I was anxious and uneasy as I was about to meet a group of people of varied backgrounds and profiles. However, through the workshops and individual counselling sessions, I realised that I had much to learn from them as well. It gives me a sense of satisfaction to be able to help them and their families, like Ali's, and witness first-hand how they are able to change for the better. I hope I can continue to guide and assure them that they are able to turn their lives around," said Shafiqah.



SPS Volunteers Awards Ceremony 2017

AMP
SINGAPORE

* Name has been changed to protect the inmate's identity.