CAPTAINS OF LIVES
REHAB • RENEW • RESTART
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.

VISION

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

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.

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.

THE CAPTAINS OF LIVES PRINCIPLES

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SINGAPOREAN PRISONS MUST NOT BE MERE JAILHOUSES, BUT TRANSFORMATIONAL PLACES, WHERE STRAYED LIVES CAN BE STEERED BACK ON COURSE.

NG JOO HEE
DIRECTOR OF PRISONS
SINGAPORE PRISON SERVICE
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DIRECTOR’S NOTE

Prisons have existed for a long time, even in relatively young Singapore. Changi was the last British-built prison, finished in 1936. Any visitor to the new Changi Prison Complex today will agree that the Singapore Prison Service has since come a long way.

THE PURPOSES OF IMPRISONMENT

Imprisonment is punishment. Just desserts if you like. As such, our prisons must, first and foremost, remain spartan, and the regime of incarceration, strict. Imprisonment is also incapacitation, designed to deny the incarcerated the opportunity for further offending. In addition, imprisonment must be suitably stringent, in order that it can deter the convicted person against future re-offending, and the similarly-minded beyond prisons gates from new offending.

Clearly then, it is imperative that the prisons and drug rehabilitation centres we operate remain safe and secure. Only safe and secure, spartan and stringent, yet humane and dignified prisons will guarantee that the Prison Service can fulfil the multiple goals of punishment, incapacitation, deterrence and — the most difficult task of all — that of rehabilitation, reformation and reintegration.

Investing in the successful reintegration of ex-offenders is the smart thing to do. Every year, more than 10,000 offenders complete their sentences and return to our communities. If we are able, through our various programmes, within and outside of prisons, to dissuade them from re-offending, we can prevent many thousands of new crimes every year. In the process, we reduce a great deal of harm in society, and make Singapore a safer place for all.

The time in prison avails us with a golden opportunity for reformation and rehabilitation. For the deserving and suitably motivated, the time spent in detention can be profitably deployed into unlearning previously destructive behaviours, learning a trade or skill, or resuming formal education. Serving time should never be a waste of time. This is especially so for younger offenders.

NG JOO HEE
DIRECTOR OF PRISONS
SINGAPORE PRISON SERVICE
Prisons are often described as places where bad people go to get worse. The Singapore Prison Service takes a radically different view. Singaporean prisons must not be mere jailhouses, but transformational places, where strayed lives can be steered back on course. Our officers are highly motivated, and all want to make a difference. We aspire to be Captains in the lives of offenders committed to our custody, instrumental in guiding them towards being responsible citizens.

Prisons, by their nature, are not the most pleasant of working places. Our operations are 24/7, shifts are long, conditions can be harsh, and the work difficult. That as it may, prison officers and staff know that their labour contributes directly to a safer Singapore, and are sustained by what is inherently meaningful work. Although we are often not the employer of choice, our unique mission, coupled with a culture of operational excellence and continuous innovation, makes us a choice employer.

A BUSY YEAR
2008 was eventful and activity-filled. Significant improvements were made to operational procedures and infrastructure, aimed at further improving the safety and security of our various institutions and detention centres. Planning and preparation commenced on the design and construction of a new ISD detention centre within the Changi Prison Complex. On the reformative programming front, recidivism numbers remain at historic low levels even as we made new forays into strengths-based programming for violent offenders, and refined many of our forensic assessment tools. The Yellow Ribbon Campaign enjoyed another successful outing in 2008. At year’s close, we brace ourselves for more difficult operating conditions as the economic crisis bites, even as we look forward to operationalising new Cluster B in 2009.

A NEW LOOK
Regular readers of the Prison Annual will notice, on receipt of this latest edition, that it both looks and feels different. Further inspection quickly reveals that the Annual reads differently too. I am hopeful that many, if not most, will welcome the new look and editorial direction that we have embarked on, starting with the issue in hand. Our aim is, first, to report for the record, the more significant happenings of the preceding year; and more ambitiously, to educate our readership on the sheer variety of capabilities, operational functions and programming that take place behind bars.

More interesting reading follows these obligatory remarks. Four staff units, three divisions and our three clusters present reports of their operational year in a wide-ranging review of the previous year’s activities. Together with the expanded statistical tables and almanac at the back of the Annual, these reports provide a good summary of our professional pre-occupations in the last 12 months.

This new-look Annual is further distinguished by a collection of five feature essays, each authored by a current practitioner, that offer comprehensive accounts of various, and diverse, aspects of prison operations. The reader will be brought up to date on the award-winning Yellow Ribbon Project, now in its fifth year; live vicariously for a week as a Housing Unit Officer; learn about the SPEAR Force and what it is capable of; discover the important work that is done in our prisons by Prison Visitors and Visiting Justices; and follow the development and evaluation of a security classification tool that predicts the propensity for violence. Gripping stuff all, and certainly illustrative of the functional diversity that exists in the Service.

Several people have worked tirelessly to bring this new Prison Annual to fruition. Tan Chui Li and her hardworking crew deserve special mention for their effort and enthusiasm. On their behalf, I welcome all comments and criticism, and take full responsibility for any errors that may have slipped editorial scrutiny.

Happy reading.
DIRECTORATE MEMBERS

MR KOH TONG HAI
Commander Cluster A

MR LAM CHER SOON
Assistant Director
Corporate Services

MR TEO TZE FANG
Deputy Director / Chief of Staff
MR NG JOO HEE
Director of Prisons

MR STANLEY TANG
Assistant Director
Operations

MDM DELPHINE LEE
Assistant Director
Staff Development

MR TERRENCE GOH
Commander Cluster B
TO TAKE SINGAPORE PRISON SERVICE TO THE NEXT LEVEL, WE MUST CONTINUE TO REINVIGORATE OUR VISION AS CAPTAINS OF LIVES.

This vision will be a galvanising force for our people to transform the Service from a good to a truly great organisation.

With this in mind, we undertook a series of exercises to re-examine the fundamental purpose underpinning our existence, and to look for ways to strengthen our operational capabilities.

A Business Framework is developed with three Core Business areas: Executing Justice, Reducing Re-offending and Preventing Offending.

By focusing on these areas, we will be able to serve our purpose in building a safe and secure best home for Singaporeans by protecting society through the safe custody, rehabilitation and reintegration of offenders, co-operating with the community in prevention and aftercare.
The focus of this business is to ensure the execution of mandatory punishments and regimes laid down by the courts, the secure incapacitation/custody of offenders committed to us as well as provide an effective deterrence to crime. As part of this business, we manage prisoners by administering the mandatory sentences and punishments specified by the Courts, ensure the safe remand of unconvicted persons and perform reviews of sentences.
Efforts are directed at ensuring the effective and targeted rehabilitation of offenders and their successful reintegration into the community. Our efforts in the area of aftercare, i.e. in bridging offenders from the prison environment back into society also contribute to this core business. Through our programmes within prisons and in the community, we thus aim to reduce re-offending behaviour in inmates through a systematic throughcare approach.
Preventing offending

This is a new business area to SPS with an aim of ensuring the effective deterrence of persons-at-risk through upstream prevention and intervention. In addition, with the wealth of crime-related knowledge, offender information and intelligence that we possess, SPS can play an important role in crime prevention or crime solving by sharing this knowledge with fellow Law Enforcement Agencies.
RESEARCH AND PLANNING BRANCH

Ms Chua Khai Imm
SO Organisational Planning
Research and Planning Branch

SINGAPORE PRISON SERVICE’S FORWARD LOOKING ELEMENT

The power of information is used to its fullest extent in driving Singapore Prison Service (SPS) towards its proposed vision. Research and Planning Branch (R&P) scans the external environment and collates inputs from the various units as part of its effort to help SPS realise this.

R&P oversees departmental initiatives by tracking and updating their progress to the senior management, and monitoring of SPS’s key performance indicators and statistics. R&P also plays a key role in Knowledge Management (KM) and advancing SPS’s research capabilities to drive organisational development.

REDEFINING THE FUNDAMENTALS TO PROGRESS

Corporate Planning

In 2008, R&P facilitated a review of the fundamentals and future directions for SPS with the participation of key stakeholders. The review process started in early 2008 with a Directorate Retreat, where directorate members came together to revisit the past and ponder the future. After two rounds of Corporate Retreats, a New Business Framework was developed to support the vision of SPS.

The Framework provided R&P with a clearer direction to expand on the ideas generated at these discussions. R&P started a communication plan to communicate the Framework to the rest of the staff through the Prisons-SCORE Workplan and road shows. It also supervised the formation of seven project teams to look into key areas to better support the Framework.

Performance Indicators

R&P started to re-define the Key Performance Indicators (KPIs) and revamp the Corporate Balanced Scorecard in order to align them to the New Business Framework. A Corporate Dashboard was introduced to flag out critical indicators that are fundamental to Prisons’ operations.

FOCUSED ON IMPROVEMENT

The Violence Risk Prediction Scale

A key development in Operational Research was the review of the Security Classification of inmates. The Institutional Violence Risk Prediction Scale (IVPRS) was successfully validated and implemented in August 2008 to replace the Violence Security Classification (VSC).

This marks a significant improvement in classification based on empirical findings. A study on gang affiliations had also been initiated to investigate how inmates with secret society affiliations define their identity.

Behavioural Profile of Offenders

In the area of Offender Research, a validation study on the Corrections Victoria Treatment Readiness Questionnaire (CVTRQ) was initiated to validate the tool for local population, so as to assist in treatment planning. A study on addictive behaviours had also been completed.

This study examined the prevalence of co-existing addictions namely drugs, alcohol, sex, gambling, internet and video gaming. Validation studies of several assessment tools such as the Youth Level of Service/Case Management Inventory (YLS/CMI) were also conducted. A study on youth crime indicators, and the development and validation of Risk Scales for Adult Probationers (RSAP) are some of the collaborative efforts with Ministry of Community Development, Youth and Sports (MCYS).

Knowing Public Perception

In the area of Organisational Development research, the Public Perception Survey 2008 was conducted to examine the level of awareness, confidence and support for SPS’s rehabilitation and reintegration efforts, including the Yellow Ribbon Project (YRP).
The Prisons Department Intelligence Branch (PDIB) works rigorously behind the scenes, gathering information to be used as a powerful deterrent against potential prison incidents. Escapes, riots and racial conflicts are all kept at bay with the tireless efforts of the PDIB, ensuring a safer environment for staff and inmates. PDIB also shares information with its enforcement counterparts to assist them in solving and preventing crimes.

**The Success Story of 2008**
Venturing into the mind of the offender, PDIB published a book titled “The Untold Stories”, which featured the stories of five offenders, delving into criminal mindsets and the circumstances that led to their crimes. The book was published as both an insight and a deterrent. In April 2008, the book was launched by Senior Minister of State (SMS) Associate Professor Ho Peng Kee and has been circulated to the youths, especially those deemed to be of high risk.

**Boosting Intelligence Capabilities**
**Tattoo – Capturing Module**
In a bid to improve the detection and investigation of illegal tattoo cases, the PDIB launched a highly accurate tattoo-capturing module in the Prisons Operations and Rehabilitation System (PORTS). Using digital photography, archives of inmate’s tattoos can be stored in the system for easy reference.

**Project Rolling Thunder**
With Secret Society (SS) activities being a prevalent problem among inmates, especially those in Reformative Training, an initiative was started to combat this. Project Rolling Thunder served as a platform to identify those with prominent gang affiliations and had the potential to spark unwanted incidents. These infamous individuals would be given special attention by a Police Officer from Criminal Investigations Department (CID). There has been a marked improvement in discipline and a reduction in SS incidents since the project was initiated.

**A Team Effort**
PDIB has also contributed to Home Team security as a whole by working in close collaboration with Home Team agencies through sharing of crime-related information that can aid in the solving of crimes.
PUBLIC AFFAIRS BRANCH

ASP Serena Lim
Senior Public Affairs Officer
Public Affairs Branch

THE CLEAR, LUCID VOICE OF SINGAPORE PRISON SERVICE

The Public Affairs Branch (PAB) plays a crucial role in defending and enhancing the Singapore Prison Service (SPS) Brand. From internal communications to media relations, the Branch develops and disseminates key messages to all important stakeholders of SPS. Another main responsibility of PAB is the facilitation of visits to prison institutions by foreign delegates and local organisations to promote learning and sharing of good practices.

A FORCE IN THE MEDIA

Capitalising on the wide reach of the media, PAB maintained a steady flow of positive coverage to both enforce its key messages and spotlight new developments and events like the Yellow Ribbon Project (YRP).

Making front-page news on The Straits Times was a detailed report on plunging numbers in inmate numbers. Other articles included the organisational aspects of SPS, describing its humane system, babies in Changi Women’s Prison (CWP) and the rising number of volunteers in prisons.

Carol Shapiro, a keynote speaker for the Yellow Ribbon Conference 2008, also shared the importance of family involvement in the reintegration process for inmates and ex-offenders on Channel News Asia’s (CNA) Primetime Morning programme.

HOST TO A WORLDWIDE CAST OF VISITORS

In 2008, PAB facilitated 60 visits to various institutions, hosting about 800 visitors including 380 foreign delegates. Some high profile visitors included Prime Minister Mr Lee Hsien Loong, senior officials from Vietnam’s Ministry of Public Security, National Youth Achievement Award (NYAA) Secretary General of The Duke of Edinburgh’s Award International Association, and officers from the Maldives Police Department.

PAB also successfully managed the YRP foreign delegates programme for more than 70 delegates from 15 countries with the assistance of 30 liaison officers. This marked the largest number of foreign delegates participating in Yellow Ribbon activities since the launch of YRP in 2004.

KEEPING WITH THE TIMES

PAB adopted a progressive and proactive approach to engage the public through the use of new media. One of the first steps was to revamp the Prisons website in May 2008, giving it a fresh look that was also new media “friendly”.

INTERNAL COMMUNIQUÉ

Not just prominent in the public eye, internal communications has always been imperative in disseminating key messages and new developments to Captains of Lives. A good example is the MV SUBLIME, a leadership competency model, which was successfully delivered to the officers. They were able to grasp and master the model quickly and appreciate its benefits to staff development and work performances.

A NOTEWORTHY ACHIEVEMENT

PAB achieved the Public Relations in the Service of Mankind (PRISM) Excellence Award under the Public Service Campaigns category this year. The Award served to recognise PAB’s efforts and have provided great encouragement for the team at PAB.
PRISON PROVOST BRANCH

ASP Dave Singh Calais
SO Provost
Prison Provost Branch

VANGUARDS WITHIN SINGAPORE PRISON SERVICE
The Prison Provost Branch (PPB) are the investigators, just adjudicators and enforcers of service correction within Singapore Prison Service (SPS). They are tasked with probing written complaints, both internally and those from the public – recommending appropriate disciplinary action once they are properly reviewed. With impartiality as their most potent tool, these officers constantly safeguard public confidence in SPS.

A CONTINUOUS JOURNEY OF SELF IMPROVEMENT
A working committee was set up to review and formulate recommendations to improve the current Provost Specialist Framework. The Committee found that the Framework lacked a competency matrix that mapped the different skill and knowledge areas into different proficiency levels.

Subsequently, a three-tiered development structure was proposed. It comprised four clusters of competencies that would be used to identify training and development needs. They consist of evidence gathering, investigative thoroughness, investigative acumen and investigative knowledge.

The committee also suggested changes to the recruitment methodology to ensure that officers are selected based on competence in both skill and knowledge. Besides such functional competencies, the candidate must also possess the appropriate behavioural competency. To this end, it was proposed that officers displaying the required aptitude be recruited into the Provost Fraternity.

MAINTAINING A JUST SYSTEM
Great improvements were made to the current workflow processes, which included a move to increase the independence on investigations and a statutory review of all inmates’ Investigation Papers before adjudication. This creates a thorough and fair investigation process.

ROOM FOR IMPROVEMENT
With the demands of their duties increasing constantly, officers were given regular and special training to maintain a high level of competence and skill. PPB collaborated with the School of Criminal Investigations to organise customised investigation training for all Provost Officers. Selected officers were also sent for the Singapore Police Force Investigators’ Intermediate, Advanced and Advanced Supervisory Courses as well as Central Narcotics Bureau’s Core Skills Narcotic Course. Some officers who attended fire investigation courses at the Civil Defence Academy also learnt to tackle minor fire investigation cases.

AN EVOLUTION OF A UNIT
Satisfaction in current methodologies may no longer be enough to propel investigators to greater heights. To be able to successfully take on these challenges in the future, there is a need to develop another pillar of investigation; namely Forensics. This includes acquiring capabilities in the area of Forensic Psychophysiology and Fingerprint Lifting and Identification.
OPERATIONS DIVISION

ASP Jeniffer Tay
SO Ops Division
Operations Division

THE HEART OF SINGAPORE PRISON SERVICE
The Operations Division (Ops Div) is charged with maintaining the day-to-day operations of 13 institutions within the Singapore Prison Service (SPS) as well as the safe custody and rehabilitation of the inmates.


BUSINESS FUNDAMENTALS

Bringing Work Processes to the Next Level
To improve on the current work processes, the guiding principles and operations of SPS were reviewed and enhanced at all levels; ranging from legislative amendments to improvements in inmate management.

The Security Classification (SC) was placed under the microscope in a bid to replace the previous violence assessment component with the new Institution Violence Risk Predictor Scale (IVRPS).

Their admission assessments and Progressive Privileges also came under scrutiny to ensure that they gave the inmates enough motivation to co-operate, and also behave during their incarceration.

The SPS audit framework was also reviewed to increase its coverage and robustness.

Inmate Letter Management System
Technology drove the launch of a series of new initiatives to enhance the safe and secure custody of inmates. The Inmate Letter Management System is one such initiative, which systematically tracks and monitors inmates’ in-coming and out-going letters, helping them to maintain contact with their loved ones.

Producing the Best
The journey of the officer is one that is filled with constant improvement and in 2008, this was reaffirmed with the tactical training course to equip officers with the tactical skills. The Crisis Management Course for Incident Commanders was conducted for key appointment holders to gain a holistic understanding of contingency planning and management.

New Environments, New Measures
Ops Div has been involved in the ongoing integration of CPC processes into the institutions’ daily operations and planning for CPC Security Infrastructure. Examples of the CPC Security Infrastructure include the CPC Complex Fence, Patrol Road and Complex Main Entrance.

The Complex Access Management System (CAMs) will provide seamless security clearance, scheduling, registration, tracking and monitoring of movement within CPC. The Division will also commence operation of the new Transit Centre (TC) in 2009.

New environments in CPC can mean new potential incidents, and thus a holistic and realistic review of the Fire, Riot and Escape Contingency Exercises Framework was also conducted to incorporate the operational elements in CPC. This was also to prepare them for the upcoming TC and Cluster B.

A Welcomed Move
“Welcomed by the criminal lawyers” and “independent auditor” were some of the comments from local newspapers on SPS’s move to increase the transparency of its discipline system. A new layer of checks by external communities made up of former judicial officers, Justice of Peace and community leaders were introduced. This was targeted towards major institutional offenders who were up for caring and other serious punishments.

REDUCING RE-OFFENDING

Reviewing to Improve
To further bolster rehabilitive efforts to reduce re-offending by inmates, existing regimes and programmes were reviewed to cater to the criminogenic needs of offenders. These included streamlining two drug regimes into one standard Drug Rehabilitation Centre (DRC) regime on 1 September 2008.

The Ops Div also reviewed the Inhalant Abuser (IA) regime, which was implemented on 4 June 2008. Three new Specialised Treatment Programmes (STPs) targeting high-risk offenders were also developed. The programmes named Kick-Start, COOL and TAC-TIC target substance abuse, anger and emotion, and criminal thinking respectively. The new STPs are currently being piloted in the three Clusters.

Reaching Out to the Families
Co-chaired by SPS and the National Council of Social Services (NCSS), the Strengthening Families Network was set up in February 2008 to capitalise on the importance of family support in inmates’ rehabilitation and reintegration in society. The Network aims to strengthen familial ties among inmates and recruits the help of associated agencies which deal with inmates, ex-offenders and their families so as to identify service gaps and develop new strategies.
The Family Resource Centre (FRC) model was also reviewed in September 2008 to include casework management for inmates’ families with complex issues. Two new Prison Link Centres (PLCs) were set up in Jurong and Toa Payoh as convenient locations for families to tele-visit inmates.

**A Culture of Learning**
To instil inmates with positive learning culture, Ops Div continued its various education programmes that included the General Certificate of Education (GCE) and Institute of Technical Education (ITE) studies in Kaki Bukit Centre, Cluster A1, A2, A4, Tanah Merah Prison and Changi Women’s Prison.

In 2008, 432 inmate students registered for ITE and GCE ‘O’ level examinations. An additional 221 education grants were also administered for needy inmate students taking the GCE ‘O’ level examinations. Leveraging on art as a rehabilitative tool, the Visual Arts Training Centre also conducted art training for inmates.

**PREVENTING OFFENDING**
Moving upstream to prevent offending, Ops Div and the Clusters conducted 97 preventive education programmes at prisons and DRCs which benefited about 2,000 youths at risk. The production of a preventive education video titled “The Road to Changi” was also commissioned in early 2008.
STAFF DEVELOPMENT DIVISION

Ms Teo Lee Pin
Staff Planning and Development Executive
Staff Planning and Development Branch

CREATING A HIGH PERFORMANCE WORKFORCE

The Staff Development Division (SDD) oversees Singapore Prison Service’s (SPS’s) manpower needs and comprises the Staff Planning and Development Branch (SP&D), Staff Management Branch (SMB), Training and Development Branch (T&D), Staff Well-Being Branch (SWB), Recruitment Branch and Prison Staff Training School (PSTS).

SDD is responsible for the people that make up the organisation; planning, implementing and reviewing of all manpower, training and personnel policies. It also manages staff matters, which includes aspects like recruitment, succession planning, career development, performance management, and staff well-being.

MV SUBLIME

MV SUBLIME is an SPS Leadership Competency Model integrated with human resource processes like recruitment, training and development, rewards and performance management to systematically select, train, reward and assess officers for the desired attributes and competencies.

The four leadership attributes were incorporated into the recruitment process while the seven SUBLIME competencies will be used as the basis for Learning Needs Analysis. A publicity campaign was rolled out to raise staff awareness and understanding of the model. Leadership programmes such as the Superintendents’ Course will be aligned with the Model. MV SUBLIME, integrated with the Civil Service-wide AIM model will be used in the appraisal for Senior Prison Officers in 2009.

STRENGTHENING OUR RECRUITMENT EFFORTS

Reaching out to ‘Gen Y’ candidates meant that SDD had to use more contemporary and exciting platforms like air of advertisements in McDonalds’ restaurants and interactive designs like Zo-cards, email blasts, Internet advertising and Facebook. Recruitment processes were also reviewed and accelerated to achieve faster processing times and shorter waiting times.

Our career activists underwent professional training by an external service provider and a standard set of sample questions was crafted to aid interviewers in identifying leadership attributes and core values of candidates during interviews.

AN ADRENALISED TRAINING REGIME

The Enhanced Training Framework (ETF) was initiated so that there was a structured and formalised process to equip officers with the tools necessary to perform as Captains of Lives. Under ETF, there will be customised training pathways for officers which will be tied closely to their career development.

Improvements were made to the Basic Officers’ Course (BOC). The revised BOC framework would essentially be aligned to the new SPS Business Framework and the Leadership Competency Model.

To better prepare officers for real world scenarios, greater realism was injected into the Senior and Junior Prison Officers’ BOC, where scenario-based trainings would form the baseline approach at PSTS. Trainees would benefit from actual incident reports, investigation papers and Closed-Circuit Television (CCTV) footages.

With a Training Video Management System in place as well, trainees would never miss a lesson through the use of video recordings. Trainees could easily loan these video recordings for their self-directed learning and revision when preparing for course examinations.

A course was developed for the Superintendents to equip them with the necessary knowledge and skills to perform their statutory and functional duties. The course also includes an overseas leadership component that is geared towards developing and strengthening the leadership skills and abilities of the Superintendents.

TAPPING ON TECHNOLOGY

Embracing technology, an online coaching portal was developed for efficient communication, access to information and documentation of coaching sessions. A feedback mechanism was also built in to ensure that valuable opinions could be directed to the coaches, so that they can evaluate their own effectiveness.
HEALTHY MINDS, HEALTHY HEARTS

The Human Focus
With the needs of people behind SPS their top priority, SDD launched the Needs Assessment in July 2008. It is a targeted, service-relevant initiative based on the most current concepts in the areas of work-life, healthy lifestyle and positive psychology. Using an empirically based four-step system, it focuses on the diverse needs, habits, and interests of staff on a holistic level beginning with a rigorous analysis of staff needs. The findings would drive the development of staff programmes tailored to the needs of SPS staff.

A Clean Bill of Mental Health
2008 also saw increased efforts to ensure good mental health of SPS staff. The Mental Resilience psychologists ran the first Civilians Resiliency Workshop in July 2008 to equip SPS civilians with the right competencies to deal with life’s challenges. 94% of participants said they found the workshop useful and interesting and would recommend others to attend future runs.

From April to July 2008, mental health professionals were invited to different clusters to engage the ground staff in a series of “Cultivate a Healthy Mind” talks. This formed part of the Treasure Your Mind modules developed by the Health Promotion Board, which aimed to enhance mental well-being at the workplace.

World Mental Health Day
To commemorate World Mental Health Day 2008, a rejuvenation event was held in October 2008 at the Singapore Botanic Gardens where reputable speakers and drama professionals were invited to engage SPS staff on issues related to stigmatisation of mental illness and its effects. The Gardens were specially chosen as the venue to encourage staff to take time out from work to explore issues related to mental well-being.
CORPORATE SERVICES DIVISION

A RALLYING FORCE
The Corporate Services Division (CSD) co-ordinates its branches – Infrastructure Development Branch (IDB), Technology Branch, Prison Logistics Branch (PLB), Renaissance Branch, Medical Services Branch (MSB), Psychological Services Branch (PSB) and, Finance and Administration Branch (FAB) – to work with other divisions and branches to assist the Singapore Prison Service (SPS) in the development and implementation of key initiatives.

ASP Amanda Ang
SO Corporate Services
Corporate Services Division
FROM GENESIS TO COMPLETION – CSD’S ROLE IN THE NEW
CHANGI PRISON COMPLEX

New Singapore Prisons Emergency Action Response (SPEAR) Base
The elite SPEAR unit held the official opening for its new base on 6 August 2008. With its purpose-built facilities and equipment, it marked a new era of readiness for SPS to respond and contain crisis situations in record time. The new Base is also a centralised tactical training ground for prison officers.

Transit Centre
From early 2009, the Transit Centre (TC) will serve as a primary entry point for goods and services vehicles into the Changi Prison Complex (CPC). Security measures like the Monitoring and Management System, Vehicle Scanning System and the Integrated Security System will ensure the safety of all vehicles and personnel into CPC.

CPC Warehouse
Due for completion in 2009, the CPC Warehouse will be a one-stop storage and staging area for all inmates’ requisites as well as domestic and office supplies for institutions in CPC. An innovative IT management system will be set up to provide a conducive learning environment for selected inmates to train in logistics operations – a stepping stone to a career in the logistics industry upon their release.

CONNECTING INMATES WITH THEIR FAMILIES
With the support of IDB, Technology Branch and Programme Branch, the Prison Link Centres (PLC) became fully operational in June and October 2008. The PLCs are located in Jurong and Toa Payoh and serve as satellite branches for SPS in the heartlands of Singapore. These Centres are accessible visitation points for inmates and their families, giving them more opportunities to bond which will enhance inmate rehabilitation and reintegration process.

MANALIVE PROGRAMME
Inspired by the United States Correctional Services, PSB introduced the Manalive Programme to enhance SPS’s capabilities in dealing with violent inmates. Not only is Manalive an intervention programme, it also has the potential to create non-violent communities within the prison system, with inmates as co-facilitators. This helps to expand the limited specialists’ resources and also serves to engage inmates in active relapse prevention.

THE ROAD TO RE-CERTIFICATION
The Renaissance Branch has been instrumental in preparing SPS for Business Excellence (BE) recertification since 2007. With the strong support of the senior management and the active participation of staff from all levels, SPS effectively demonstrated the Department’s continuous quest for organisational excellence in all areas of work. In September 2008, SPS won the BE recertification in Service Class, Innovation Class and People Developer.

EXEMPLARY MONEY MANAGEMENT
Working within the budget in terms of expenditure and funds allocation has enabled SPS to implement new initiatives and projects. FAB has been instrumental in educating staff to be cost-conscious, so as to reach targets set for Economy Drive savings by the Finance Department in the Ministry of Home Affairs.

This reflects a commitment to the Public Sector principles of “value for money” and “fiscal prudence”. FAB also ensured that the Department achieved 100% budget utilisation so as to avoid being penalised for both over and under expenditure. As a testimonial to its good financial performance, SPS was eligible for the Productivity Savings Award in 2008.
It was a year where Cluster A strengthened its resolve to improve its various capabilities, reflecting its commitment to supporting Singapore Prison Service (SPS) in its quest for innovation and organisational excellence.

**BUSINESS FUNDAMENTALS**

**Supplementing Operational Readiness**

For 2008, Cluster A embarked on a series of initiatives to enhance Operational Readiness. The Standard Response Protocol was implemented and training sessions were conducted for 100 officers to equip them with the relevant skills in Contingency Management.

**Re-designed to Perform**

The Cluster Operations Room underwent extensive renovation to further improve its operational capability. A new set of contingency plans was crafted and tested through a series of table-top and ground deployment exercises conducted in the later part of 2008.

**The Newly Crafted Housing Unit Manual**

A Housing Unit Management Working Group was set up to review and create a manual that will specifically assist officers in ensuring the safe and effective running of Housing Unit operations at all institutions.

The manual was effective because it was created with the feedback and suggestions from ground officers. Honest replies and frank comments ensured the manual was a realistic and comprehensive production that reflected the realities of ground operation.

**Cluster Standing Order Review Committee**

A Cluster Standing Order (CSO) Review Committee was set up in the second quarter to review all CSOs. Representatives from the units and institutions of Cluster A attended monthly meetings to standardise ground operations and processes. Seventeen CSOs have since been reviewed to ensure that Cluster A’s CSOs remain relevant and effective in today’s operating environment.
Getting to the Heart of Fire Safety
To enhance Cluster A’s fire safety management, a Fire Safety Framework was introduced. Fire safety audits were carried out on Cluster A institutions and workshops. Equipment and measures underwent exhaustive checks for fire safety integrity. As an added measure, fire safety booklets specially written for Cluster A were also disseminated to stakeholders.

REDUCING RE-OFFENDING
ASPIRE
Cluster A developed and implemented a new programme, ASPIRE, to better engage and manage the Reformatory Trainees (RTs).

The programme focuses on academic studies, character building and enhancing employability skills of the RTs. A group of RTs selected to participate in the pilot run of this programme has shown encouraging results.

Getting on the ’Cutting – Edge’
Cluster A collaborated with the Singapore Corporation of Rehabilitative Enterprises (SCORE) to synergise the creation of a Multimedia Training Centre – testament to the importance of Information Technology and Multimedia in today’s context. The Centre was officially opened by Director of Prisons on 16 July 2008 and offers a certified training programme for inmates interested in pursuing a career in this industry upon their release.

STAFF DEVELOPMENT
Developing Careers and Stretching Potentials
Cluster A makes use of three key career development levers to develop officers through job postings, training and appointments by cluster-level committees. This is to foster a culture where officers can stretch their potential as well as allow them the opportunity to further boost their personal and professional development.

For officers’ job posting and rotation, Cluster Staff Development facilitated quarterly Cluster Career Development Board meetings to discuss the deployment plans for officers, as well as the manpower requirements for the respective units and institutions.

Maximising Manpower
There was a resolute focus on enhancing staff operational and inmate management competency. Scenario-based Training was introduced to make tactical training more realistic and to enhance officers’ competencies in handling ground occurrences and incidents.

Staff were sent for training programmes that aimed to give them fresh skill sets and perspectives on their various skills. A special training programme was developed in collaboration with the National Council of Social Service (NCSS) to enhance staff’s capability in managing young offenders. This programme, “Working with Youths”, was eventually adopted by the Training and Development Branch as a key training programme for SPS.

A Healthy Dose of Sports and Competition
Sporting activity not only promotes an active and healthy life among the staff of SPS, but fosters strong bonds and builds a common identity. To take advantage of this, a Recreation Day was initiated to promote sports and healthy lifestyles. A Cluster Challenge Trophy was up for grabs and instilled some healthy competition among Cluster staff.

Cluster A also won the Certificate of Healthier Canteen, awarded by the Health Promotion Board, for providing healthy meals for its staff.
CLUSTER B

ASP Chung Cher Chiang
SO Research and Planning
Cluster B Management

Currently consisting five standalone institutions – Admiralty West Prison (AWP), Khalsa Crescent Prison (KCP), Tanah Merah Prison (TMP), Queenstown Remand Prison (QRP) and Sembawang Drug Rehabilitation Centre (SD) – Cluster B will start relocating its operations into new facilities in the Changi Prison Complex in 2009.

BUSINESS FUNDAMENTALS
The Success of Video Conferencing
A unique solution to minimise external movements to the Courts by inmates came in the form of Video Conferencing (VC) facilities. In collaboration with the Courts and the Singapore Police Force, processes such as Pre-Trial Conferences and Court Mentions can now be executed using VC facilities. Since July 2008, bail reviews and processing were also included – culminating in more than 500 accused going through Court proceedings while they remained in prison.

Northern Sector Escort Pool
Comprising of three institutions situated in the northern sector – AWP, KCP and SD, the Northern Sector Escort Pool was set up to maximise escorting officer resources. AWP is the key coordinating body working closely with the Auxiliary Police Officers to plan the daily deployment of manpower and vehicles for all external movements of inmates from the northern institutions. AWP also serves as a central node for the collection and despatch of medication for the Northern Sector institutions.

Northern Crises Response Team
To strengthen tactical competency, tactical trainers from Cluster B institutions were rallied to standardise procedures and design scenario-based learning to boost staff’s tactical skills. A Northern Crisis Response Team (NCRT) was created to provide the first line of response in the event of any major incidents. Through streamlined processes and systematic training, NCRT improved its response time by an impressive 50 per cent. The NCRT were also deployed in Cluster B operations such as Operations Mining A and in many contingency exercises.

The Fight against Transmissible Diseases
Being the main admission centre for SPS, QRP sees more than 100 new admissions daily. The directive known as Operations Mining A requires that every newly admitted inmate has to be tested for Human Immunodeficiency Virus (HIV) and Pulmonary Tuberculosis (PTB). Those tested positive will be excluded from the prison population until proper observations are executed.
Boosting Security Measures
Coordinated infrastructural development has been carried out to enhance security in all Cluster B institutions such as installation of additional gates, fencing and G2 wires, replacement of anti-climb drum, and upgrading of cameras and Closed-Circuit Televisions (CCTVs).

REDUCING RE-OFFENDING
Saying ‘No’ to Gambling
Inmates plagued by gambling addictions have a new support lifeline called the Gambling Suppression Team (GST). Led by TMP Operations Officer, this cross-functional team comprises of officers from Intelligence Unit, Records and Reception Office, Programme Unit, Officer-in-Charge of Housing Units, and Security and Provost Unit. The GST has since successfully closed five investigation cases. In addition, KCP started the anti-gambling workshop while other Cluster B institutions had also started to explore alternative anti-gambling measures.

ENGAGEMENT THROUGH LEARNING
Promotion of Strong Learning Culture and Staff Engagement
The learning points from After Action Reviews (AARs) are shared among staff in the primary institution, as well as to the Cluster Management. The acquired knowledge disseminated would serve as lessons and be incorporated into preventive measures across Cluster B institutions.

Cross-platform dialogues and focus group discussions were conducted to provide insights into the ground reality to the Management team. Implementation teams that are made up of staff from different levels were also formed for Cluster brainstorming and planning processes.
Despite the physical distance separating its three institutions, the Selarang Park Drug Rehabilitation Centre (SPD), Changi Women’s Prison (CWP) and the Kaki Bukit Centre Prison School (KBC), Cluster C has persevered with combined in-service training sessions as well as joint staff activities. They will be the only standalone institutions within the Singapore Prison Service (SPS) when Cluster B institutions move into the new Changi Prison Complex (CPC) in 2009.

BUSINESS FUNDAMENTALS

An Added Measure of Defence

Security enhancements to Cluster C’s three institutions saw a period of upgrading and maintaining a high level of operational readiness amongst the staff. CWP initiated a review of the work functions and processes of the medical centre in Cluster C to improve the management of inmates’ medical needs.

This brought about the improvement of medical facilities and the introduction of the first Obstetrics and Gynaecological Services in Cluster C by Kandang Kerbau Women’s and Children’s Hospital to provide expectant mothers with medical care in a secure environment.

REDUCING RE-OFFENDING

New Perspectives

Recognising the challenges that inmates undergoing community-based programmes faced, the role of the Personal Supervisor at SPD was enhanced to better manage these inmates while they were in the community. The Personal Supervisor was better able to focus on helping the inmates through reintegration issues such as family acceptance, peer pressure and employment.

In a bid to streamline the management of community-based programmes, SPD also started taking over the management of inmates undergoing Release on License (ROL), Expanded Home Detention (EHD) and Release on Supervision (ROS).

Partnerships between prisons and halfway care partners were forged for better teamwork. In June 2008, the Employment Assistance Unit (EAU) of the Singapore Corporation of Rehabilitative Enterprises (SCORE) was relocated to the SPD reporting centre. This facilitates the direct referral for inmates facing employment issues and also aids effective case discussion between EAU and SPD.

A Different Take on the News

Produced by inmates, for inmates. This is the mantra of the News Behind Bars (NBB) news bulletin programme, an effort to keep inmates informed of news and events within and beyond prison walls. In March 2008, KBC’s Multimedia Hub (MMH) took over the production of News Behind Bars (NBB). Since then, NBB had been absorbed as part of MMH’s operation.

Clay Hearts, Open Minds

The untapped potential of inmates shone through pieces of unique pottery that were displayed at KBC, affirming that they still had much to give back to society when given the chance. The Clay Hearts Pottery Workshop and Art Gallery was officially opened by Director of Prisons during his visit to KBC in 2008. The Pottery Workshop produced many pieces of artwork to support events like the Singapore Garden Festival and the Community Arts Exhibition.
With Flying Colours

Education is key to reintegration, and with this, KBC assisted 39 student inmates to continue their studies upon their release. There were 14 polytechnics, an Institute of Technical Education (ITE) and two university application cases. Another 21 inmates applied for ITE night classes to continue their General Education (GE) and General Certificate of Education (GCE) lessons upon their release.

KBC had also assisted five inmate workers (three ex-students) to pursue their post-secondary education through part-time correspondence studies during their non-working hours.

Four inmates are currently pursuing degrees (three Bachelors of Sciences in Business and one Bachelor of Sciences in Sociology) with University of London. One inmate is pursuing a Masters of Business Administration (MBA) with the University of Massachusetts.

National Youth Achievement Award Gold Award

KBC successfully helped an inmate to achieve the Gold Award for the National Youth Achievement Award (NYAA), the pinnacle of NYAA, for the first time since its introduction in SPS eight years ago.

KBC Alumni

The KBC Alumni is a platform for ex-offenders to support one another in their reintegration journey back to a normal life. This support group made up of ex-offenders had organised an informal gathering at KBC and a sports event at Bedok Reformative Training Centre (BRTC) Sports Complex. The turnout for both events was encouraging and the feedback was positive.

STAFF DEVELOPMENT

A Year Chocked Full of Events

It was not all work and no play at Cluster C. Joint staff recreational activities were organised to encourage staff interaction across the Cluster C institutions as well as to promote work-life balance. These included paintball and bowling, which received positive feedback.

Although each institution in Cluster C had its own projects, joint Cluster C activities were also organised in 2008. To boost SPS’s bid for Business Excellence (BE) recertification in Service Class, Innovation Class and People Developer, joint staff training sessions were conducted to prepare staff for the BE recertification assessment. This was augmented by joint tactical training sessions headed by Cluster C trainers to ensure that all staff would be recertified in their tactical skills and be operationally ready when needed.

ACCOLADES OF 2008

Recognising the Best

CWP was awarded the Best Unit Award for its efforts in maintaining a high level of innovation, operational readiness and staff well-being. This coveted award is given annually to the institution that shows all-rounder excellence.
YELLOW RIBBON PROJECT:
BEYOND JUST WORDS

Mr Kenneth Foo
Executive Officer (Community Reintegration and Partnerships)
Singapore Corporation of Rehabilitative Enterprises (SCORE)
The Yellow Ribbon Project (YRP) has made a real and lasting impact on the community since it was first launched in 2004. A joint effort by the Community Action for the Rehabilitation of Ex-Offenders (CARE) Network members, which comprises of Government agencies, and Non-Government Organisations involved in aftercare. The CARE Network’s vision is to offer hope, build confidence and create opportunities for ex-offenders who have served their time in prison and have the desire to change for the better.

The three goals of the YRP are to create Awareness of giving second chances to ex-offenders, to generate Acceptance of ex-offenders and their families into the society, and to inspire community Action to support the rehabilitation and reintegration of ex-offenders.

**IT ALL STARTED WITH A SONG**

“I’m really still in prison and my love, she holds the key, a simple yellow ribbon’s what I need to set me free”

The inspiration for the Project came from Tony Orlando and Dawn’s hit song “Tie a Yellow Ribbon Round the Ole Oak Tree”, which aptly describes an ex-offender’s desire for forgiveness and acceptance. We believe that ex-offenders often encounter two kinds of “prisons”. One is the physical prison where prison officers hold the key and another, is the social and psychological “prison”, wherein the key lies in the hands of family, friends, neighbours, employers and the community-at-large. Only by breaking preconceptions of ex-offenders, can they be truly freed from a life in the “second prison”.

**STRIKING A CHORD WITH THE PUBLIC**

Over the years, the activities of the YRP have generated greater public awareness of the difficulties faced by ex-offenders as they attempt to reintegrate into society. Concerts, walks, exhibitions and media campaigns have been useful platforms for the community to gain insights into YRP’s objectives.

Members of the public have shown their support by attending YRP events and donating generously to the Yellow Ribbon Fund (YRF). Set up to support programmes and services to help ex-offenders and their families, the YRF has since raised $5 million. The response from volunteers, the public and employers has been overwhelming with about 1,700 volunteers providing training and counselling for inmates and 1,800 employers offering employment opportunities to inmates and ex-offenders registered with the Employment Assistance Unit (EAU) of the Singapore Cooperation of Rehabilitative Enterprises (SCORE).

**BEYOND JUST WORDS**

Building on the increased awareness and support for YRP, the 2008 campaign garnered more “Action” from family members, volunteers, and employers to come forth and offer their help. Community partners and members of the public were encouraged to go beyond just words to help ex-offenders remove the label of prejudice and pave their way back into society.

Numerous volunteers, family members and employers came forward to share their experiences on how they had supported ex-offenders looking for a fresh start. Their selfless actions have reaped results over the years as many have successfully re-integrated into society.
A Snapshot of YRP Events in 2008

The YRP campaign 2008 called for “Action” from the public and community partners to support its cause with an exciting line-up of events.

Yellow Ribbon Art Competition
The Yellow Ribbon Art Competition held on 7 May 2008 marked the beginning of the YRP 2008 campaign. Building on the theme of “Re-connection”, it encouraged inmates to re-establish ties with their families, the community, their faith, work and themselves through their works of art. A record total of 580 original art pieces were submitted, out of which 30 were chosen for the finals. For the first time, community partners collaborated with inmates to create works of art, symbolic of the co-operation necessary to rehabilitate inmates. Renowned local artist Mr Chen Kezhan, Mr Milenko Prvacki Dean of Faculty of Fine Arts, LaSalle and Dr Winston Ang, Assistant Professor for Visual and Performing Arts, National Institute of Education were among the few who volunteered their time as panel judges for this event. Impressed by the quality of the art presented, community partners such as the North East Community Development Council (CDC), North West CDC and Republic Polytechnic invited the YRP Organising Committee to partner them in their art exhibitions.

Yellow Ribbon Song Writing Competition
The fifth Yellow Ribbon Song Writing Competition was held on 26 June 2008. From over 300 entry submissions, only 12 finalists representing the top three entries in the individual language categories were chosen. They did not disappoint, delighting the audience with their song and dance performances in a variety of styles and genres. Some inmates even showed off their talent for rapping. Jiu Jian, celebrity judge of the Channel U Superband Competition, surprised many by performing his very own composition, which he wrote during his six-month prison term. His success is a testament to inmates on how they can turn their life around and explore new beginnings. Contestants also took the opportunity to dedicate their songs to their loved ones, many of whom were their pillars of strength in their arduous journey of rehabilitation in prison. The highlight of the afternoon was the 15 minutes of contact time inmates had with their family and friends. It was a touching sight to behold as they were reunited with their family members.

Awards Ceremony
The “Celebrating Second Chances” Awards Ceremony held on 6 September 2008 saw 320 ex-offenders commended for their efforts in staying crime free and drug free. It was an opportune time to celebrate their successes and to thank community partners and volunteers who assisted them in their reintegration into society. There was a tearful reunion between the ex-offenders and the people who had a significant role in helping them to start life afresh.

Yellow Ribbon Concert
The highlight of the 2008 campaign was the Yellow Ribbon Concert held at the Singapore Expo, Max Pavilion, following the Awards Ceremony. Tickets for the concert were snapped up within days and a crowd of 7,000 filled the Pavilion. Superstar and international artiste Chau Wakin made a special guest appearance and joined in the celebration of second chances.
for ex-offenders. Local artistes like Dick Lee, Milu Bing and Aliff Aziz, as well as inmates and ex-offenders alike, put up stellar performances, including performing original compositions from the Song Writing Competition. The inmates and ex-offenders also shared their stories of perseverance and hope on stage, giving the crowd insights into the efforts of the people who had been integral to their reintegration process.

Yellow Ribbon Conference
467 foreign delegates, government officials, academics, aftercare professionals and community partners attended the Yellow Ribbon Conference (YRC) on “Aftercare: A Collaborative Approach” held on 8 and 9 September 2008. This year saw the most number of foreign delegates, with 67 representatives from 15 countries, joining the Conference to share best practices on aftercare.

Workshops were hosted by four industry experts who had been invited to discuss issues in the field of aftercare. The Conference not only successfully raised itself as a platform for dialogue on aftercare and rehabilitation works on an international level, but also paved the way for coordinated international efforts to make the reintegration journey a smoother one for ex-offenders.

Yellow Ribbon Journey
The Yellow Ribbon Journey exhibition – “Our Crossroads” – held at Marina Square over the weekend from 12 to 14 September 2008, showcased technology that wowed visitors’ sense of sight, sound and touch. More than 5,000 visitors walked through the visual displays and “experienced” the lives of three ex-offenders by listening to narrations of the ex-offenders’ life accounts using MP3 players. Members of the public were invited to leave words of encouragement for ex-offenders at the end of the tour and also visited the booths of CARE Network members to find out about their work and how they can play a part in helping ex-offenders reintegrate into society.
Yellow Ribbon Community Art Exhibition

The Yellow Ribbon Community Art Exhibition held at the Singapore Botanical Gardens from 20 to 23 November 2008, showcased winning entries from the Yellow Ribbon Art Competition held in May 2008. The art pieces depict the hopes and struggles of the inmates as they attempt to reconnect with their families, the community, faith, work and themselves. $56,110 raised from the sales of artworks through this event was donated to the Handicap Welfare Association and the Yellow Ribbon Fund (YRF), as part of “giving back” by inmates to help the less fortunate in the society.

THE FRUITS OF LABOUR

The YRP first set out to change public perception of ex-offenders. Over the years, the public has gradually become more accepting towards ex-offenders and their family members. This year, more members of the public have come forward to lend their support towards the YRP.

Mr Boi-Kwong, an award-winning local film-maker who directed the movie “The Days”, based on the true life account of his triad days, volunteered a fund-raising screening of the movie. CARE Network partner, Industrial and Services Co-operative Society Ltd (ISCOS) fronted the screening and raised $20,000 from this event to fund programmes and services for their co-op members. Aviva adopted the YRP as part of their corporate social responsibility initiative and successfully raised $10,000 for YRF through the Aviva Ironman Triathlon. The Lions Club not only supported the “Our Crossroads” Exhibition but also donated 2,000 mini mooncakes to raise funds. These mooncakes baked by SCORE bakery raised $5,000 for YRF.
RIPPLE EFFECTS BEYOND SINGAPORE
After attending the Yellow Ribbon Walk in 2007, Fiji Correctional Department decided to adopt the YRP with consent from the CARE Network. In October 2008, a small delegation led by Mr Desmond Chin, Chairman YRP and Chief Executive Officer (CEO) of SCORE, launched the YRP in Fiji and attended the 2nd Head of Pacific Island’s Corrections Conference (HOPICC). The Fijians were not only able to use the platform to engage the community to offer acceptance and second chances for ex-offenders, but also managed to get their staff to move from being mere custodians to rehabilitation officers; very much like the Singapore Prison Service. It is of great pride to know that what was started on this island had travelled over 2,000 km to Fiji to help their inmates and ex-offenders.

THE NEXT LAP
In the last five years, successes of past YRP campaigns have successfully created a ripple effect, encouraging active participation by all. The YRP is no longer only about the lives of ex-offenders and inmates, but also about the stories of friends, families, employers and the Singapore community coming together in action. It is about everyone lending a hand, opening their hearts, and making a pledge to make the YRP an even more effective one in years to come.

A SECOND CHANCE FOR SUCCESS
Samuel Chow (shown below on the right) spent 11 years behind bars for armed robbery before he was released. When he first entered prison, he had only primary school education. With the encouragement of volunteers and officers, he completed his GCE ‘O’ levels during his prison term. Samuel’s family never gave up on him, especially his devoted wife who took care of their children single-handedly during his absence. Her actions touched him deeply and he vowed to try to redeem himself.

Towards the end of his sentence, Samuel prepared for his reintegration into society by working under SCORE’s Employment Assistance Programme. He completed his working stint and in 1999, decided to start his own business with the support of his daughter. Today, he is the proud owner of two hardware and paint shops, with the third shop opening soon. The support given to him during his prison term has fostered in him the perseverance and pride to make it on his own after his release.

He currently volunteers with the Prison Fellowship to counsel inmates and offers employment opportunities to ex-offenders in his shops. Samuel wishes that more people will give ex-offenders a second chance in life. Speaking with the wisdom of someone who has experienced many difficulties, Samuel says “If they do not even have their families’ support, it is easy for them to slide back into their old ways.”
SPEAR: A TACTICAL FORCE

DSP Eugene Goh
Deputy Commander
SPEAR Force

CW Venu Arsh
Team Leader, Operations Team B
SPEAR Force
TRACING SPEAR’S ROOTS
From its humble beginnings in 1977, the Special Action Prisons Unit (SAPU) has evolved into a more specialised, professional and tactical force. Incidentally, the first officers of SAPU were trained by the 1st Commando Battalion of the Singapore Armed Forces.

SAPU officers were taught various specialist skills including unarmed combat, fast roping and high wall scaling. They also underwent training with the Police Task Force (PTF) in the late 1970s to learn the light strike force techniques to handle riot situations.

In May 1990, SAPU was subsumed under SPEAR, which stands for Singapore Prisons Emergency Action Response Force together with the Prisons Transport Unit, Prisons Dog Unit and the Centralised Escort Unit. However, over time, the rest of the 3 units have since been disbanded or reorganised and eventually SPEAR is used synonymously with SAPU.

SPEAR is a multi-role force. It provides tactical response expertise in emergencies at any of the 13 institutions in the Singapore Prison Service (SPS). Emergencies may include gang clashes, prison riots, prisoner escapes and fire evacuations.

Its secondary roles include the daily deployment of SPEAR Alpha Team in Cluster A, escorts of high risk prisoners, security coverage for events, protection of high-profile prison visitors and the training of prison officers in tactical response and firearms.

TRAINING, TACTICS AND TECHNOLOGY
Each year, SPEAR seeks out able and competent men to join its ranks. It has a challenging selection process, as the strengths of the unit depend entirely on the proficiency of its members. Candidates go through an interview as well as a physically demanding tactical course to test their limits intellectually, mentally and physically. These trials will sieve out the best and brightest men who are able to withstand the most pressing and stressful situations, carry out strategic tactics and master the tools of the trade. Not everyone can fill the shoes of a SPEAR officer, as he will be involved in heavy training routines, operational deployment and a half-yearly skill proficiency assessment.

In recent years, SPEAR has embarked on a journey to upgrade its capabilities. All its officers have undergone a Close Quarter Riot Control (CQRC) tactical course that has since replaced the Unrest Suppression Technique (UST). CQRC utilises less lethal weaponries to fight riots and gives each officer the ability to engage multiple aggressors from a distance.

In 2008, SPEAR sought to enhance its training capabilities by sending officers to attend trainings and courses conducted by external and overseas counterparts such as Police’s Training Command for Class 3 Intermediate course, Police’s Special Operations Command’s Close Quarters Defensive course, Singapore Armed Forces (SAF)’s Paramedic Level One course, Special Weapons and Tactics (SWAT) Evolution Expo organised by the International Tactical Officers Training Association and an attachment to the reputable New York Department of Corrections’ Emergency Service Unit.

Those who attended brought back with them invaluable lessons and applications, all of which could contribute to the enhancement of SPEAR as a tactical force, evolving it into a world-class prison special operations unit.

SPEAR will never rest on its laurels, knowing that failure often comes from complacency. It actively and constantly scans for methods to improve the unit, and already, areas have been identified for aggressive enhancements. Some of its focuses are on riot control in built-up areas and the cell extraction and relocation of inmates.

To help the SPEAR officers operate more efficiently and effectively, it constantly leverages on technologies as force multipliers and evaluates new gears and equipments that can help the SPEAR officers operate more efficiently and effectively. Hence, a tactical research and resource centre has been set up in the new SPEAR Base to encourage officers to examine and learn more tactical related information like the effectiveness and limitations of less lethal munitions and the various tactics of police tactical teams and military special forces.

A strong proponent of less than lethal weaponries, SPEAR will build enough knowledge and expertise on the subject so that it can eventually consult and advise other local law enforcement agencies on their methods and usefulness.
THE NEW SPEAR BASE
Since its conception, SPEAR has had several homes. The seniors will remember the original base complete with dog kennels beside the old Moon Crescent Prison field. Others might remember the unit operating at a lone bungalow in Fairways. The quarters near Jalan Awan Sentry and the most recent Tanah Merah Besar Road, just opposite Changi Women’s Prison, represented the latest bases for SPEAR.

There was always the problem that these bases were never purpose-built and always seemed to be a “make shift” solution to accommodate SPEAR and its operational intricacies. Space and training facilities never seemed to be enough and because of this, a purpose-built base was put into planned development in the late 1990s. Finally, in August 2007, the new SPEAR Base was completed and SPEAR started its operation from its new home.

On 6 August 2008, the new Base was officially launched by Guest-of-Honour, Mr Masagos Zulkifli, Senior Parliamentary Secretary of Home Affairs. The Heads of Institutions and Branches, close friends from the Home Team and SAF, as well as the media were present at the ceremony. The guests were treated to a symbolic curtain raiser where SPEAR officers responded in full operational gear in a fleet of fast response vehicles upon the activation of the Base siren. Immediately after, everyone was treated to a rappelling display from the top of the rappelling tower.

The SPEAR Insignia was unveiled using a beanbag round, fired from a pump action shot gun, which triggered a series of pyrotechnics that thundered and signified the symbolic and grand opening of the new base. The guests were then given a tour of the base complete with a demonstration to showcase SPEAR’s operational capabilities and the training facilities of the base.

The new SPEAR Base consists of four blocks that are aptly named after the unit motto of Swift, Accurate, Powerful and United. Block Swift is where SPEAR Command Centre and all the individual equipment of the officers are located. The command centre is a 24/7 operationally ready nexus built to swiftly deploy units when required. SPEAR officers also don their equipment and move out at the ground floor of this very building.

Block Accurate is located at the indoor range, a place where SPEAR officers hone their marksmanship to emerge as one of the most accurate shooters among the Home Team agencies.

Block Powerful is where the mock up housing unit is located and it is here that SPEAR officers train rigorously in realistic scenario-based training to mould themselves into a potent unit, enabling them to decisively nip any prison disturbances in the bud.

Block United is where the mess hall is located and it is here that they build their unity and camaraderie through relaxed dialogue over hearty meals.

To reflect the development and history of the equipment and tactics of the unit, a Heritage centre has been set up in the new base to display the weapons and equipments of the unit from the early days to the modern SPEAR officer.

The new SPEAR Base is not an isolated island and has hosted fellow officers for their in-service tactical training or re-certification. Since late 2007, SPEAR has been conducting the tactical training for the new entrant officers at the new SPEAR Base with the fully padded indoor dojo and an irritant exposure room, which provides a conducive environment for the new entrant officers to learn the core tactical skills essential for a prison officer. The new SPEAR Base has a seminar room with breakout rooms, which was where the Crisis Management Course for Incident Commanders organised by Contingency Planning Branch (CPB) was held.

MOCK PRISON RIOT
The Office of Law Enforcement Technology Commercialisation (OLETC), the National Institute of Justice (NIJ), the National Corrections and Law Enforcement Training and Technology Centre (NCLETTC), and the West Virginia High Technology Consortium Foundation (WVHTCF) host a Mock Prison Riot (MPR) annually on the grounds of the former West Virginia Penitentiary in Moundsville. The MPR is a useful platform to showcase emerging corrections and law enforcement technologies and to give correctional officers and tactical team members the opportunity to use and evaluate emerging technologies in riot training scenarios. The event comprises of four components, namely the riot scenarios by the various tactical teams, the workshop and classes by subject matter experts, the technological showcase at the Moundsville Centre, and the skills competition.

In 2007, SPEAR participated in the MPR for the first time as observers and in 2008, it was ready for the MPR and sent a team to compete in the skills competition as well as execute a tactical intervention in a riot scenario. The team trained hard in their tactical and precision shooting, room entry, breaching, hostage rescue drills, improvised explosive detection, obstacle clearing and the breath-gasping physical training. They braved the unusually cold weather and were rewarded with the following results:

- Bulls eye shoot – 5th placing
- Hostage Rescue – 2nd placing
- Mousetrap – 4th placing
- Team Obstacle Course – 4th placing
- Overall standing – 3rd placing out of 15 teams

Two of the team members also took part in the individual competition – the Super SWAT Cop, and finished in 12th and 14th positions among a field of 25 officers. When it was our turn to mitigate the riot scenario, the area was packed with curious
observers on how an external team would fare in unique and untested conditions, with most being impressed with the results. The team was also able to observe how other tactical teams mitigate prison disturbances in the numerous riot scenarios, attend relevant workshops as well as scan through the new equipment and technology in the field of prison special operations.

The MPR also represents a golden opportunity for officers within SPEAR to network and engage other tactical units in dialogue. With this shared knowledge and expertise, officers can come away from the MPR with the tools to elevate SPEAR to new heights, making it a visible force in the international arena of prison special operations. SPEAR will look forward and be ready to participate in the MPR again.

**SETTING THE STANDARDS**

SPEAR had been awarded and re-certified in ISO 9001:2000 for the Provision of Tactical Training Services, which is a testament that the unit has developed, documented and implemented a well-structured tactical training framework. Hence, it is no surprise that SPEAR has been kept busy with numerous training requests from both local law enforcement agencies and overseas counterparts.

In the area of sharing expertise and knowledge with various other units, SPEAR has shared information with Police Coast Guard on the use of less than lethal launchers, tactical training for AETOS Auxiliary Police Force, Brunei Prison Officers, Macau Prison Officers and Hong Kong’s Corrections Emergency Response Team (CERT). It has also been approached for tactical training by Singapore Customs and Police Custodial Department.

SPEAR was also tasked to lead a benchmarking project on selection and training processes for Operations Division with the support of three specially selected benchmarking partners – Connecticut Department of Corrections, Ohio Department of Rehabilitation and Corrections, and the Police’s Special Tactics and Rescue (STAR) team.

The benchmarking project helped to verify that SPEAR’s current selection and training process is of a high standard and the project yielded immediate fruits as the team that participated in the MPR was able to go on a site visit to Ohio’s prison tactical team and training academy.

**THE WAY FORWARD**

2008 saw the advent of many new and exciting things for SPEAR. The opening of the new base represented a new chapter for the progression of the unit’s operational and training capabilities. The MPR 2008 has boosted SPEAR in the international arena as a force to be reckoned with. Collaboration with overseas counterparts and other law enforcement agencies in Singapore resulted in the sharing of knowledge and expertise; and when combined with the many courses its officers were sent for, saw the improvement of SPEAR in leaps and bounds. These are small steps that SPEAR must take as it continues its quest to become a world-class prison special operations unit.

**THE SPEAR INSIGNIA**

The wing signifies the mobility of the unit, the dagger signifies the valour and courage of the men and the castle signifies the prisons.

The four attributes of Swift, Accurate, Powerful and United were chosen by officers as they formed the old acronym SAPU.
ALL IN A WEEK’S WORK FOR A HOUSING UNIT OFFICER IN CLUSTER A

RO Jim Ang
Housing Unit Officer,
Institution A1, Cluster A
HISTORY OF CLUSTER A
Following the 2004 master plan for the new Changi Prison Complex (CPC), three prison institutions – Changi Prison (CP), Jalan Awan Prison (JAP) and Moon Crescent Prison (MCP) – were demolished to make way for the new building.

Cluster A, one of potentially four Clusters in the CPC, was the first to be completed and houses 5,300 inmates from the three previous prisons. Inmates from these prisons were separated and housed in five institutions according to their classification and sentence type.

Institution A1, is the maximum-security institution in Cluster A, Institutions A2, A3 and A4 are the medium-security institutions and Institution A5 is the low-medium security institution

THE START OF MY JOURNEY
It all began on 19 June 2006, where I first joined the prison service and was attached to Tanah Merah Prison (TMP) for a period of two weeks. Subsequently, I became a part of Operations Planning Branch for another three months before I began my Basic Officers’ Course at Home Team Academy. After completing six months of residential training, I was posted to Cluster A, Institution A1 as a Housing Unit officer (HUO). This is where my journey as a full-fledged prison officer began.

MY DAILY ROUTINE
The Cluster Security Control Office (SCO) is where I start my day, examining the daily schedule, ticking any appointments and checking for any outstanding tasks. After the SCO gives me the ‘go ahead’, I briskly walk to Institution A1 Institution Command Centre (ICC) to draw my security equipment and wait for the daily opening muster announcement.

“Attention to all locations. Standby for the opening muster check.” Like clockwork, the daily announcement of opening muster is announced. We fall in at the ICC lobby for the briefing by the Duty Operations Officer (DOO), who routinely informs us of new instructions and reminds us to follow proper operational procedures. Once the briefing is over, we proceed to our respective Housing Units (HUs) to commence our duty.

First things first; I go through the muster check; which ensures that all the inmates under custody are properly accounted for. Once that is verified, then breakfast! The Housing Control Centre (HCC) staff will release the inmates for their morning meal. Thanks to the Integrated Security System (ISS), this is a hassle free, secure and effective way to control the population.

Cutting Edge Security System
One key difference between cluster institutions and stand-alone institutions is the implementation of the ISS, a state-of-the-art Integrated Security System, which controls over 4,000 electronic doors and access points remotely. This eliminates the need for cells to be unlocked manually, thus allowing the staff to focus on the supervision of inmates. Another benefit is that HCC staff will be able to provide additional coverage of the activities or areas in the HU, which may not be under direct supervision.

The Cluster concept has really changed the way prison management is executed everyday and the benefits are tangible. Each HU is designed to be self-contained, where inmate activities such as work, recreation, medical consultation and programmes will occur within the HU only. This eliminates the security risks and the manpower needs for moving inmates out from the HU to the respective work and programme locations.

YARD TIME
While the inmates are busy with their yard time, I will take the opportunity to hone and re-asses my jail craft, observing their usual recreational activities, as well as supervising them as they crowd to chat in the sitting areas, a common practice amongst the inmates. SGT Sinniah, a 25-year veteran officer of the Singapore Prison Service (SPS) has often shared his invaluable experience with me, ever since I began duty here in Institution A1.
He once told me, “It takes time and effort to learn these jail craft skills, but they are very useful in helping you assess situations. If things don’t seem normal to you, then it may be an indication of trouble.” We always have to be aware of what is happening and have a keen eye for signs of any tension brewing. This is where good jail craft skills come in, something all officers on the ground must have in their arsenal.

The great thing about Clusters is that in most of the HUs, yard activities are unaffected by unpredictable and bad weather. I recall many times when yard times were stopped short because of ghastly weather, and especially, how disruptive it was for them to rush to the dining areas – just to avoid the rain.

The lifelong journey of learning does not stop in prison. Yard times are also avenues for inmates to access the Library Management System (LMS) to view, borrow and make reservations for all sorts of reading materials. This cluster is one of the first to implement the centralised LMS, allowing inmates from any location in Cluster A to access its resources.

**IT’S TIME TO EAT!**

“Da-pur!”, the diet I/C will loudly call out, an announcement that signals the Hall Attendants to start pushing the food warmers from the loading bay. The Malay word for kitchen, it marks the start of lunch for the inmates. The diet I/C will count and verify the plates, which will then be distributed to the respective dayrooms and dining rooms. As I observe the whole process, I am both intrigued and thoroughly impressed by how this food manufacturing and distributing process seems so seamless. This is of course, all thanks to the efficient SCORE (Singapore Corporation of Rehabilitative Enterprises) Bakery and Centralised Kitchen Facility, a great feature of Cluster A. Feeding inmates has never been so well-organised!

**SCORE Bakery & Centralised Kitchen Facility**

The purpose-built food hub in Cluster A comprises of the SCORE Bakery and the Centralised Kitchen Facility. The SCORE Bakery, together with its partners, manufactures bread products and supplies to caterers, the hospitality and travel industry and institutions, while the Centralised Kitchen Facility caters to the entire inmate population of Cluster A, TMP and Changi Women’s Prison (CWP).

**THE UPS AND DOWNS OF VISIT DAY**

One of the most challenging yet interesting days of the week is Monday, which is the inmates’ face-to-face visit day for Institution A1. In Cluster A, the five institutions are allocated one visit day each throughout the week and the visits are meticulously managed by the Prison Link Centre (Changi) (PLCC), which serves as the main registration centre for face-to-face visits and tel-visits for the inmates’ visitors in Cluster A.
To me, this day is the toughest of the week because of the range of emotions an inmate may face after meeting with his family. A new baby, a son proudly showing off his good grades, a daughter’s troubled marriage, and a wife filing for divorce – the news may be good or bad, and dealing with it can be quite a task for them.

Fresh in my memory is a time when an inmate came to me, close to tears. He had just left a family visit and when I expressed my concern, he broke down in front of me. His son had died and he was shattered. He kept saying how he could have done things differently and all I could do was sit there, be with him at this difficult time and give him a listening ear.

This has taught me that I cannot just be an officer all the time. The human approach is very important, and I need to be tactful when approaching inmates, especially after their visits. I find it a challenge to find the right ways to manage and respond to inmates when they are under such duress.

MAKE YOUR REQUEST DAY
On a lighter note, Wednesday is a rather interesting day, as inmates in Institution A1 HU3 I have the opportunity to put up their requests. In addition, it is also the best time for staff to interact and build rapport with the inmates. Dialogue is the best way for us to look out for warning signs of potential problems.

The usual checklist of requests will be items such as extra letterform, additional visitors, extra visit time, etc. I have even encountered requests like checking of properties, requesting for financial assistance, following up on medical appointments, enquiries on available programmes or courses, etc. These requests usually require the staff to verify details from various staff units. It may require some time and attention, but in the end of the day, it is rewarding to be able to help them in any way we can.

In addition, I also manage a team of officers, together with two other senior officers, and ensure that the team performs to the best of their ability. I am also responsible for coaching and grooming officers under my charge such that their potential is fully maximised and they receive appropriate guidance in their career development. A HUO should be able to identify their strengths and to address their weaknesses, which is essential for their career development. Being able to coach people through difficult times and seeing tangible success at the end is emotionally rewarding!

IT’S ALL WORTH IT!
The life of a prison officer goes beyond just keeping inmates under lock and key. I may be new to this service, but this duty has given me a better insight into the human nature; something the corporate sector cannot offer. As a HUO, I am given the chance to do my best; leading the team by example and acting as a positive role model for the inmates. I am also able to interact with many different people of diverse backgrounds, nationalities and races.

It has been an emotional journey for me, one that has taught me so much and enriched me in so many ways. I have learnt to look at situations in a different light and realised that I am not just an officer, but a disciplinarian, adviser, counsellor and friend. The gratitude I receive from the inmates and the change I see in them as they struggle to be a better person is all the motivation I need to not only continue in this journey, but also excel in it.
GOING WHERE MANY FEAR TO TREAD

Ms Joanne Ang
Staff Officer (Community and Family Engagement)
Programme Branch
A prison is not a place that people look forward to visiting even once, much less on a regular basis, year after year. Yet, every month, the institutions of the Singapore Prison Service (SPS) receive a special group of visitors who not only walk through the halls of the institution, but mingle with the inmates and even consume their food!

These special visitors are members of the community who have been appointed by the Ministry of Home Affairs (MHA) to the Board of Visiting Justices (BOVJ) and the Board of Visitors (BOV). The two Boards perform largely similar roles with the exception that the BOVJ visits penal institutions while the BOV visits Drug Rehabilitation Centres/ Anti-Inhalant Abuse Centres (DRCs/AIACs).

So what exactly do they do?

**WHEN THE INSPECTORS CALL**
The BOVJ is responsible for the inspection of the prisons and the reformatory training centres as well as hearing the complaints of inmates. Their main role is to ensure that the prison regulations are adhered to and to report any irregularities that may be observed in these places, or if there is any unfair treatment of the inmates to the Superintendent. Each prison institution would be inspected once a month by at least one Visiting Justice, after which, a report of the visit would be submitted to the Minister of Home Affairs.

The BOV ensures the health, maintenance, recreation and discipline of drug and inhalant abuse inmates are taken care of and professional standards are maintained at each DRC/AIAC. During each visit, members of the Board will hear any complaints which inmates may wish to report, and send their comments and recommendations to the Superintendent. Each DRC/AIAC would be inspected once a month by at least two visitors, following which a report of their visit would be submitted to Minister of Home Affairs.

**A READY POOL OF VOLUNTEERS**
The members of the BOVJ and the BOV are appointed for a term of two years, with the option of renewing the term of appointment. BOVJ members are selected from a pool of Justices of Peace while the BOV members are usually selected from known community or grassroots leaders.

The BOVJ, chaired by Mr Koh Choon Hui, currently has 71 members and the BOV chaired by Mr P O Ram, has 23 members. Many from the two Boards are seasoned and dedicated members, who have served for at least 10 years to a whopping 40 years!

**ON THE INSPECTION ROUNDS**
SPS provides a schedule of visits on a six-monthly basis for the BOVJ and BOV such that members will know which institution they will be visiting in a particular month. However, the visits are completely random, and can take place on any day of the month. Visits are usually conducted in pairs and members can expect to conduct visits once or twice every quarter.

When the BOVJ or BOV members arrive at the institution, the Superintendent, or a suitable representative, will receive them. The members will be briefed on statistics like the number of inmates across the different offence groups. The BOVJ or BOV members will then decide on the locations that they would like to inspect and the inmates whom they would like to see. Another prison officer, usually the Duty Officer, will then escort the BOVJ and BOV members on their rounds. Upon completion of their inspection, the Superintendent will answer all queries before they submit their full report. The report, with all its comments answered, will then be given to the Director of Prisons and onward to Minister of Home Affairs.

**WEARING OTHER HATS**
Besides serving on the BOVJ and BOV, a number of members also dedicated their time and energy by sitting on other Boards and Committees such as the Reformative Training Centre Advisory Committee, the Home Detention Advisory Committees, Life Imprisonment Review Board / The President’s Pleasure Review Board, etc.

**DIALOGUE WITH PRISONS**
Through the years, the BOVJ and BOV have been an important source of independent feedback for SPS. In recent years, with the establishment of regular BOVJ and BOV meetings, members have been able to share their insights and comments on SPS’s systems and processes and even contribute suggestions for improvement to the senior management. The inputs from the two Boards have led to improvements such as better quality food for inmates and better ventilation in prison workshops.
DEVELOPMENTS IN THE PIPELINE

In July 2008, SPS initiated the first six-monthly joint BOVJ and BOV ‘Sharing Sessions’ as platforms for dialogue about SPS operations. Through the lively discussions, members gain relevant knowledge that will help them in their response to inmates’ requests or feedback. During the first session, members were able to better appreciate SPS’s Rehabilitation Framework and trends in recidivism rates.

From 2009, greater efforts will be made to facilitate the duties carried out by the Board members. On the drawing board are new initiatives such as a handbook that will provide members with answers to frequently asked questions and relevant information about SPS operations. SPS also plans to organise study trips for members to correctional agencies overseas.

Indeed, where many fear to tread, the BOVJ and BOV have sacrificed their time and energies to ensure the integrity of prison management. Special thanks goes to this special group of volunteers for their continued support in helping SPS fulfil its vision and mission.

THE CHAIRMEN OF BOVJ AND BOV, WHO HAVE SERVED FOR 10 AND 30 YEARS RESPECTIVELY, SHARE THEIR EXPERIENCES SITTING ON THE BOARD AND REVEAL INSIGHTS ON HOW LIFE BEHIND BARS HAS CHANGED.
Mr Koh Choon Hui
Chairman, Board of Visiting Justices

Amid the different duties that I have had the privilege to perform as Justice of Peace, I find the most satisfaction and purpose in my calling as a Visiting Justice (VJ).

Incarceration is a traumatic, if not life-shattering experience, even for the most hard-core of offenders. While initial adjustments are generally very tough for them, SPS ensures that all inmates learn to cope with life behind bars as quickly as possible.

As VJs, we strive to add value to SPS by operating independently from prison staff. We ensure that the welfare of the inmates is taken care of. This includes healthy living conditions, a well-balanced diet, adequate time for exercise and well-designed rehabilitation programmes.

From my years of experience talking to inmates, I know that they welcome visits by VJs as these are occasions for them to bring up concerns, requests or complaints to the VJs. The most common issues raised by inmates are food, health-related problems and concerns about their family members, especially their spouse, children and parents.

Mr P O Ram
Chairman, Board of Visitors

When the BOV was first formed in 1978, inmates were generally sceptical of our intentions. Over the years, however, they have come to realise that we are helping to improve their living conditions, and their feedback are taken seriously by the Superintendents. Prison staff are also appreciative of our role as a safety net to sieve out oversights in the systems.

Over the years, policy changes made to the rehabilitation programmes had significantly reduced the number of complaints. The complaints today are also more “up-market”, such as the quality of the food, the lack of library time and the limited selection of TV programmes, etc.

While visiting the various locations in each of the institutions, BOV members pay close attention to inmates’ health and diet, as well as the management of those in the isolation cells. Surprise checks are done and explanations for any disparities found are sought from heads of institutions with immediate rectifications.

The mindset of inmates has changed, their living environment has improved tremendously, and effective rehabilitation processes are in place. The inmates of today are better educated and more well-informed, and our style of approach has taken on a different dimension. Inmates are more open and willing to exchange views and even volunteer suggestions. Incorporating this valuable “insider” feedback with exchanges of views during Board meetings, updates of programme developments from SPS and exchanges with BOVJ, our members are thus able to help improve inmates’ overall care and rehabilitation.

SPS’s focus on rehabilitation is yielding good results. I personally see SPS as a transformational centre that “receives an offender and returns to society a responsible individual”. To complete this process, society must then give them a second chance to start a new lease of life.

The Kaki Bukit Centre (KBC), also known as the Prison School, was set up in 2000 to provide young offenders with opportunities to continue their studies up to GCE ‘O’ and ‘A’ Levels. This is a far-sighted and commendable project as over the years, we have seen many success stories of students who have achieved good results in KBC, go on to complete their tertiary education upon their release and eventually secure good jobs for themselves. Most of them have successfully reintegrated into society.

We have a transparent system, which allows for checks and balances. A management which is progressive, open to feedback, and values the views of their partners and stakeholders. This is a system which is not widely publicised, but a system that we can be proud of.
RESEARCH ARTICLE:
INSTITUTIONAL VIOLENCE RISK PREDICTION SCALE

Mr Chan Wai Yen
Senior Research Officer
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Ms Prasanti Philips Roy
SO Operational Research
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Mr Tan Chin Gee
Research Officer
Research and Planning Branch
Abstract

Retrospective studies conducted to investigate the Level of Service Inventory-Revised’s (LSI-R) and the Self Appraisal Questionnaire’s (SAQ) potential to “predict” violent institutional infractions in the Singapore Prison Service (SPS) demonstrated that the LSI-R correlated well with violent institutional infractions, and that the joint use of both the LSI-R and SAQ led to improved “predictability”, fairing better than the current Violence Security Classification (VSC) utilised in SPS. A short screening tool for potential violent institutional offenders (derived from the LSI-R and SAQ) was constructed using the findings and inspection of the results. It was found that a short nine-item screen, named Institutional Violence Risk Prediction Scale (IVRPS), correlated well with violent institutional infractions. The purpose of this paper is to validate the IVRPS with prospective data, study modality differences in administration, and to improve the classification accuracy of this tool. The findings suggest that, in terms of operational protocol, IVRPS can be conducted during the inmate’s initial interview or given to the inmate as a self-report checklist without compromising reliability.

Background

SPS has used the VSC to identify inmates who are at risk of committing violent institutional infractions since 2000. In an attempt to study the predictive utility of the VSC, Chng and colleagues found that the VSC was not effective in predicting violence. (Chng, Neo & Misir, 2002). This finding of poor predictive utility for the VSC was replicated in another study (Chan, 2007). In an attempt to improve the method of classification for institutional violence, Chng and colleagues (Chng et al., 2002) conducted a retrospective study to investigate the potential use of two actuarial tools – the LSI-R (Bonta & Andrews, 2001) and the SAQ (Loza & Loza-Fanous, 2000) – for their predictive utility in assessing inmates’ risk level for committing violent institutional offences. The findings from this study suggested that combining the use of both the LSI-R and SAQ yielded better prediction of potential violent institutional offenders than using the VSC alone.

Although the combined use of the LSI-R and SAQ was demonstrated to be more accurate than the VSC, using these tools as a substitute for the VSC was not an ideal solution as it would be a drain on manpower resources. The administration of the LSI-R comprises of a one-and-a-half hour interview conducted by a trained interviewer, while the SAQ is a lengthy self-report questionnaire with 72 items. A shorter screening instrument for risk prediction was needed to replace the VSC.

Chan (2007) conducted a prospective study that sought to develop and validate a nine-item screening instrument which could identify inmates at risk of institutional violence: the IVRPS. The accurate identification of violent inmates would allow SPS to utilise its resources more effectively.

The items which formed the IVRPS were items from the LSI-R and SAQ that were previously found to be most predictive in identifying potentially violent institutional offenders (Chng, Neo, & Misir, 2002).

In Chan’s (2007) study, the predictive accuracy of the IVRPS was compared to that of the VSC, LSI-R and the Overall Security Classification (OSC ). 860 male inmates who were admitted from 1 May 2004 to 17 September 2004 participated in this study. The IVRPS was administered to the participants via a self-report questionnaire in group settings, and these participants were monitored for a period of a year for incidents of institutional offending.

The predictive accuracy of IVRPS found for this study (AUC = .70) indicated that the IVRPS was a good candidate for a screening tool. It outperformed the VSC, OSC, and LSI-R in differentiating between potentially violent institutional offenders and non-offenders, demonstrating that the IVRPS was a better tool than the VSC in identifying violent institutional offenders.

However, Chan (2007) commented that it would be necessary to replicate the findings observed under actual deployment situations. There were concerns raised that due to the research nature of this study, the participants may be more inclined to respond truthfully. It is thus possible that inmates’ responses to the IVRPS might be very different if their responses were used to make custodial management decisions.

A limitation of Chan’s (2007) study was that the scale was administered as a self-report questionnaire. Although this mode of data collection allows for the screening of a large
number of inmates, while still maintaining a high degree of consistency during the administration process, there is less opportunity for inmates to seek clarification. This modality may also be unsuitable for inmates who possess very low language proficiency. An alternative mode of data collection would be to administer the IVRPS through one-to-one interview by institutional staff.

To address the issues raised in Chan’s (2007) study, the current study seeks to validate the IVRPS under a scenario that simulates actual deployment, by means of a large scale pilot implementation of the IVRPS to newly admitted inmates. The study also seeks to investigate if there are significant differences in predictive accuracy when different administration modalities are used (i.e., group-administered self-report questionnaires versus one-to-one interview by institutional staff).

Objectives
The three objectives of the study are:

a. To validate the IVRPS under actual deployment situations,
b. To investigate the impact of modality differences on the IVRPS, and
c. To identify potential obstacles in the implementation of the IVRPS.

METHODOLOGY
Participants
The entire cohort of male offenders \(N = 2389\) with 2249 adults and 140 Reformative Trainees (RTs) admitted to three reception centers – Queenstown Remand Prison (QRP), Sembawang Drug Rehabilitation Center (SD) and Reformative Training Center (RTC) – between 1 March 2006 to 31 June 2006, participated in this study. Their ages ranged from 17 to 87, with a mean age of 36.2 years. The participants had been sentenced to a median imprisonment length of 180 days (minimum one day, maximum 4920 days).

Operation Definitions
The study defined violent institutional offences as any acts that involve physical or verbal violence as stipulated under Singapore Statutes Prison Act Chapter 247 Section 72 and 73. The following institutional offences were flagged as being violent infractions - CAP 247 S72 (5), (11), (39), (41) & CAP 247 S73 (3), (4), (5), (6).

Measures
The Institutional Violence Risk Prediction Scale (IVRPS) is a short screening risk scale used to predict inmates at risk of institutional violence. It was developed to supplement the current violence section of the security classification. The scale consists of nine yes-no, self-reported items, which are clearly defined as:

1. I have at least two convictions before this one.
2. I have carefully planned a crime before.
3. I cannot control myself when I get angry.
4. I do not deserve such a long sentence.
5. When I get angry, sometimes I do not know what I am doing.
6. I used alcohol before the age of 16.
7. I used drugs before the age of 16.
8. Before age 16, I have threatened, started a fight, or used a weapon.
9. Before age 16, I have run away from home more than two times.

These nine items will be summed to give a total score. For every item answered yes, a score of one would be added to the IVRPS score. The higher the IVRPS score, the higher the VSC rating.

Procedure
The IVRPS was administered in a group setting, using a self-report questionnaire for offenders admitted to QRP and RTC. Offenders admitted to SD were administered the IVRPS through one-to-one interview by institutional staff. There were three versions of the IVRPS questionnaire (English, Chinese, and Malay) available during each session. Participants’ ratings on the VSC, GangSC, OSC, and LSI-R were obtained through the prison database. Each inmate was then monitored for a period of 12 months starting from their date of admission.

RESULTS
Of the 2249 adults sampled, 62 committed violent institutional offences during our 12-month tracking period. For these individuals, the mean age at admission was 33.61 years, the mean sentence length was 2.42 years and the mean number of violent institutional offences committed was 1.37. Most of these individuals’ index offences were of a non-violent nature and these individuals were not known to be connected to any gangs. The ratio for first-timer to multiple-timer is 1:2, indicating a significant percentage of multiple-timers.

During our 12-month tracking period, 2.76% (62) of our adult sample and 29.29% (41) of our RT sample committed at least one violent institutional offence.

The graph illustrates the cumulative number of violent institutional offences over a 17 month tracking period for adult and RT samples.
For the adult sample, the mean time period to the occurrence of the first violent institutional offence is about eight months from admission, while it was about seven months from admission for the RT sample. Looking at the adult sample by sentence type (Short Sentence (SS) versus Long Sentence (LS)), the mean time period was three months for SS sample and 10 months for the LS sample.

Objective (a): Validation

ROC analysis

Table 1 illustrates the predictive accuracy of IVRPS for the adult and RT samples respectively. ROC curve analysis was conducted to determine the optimal cut-off point for the IVRPS to predict the criterion of committing institutional violence. In order to classify participants’ responses, we recorded the scores of 0-2 as “low risk”, scores of 3-5 as “low-moderate risk”, scores of 6-7 as “moderate-high risk” and scores of 8-9 as “high risk”. Participants were then classified as potentially violent if they had an IVRPS score of six and above.

ROC curve analysis involves the generation of a plot that contrasts false positive rates to true positive rates. By calculating the area under the curve (AUC) of the ROC, it is then possible to derive an index of performance of a given measure.

The results of the ROC curve analysis for IVRPS, shown in Table 1, revealed an AUC value of .644, which was better than the AUC values for VSC = .485, OSC = 0.528 and GangSC = .494 for our adult sample. For our RT sample, AUC of IVRPS was lower at .547 than for GangSC = .612.

Table 1:

<table>
<thead>
<tr>
<th>MEASURE / CLASSIFICATION</th>
<th>ADULT AUC (12 MONTH)</th>
<th>RTC AUC (12 MONTH)</th>
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<tbody>
<tr>
<td>IVRPS</td>
<td>.644</td>
<td>.547</td>
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<tr>
<td>VSC</td>
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<td>.481</td>
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<tr>
<td>OSC</td>
<td>.528</td>
<td>.556</td>
</tr>
<tr>
<td>GANG SC</td>
<td>.494</td>
<td>.612</td>
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</tbody>
</table>

Descriptive Statistics

The comparisons between VSC and IVRPS in terms of false alarm rates and miss rates in predicting individuals who might commit institutional violence, suggest that by implementing the IVRPS, we will reduce our miss rates by 16% while minimally affecting rates of false alarm.

Objective (b): Modality Differences

Table 2 presents the Cronbach’s alpha values for IVRPS for the different vernaculars according to the two methods of data collection. Cronbach’s alpha is a measure of the reliability of a psychometric instrument. As indicated in Table 3, the Cronbach’s alpha values for IVRPS are relatively comparable to the sample who had completed the IVRPS by self-report (α = .67) or by interview (α = .69). The consistency in alpha values suggests that the different methods of data collection do not affect the reliability of the instrument.

Table 2:

<table>
<thead>
<tr>
<th>CRONBACH’S ALPHA</th>
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<tbody>
<tr>
<td>SELF REPORT</td>
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<tr>
<td>INTERVIEW</td>
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<tr>
<td>IVRPS</td>
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<tr>
<td>ALL</td>
</tr>
<tr>
<td>ENGLISH</td>
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<td>MANDARIN</td>
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</table>

Discussion

Given the consistent, positive AUC scores that IVRPS has achieved over VSC, we are confident that the implementation of IVRPS would serve as a better violence risk predictive tool, reducing over-classification and misclassification of potentially violent inmates.

Examination of modality revealed that the reliability of IVRPS holds up regardless of the mode of administration. This finding suggests that, in terms of operational protocol, IVRPS can be conducted during the inmate’s initial interview or given to the inmate as a self-report checklist without compromising reliability.

GENERALISABILITY ISSUES

The current sample included only male adult offenders, and the generalisability of the findings would be limited to this population.

The IVRPS is meant to be a screening instrument. It was empirically driven and thus, only probability statements can be made. The instrument should not be used for diagnosis purposes. While it can be used for selection of inmates where risk of institutional violence should be a factor of consideration, it should not be used for selection of programmes for clinical-related treatment of violent behaviours.

FUTURE DIRECTIONS

IVRPS has been implemented in August 2008 for all offenders except those in the RT regime. For the purpose of the violence security review, it will be necessary to validate a different instrument based on behavioural observation indicators, amongst others.

REFERENCES


STATISTICS
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.

### Overall

<table>
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<th>Year</th>
<th>Inmates</th>
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<tr>
<td>2002</td>
<td>31.2%</td>
</tr>
<tr>
<td>2003</td>
<td>24.9%</td>
</tr>
<tr>
<td>2004</td>
<td>23.7%</td>
</tr>
<tr>
<td>2005</td>
<td>24.2%</td>
</tr>
<tr>
<td>2006</td>
<td>25.1%</td>
</tr>
</tbody>
</table>

### Penal Inmates

<table>
<thead>
<tr>
<th>Year</th>
<th>Inmates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>30.9%</td>
</tr>
<tr>
<td>2003</td>
<td>25.0%</td>
</tr>
<tr>
<td>2004</td>
<td>24.0%</td>
</tr>
<tr>
<td>2005</td>
<td>24.3%</td>
</tr>
<tr>
<td>2006</td>
<td>25.5%</td>
</tr>
</tbody>
</table>

### DRC Inmates

<table>
<thead>
<tr>
<th>Year</th>
<th>Inmates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>33.2%</td>
</tr>
<tr>
<td>2003</td>
<td>23.1%</td>
</tr>
<tr>
<td>2004</td>
<td>16.6%</td>
</tr>
<tr>
<td>2005</td>
<td>13.2%</td>
</tr>
<tr>
<td>2006</td>
<td>9.9%</td>
</tr>
</tbody>
</table>
POPULATION
CONVICTED PENAL POPULATION
Snapshot of inmate population as at 31 December of each year

Gender:

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>13,29</td>
<td>9,943</td>
</tr>
<tr>
<td>2007</td>
<td>11,72</td>
<td>9,544</td>
</tr>
<tr>
<td>2008</td>
<td>10,46</td>
<td>9,673</td>
</tr>
</tbody>
</table>

Age Group:

<table>
<thead>
<tr>
<th>Year</th>
<th>Below 21</th>
<th>21-30</th>
<th>31-40</th>
<th>41-50</th>
<th>51-60</th>
<th>60 Above</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>932</td>
<td>513</td>
<td>607</td>
<td>1,967</td>
<td>1,542</td>
<td>1,051</td>
</tr>
<tr>
<td>2007</td>
<td>952</td>
<td>547</td>
<td>681</td>
<td>2,367</td>
<td>1,872</td>
<td>1,282</td>
</tr>
<tr>
<td>2008</td>
<td>955</td>
<td>558</td>
<td>722</td>
<td>2,467</td>
<td>1,901</td>
<td>1,378</td>
</tr>
</tbody>
</table>

Education Level:

<table>
<thead>
<tr>
<th>Year</th>
<th>No Education</th>
<th>Primary</th>
<th>Secondary</th>
<th>Pre-University</th>
<th>Vocational</th>
<th>Tertiary &amp; Above</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>434</td>
<td>239</td>
<td>219</td>
<td>228</td>
<td>101</td>
<td>175</td>
</tr>
<tr>
<td>2007</td>
<td>324</td>
<td>468</td>
<td>507</td>
<td>228</td>
<td>175</td>
<td>175</td>
</tr>
<tr>
<td>2008</td>
<td>270</td>
<td>468</td>
<td>507</td>
<td>228</td>
<td>175</td>
<td>175</td>
</tr>
</tbody>
</table>

1 Age as at admission
2 As declared by inmates upon admission
**DRC Population**
Snapshot of DRC inmate population as at 31 December of each year

**Gender:**

![Gender Graph]

**Age Group:**

![Age Group Graph]

**Education Level:**

![Education Level Graph]

**Remand Population**
Snapshot of remand population as at 31 December of each year

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>532</td>
<td>524</td>
<td>807</td>
</tr>
</tbody>
</table>

1. DRC regime is meant for local inmates only
2. Age as at admission
3. As declared by inmates upon admission
ADMISSIONS
CONVICTED PENAL POPULATION

Gender:

Age Group¹:

Education Level²:

¹ Age as at admission
² As declared by inmates upon admission

---

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**DRC ADMISSIONS**

**Gender:**

- **Male:**
  - 2006: 349
  - 2007: 399
  - 2008: 385

- **Female:**
  - 2006: 36
  - 2007: 111
  - 2008: 481

**Age Group:**

- **Below 21:**
  - 2006: 19
  - 2007: 115
  - 2008: 111

- **21-30:**
  - 2006: 48
  - 2007: 155
  - 2008: 155

- **31-40:**
  - 2006: 57
  - 2007: 28
  - 2008: 21

- **41-50:**
  - 2006: 100
  - 2007: 12
  - 2008: 9

- **51-60:**
  - 2006: 100
  - 2007: 2
  - 2008: 1

- **60 Above:**
  - 2006: 22
  - 2007: 2
  - 2008: 1

**Education Level:**

- **No Education:**
  - 2006: 87
  - 2007: 22
  - 2008: 33

- **Primary:**
  - 2006: 11
  - 2007: 21
  - 2008: 9

- **Secondary:**
  - 2006: 399
  - 2007: 399
  - 2008: 385

- **Pre-University:**
  - 2006: 2
  - 2007: 1
  - 2008: 1

- **Vocational:**
  - 2006: 1
  - 2007: 47
  - 2008: 150

- **Tertiary & Above:**
  - 2006: 50
  - 2007: 100
  - 2008: 203

**REMAND ADMISSIONS**

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>10,014</td>
<td>9,997</td>
<td>10,073</td>
</tr>
</tbody>
</table>

* DRC regime is meant for local inmates only
* Age as at admission
* As declared by inmates upon admission
Inmates

2006
2007
2008

DRC\(^1\) RELEASERS

<table>
<thead>
<tr>
<th>Year</th>
<th>Inmates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>184</td>
</tr>
<tr>
<td>2007</td>
<td>297</td>
</tr>
<tr>
<td>2008</td>
<td>537</td>
</tr>
</tbody>
</table>

\(^1\) DRC regime is meant for local inmates only

PROGRAMMES

ACADEMIC PROGRAMMES
Yearly Enrolment

2006

<table>
<thead>
<tr>
<th>Year</th>
<th>A Levels</th>
<th>O Levels</th>
<th>N Levels</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>33</td>
<td>154</td>
<td>171</td>
<td>1988</td>
</tr>
</tbody>
</table>

2007

<table>
<thead>
<tr>
<th>Year</th>
<th>A Levels</th>
<th>O Levels</th>
<th>N Levels</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>34</td>
<td>131</td>
<td>147</td>
<td>2001</td>
</tr>
</tbody>
</table>

2008

<table>
<thead>
<tr>
<th>Year</th>
<th>A Levels</th>
<th>O Levels</th>
<th>N Levels</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>22</td>
<td>127</td>
<td>117</td>
<td>1211</td>
</tr>
</tbody>
</table>

\(^2\) Other courses include short term courses like English literacy classes, and basic education programmes (primary to secondary level).
Vocational 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 Certificate (NITEC), Institute of Technical Education Skill Certificate (ISC), National Skills Recognition System (NSRS) courses and on-the-job-training programmes.

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.

### Vocational Training Programmes

#### Yearly Enrolment

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Inmates</td>
<td>5591</td>
<td>4267</td>
<td>4704</td>
</tr>
</tbody>
</table>

### Academic Results

#### GCE ‘N’ Levels results of prison candidates

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least 1 ‘N’ pass</td>
<td>99.3%</td>
<td>100%</td>
<td>99.1%</td>
</tr>
<tr>
<td>10 points or less in best 3 subjects</td>
<td>79.0%</td>
<td>84.9%</td>
<td>81.3%</td>
</tr>
</tbody>
</table>

#### GCE ‘O’ Levels results of prison candidates

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least 1 ‘O’ pass</td>
<td>100%</td>
<td>99.0%</td>
<td>97.9%</td>
</tr>
<tr>
<td>At least 3 ‘O’ passes</td>
<td>80.3%</td>
<td>86.7%</td>
<td>86.2%</td>
</tr>
<tr>
<td>5 or more ‘O’ passes</td>
<td>79.4%</td>
<td>81.3%</td>
<td>74.6%</td>
</tr>
</tbody>
</table>

### Work Programmes

#### Average number of inmates engaged in Work Programmes at any one time

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Inmates</td>
<td>5710</td>
<td>5196</td>
<td></td>
</tr>
</tbody>
</table>
## RETIREEs

<table>
<thead>
<tr>
<th>Rank</th>
<th>Name</th>
<th>Unit</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSGT</td>
<td>Chandra Seharan S/O Narayanasamy</td>
<td>Cluster A3 SD</td>
<td>18/01/2008</td>
</tr>
<tr>
<td>SGT</td>
<td>Lim Thye Hong</td>
<td>Cluster A</td>
<td>24/01/2008</td>
</tr>
<tr>
<td>CW 1</td>
<td>Bovani B Suri</td>
<td>Cluster A</td>
<td>12/02/2008</td>
</tr>
<tr>
<td>CPL</td>
<td>Adam Bin A Hamid</td>
<td>Cluster A</td>
<td>19/02/2008</td>
</tr>
<tr>
<td>SSGT</td>
<td>Tan Mui Chiao</td>
<td>Cluster B Ops SPD</td>
<td>22/02/2008</td>
</tr>
<tr>
<td>DSP 1</td>
<td>Wong Ming Hoe</td>
<td>Cluster A</td>
<td>01/03/2008</td>
</tr>
<tr>
<td>CPL</td>
<td>Nalanidvi Krishnasamy</td>
<td>Cluster A</td>
<td>08/03/2008</td>
</tr>
<tr>
<td>SSGT</td>
<td>Mohamad Johari Bin Ali</td>
<td>Cluster A2 KCP</td>
<td>21/03/2008</td>
</tr>
<tr>
<td>SGT</td>
<td>Chan Yoke Lan</td>
<td>Cluster A</td>
<td>06/04/2008</td>
</tr>
<tr>
<td>SGT</td>
<td>Ng Kim Seng</td>
<td>Cluster A</td>
<td>17/04/2008</td>
</tr>
<tr>
<td>SSGT</td>
<td>Sainal B Rahman</td>
<td>Cluster A4 QRP</td>
<td>02/05/2008</td>
</tr>
<tr>
<td>SGT</td>
<td>S Jayaraj</td>
<td>Cluster A</td>
<td>08/05/2008</td>
</tr>
<tr>
<td>SGT</td>
<td>Md Yasin S/O A Majid</td>
<td>QRP</td>
<td>24/05/2008</td>
</tr>
<tr>
<td>SGT</td>
<td>Hamimah Binte Haider</td>
<td>QRP</td>
<td>01/06/2008</td>
</tr>
<tr>
<td>CW 1</td>
<td>Low Khye Kong</td>
<td>QRP</td>
<td>05/06/2008</td>
</tr>
<tr>
<td>ASP 1(W)</td>
<td>Tham Kin Yuen</td>
<td>Cluster A</td>
<td>20/06/2008</td>
</tr>
<tr>
<td>CPL</td>
<td>Nasrun Bin Tahir</td>
<td>Cluster A</td>
<td>28/06/2008</td>
</tr>
<tr>
<td>SSGT</td>
<td>Mohd Jali S/O Omar</td>
<td>Cluster A</td>
<td>18/07/2008</td>
</tr>
<tr>
<td>SSGT</td>
<td>Abdul Wahid Bin Abdul Karim</td>
<td>Cluster A4 TMP</td>
<td>30/07/2008</td>
</tr>
<tr>
<td>CPL</td>
<td>Borhani Bin Karpy</td>
<td>Cluster A</td>
<td>13/08/2008</td>
</tr>
<tr>
<td>SGT</td>
<td>Kassim B May</td>
<td>Cluster A</td>
<td>21/08/2008</td>
</tr>
<tr>
<td>SSGT</td>
<td>Oolaganayagi D/O Palarivelu</td>
<td>Cluster A</td>
<td>27/08/2008</td>
</tr>
<tr>
<td>SGT</td>
<td>Azman Bin Mahmood</td>
<td>Cluster A</td>
<td>20/09/2008</td>
</tr>
<tr>
<td>ASP 2</td>
<td>Suppiah Mahalingam</td>
<td>Cluster A5 AWP</td>
<td>30/09/2008</td>
</tr>
<tr>
<td>ASP 2</td>
<td>Goh Kim Soon</td>
<td>Cluster A</td>
<td>01/10/2008</td>
</tr>
<tr>
<td>ASP 1(P)</td>
<td>Tan Siak Lim</td>
<td>AWP</td>
<td>01/10/2008</td>
</tr>
<tr>
<td>SGT</td>
<td>Baljinder Singh S/O Dalip Singh</td>
<td>Cluster A</td>
<td>08/10/2008</td>
</tr>
<tr>
<td>CW 1</td>
<td>Mustafa Bin Rahmat</td>
<td>QRP</td>
<td>11/10/2008</td>
</tr>
<tr>
<td>SGT</td>
<td>Mohamed Rubus Bin Juraimi</td>
<td>QRP</td>
<td>12/10/2008</td>
</tr>
<tr>
<td>SSGT</td>
<td>Zainal Bin Rahmat</td>
<td>SPD</td>
<td>25/10/2008</td>
</tr>
<tr>
<td>ASP 2</td>
<td>Tay Peng Huat</td>
<td>KCD</td>
<td>31/10/2008</td>
</tr>
<tr>
<td>Corporal</td>
<td>Sapari Bin Sialpan</td>
<td>SD</td>
<td>04/11/2008</td>
</tr>
<tr>
<td>CW 1</td>
<td>Lim Kha Gek</td>
<td>QRP</td>
<td>09/11/2008</td>
</tr>
<tr>
<td>SGT</td>
<td>Yeo Kwang Yew</td>
<td>SPD</td>
<td>12/12/2008</td>
</tr>
</tbody>
</table>

## AWARDS

### National Day Award

**The Public Administration Medal (Bronze)**
- Supt 1 Chiam Jia Fong

**The Commendation Medal**
- DSP 2 Kan Hsueh Yee Carolyn

**The Efficiency Medal**
- CW 2 Abdullah Bin Eskak
- CW 2 Loh Kee Wei
- CW 2 Ong Fan Ling Pamela
- CW 2 Toh Siew Choo
- CW 1 Arasu s/o Velumurugan
- MISO III Leong Chung Pun

### The Long Service Medal

**Supt 1(A) Wong Heng Yuen Melvin**
- Supt 1 Tan Khek Keong
- ASP 2 Thilagavathi d/o Doraisamy
- ASP 2(W) Tan Joo Eng
- ASP 1 Goh Chin Yang
- SCW 1 R Saga Devan Reddy
- CW 2 Palanisamy Asogun
- CW 1 Azhar Bin Kassim
- CW 1 Chiew Wai Mun Anthony
- CW 1 Kulidip Singh s/o Sural Singh
- CW 1 Jamailuddin Bin Abdul Aziz
- CW 1 Suderman Bin Ali
- CW 1 Sulaiman Bin Senedri
- CW 1 Yao Chin Leng
- CW 1 Zainon Bhe Wahid
- SSG Jamailuddin Bin Mohd Yusof
- SSG Naendar Kumar Pathik
- SSG Nor Azmi Bin May
- SSG Peter Martin D’Souza
- SSG Rosli Bin Abu Bakar
- SSG Wira Bin Said
- SGT Adnan Bin Nordin
- SGT Dina Nathy Pandey s/o Ramkual Pande
- SGT Ibrahim Bin Ahmad
- SGT Lim Kar Chai
- SGT Mazlan Bin Mohd Zen
- SGT Mohamed Barak Bin Hassan
- SGT Prabhakar Panday s/o Rajdeo Panday
- SGT Ram Asray Misir s/o Gobbo Misir
- MX 11 Foo Lai Foon
- CSO Gr III Rabiya Binte Mohamed Sharif
- TSO VIII Ang Kheng Hock
Minister for Home Affairs National Day Award 2008

ASP 2 Chew Tee Seng
ASP 2 Gerard Edwin Gibson
ASP 2 Khairuddin Bin Alias
ASP 2 Kok Weng Chew
ASP 2 Shepherdson Olivia Genevieve
ASP 2 Tay Bee Lan Christina
ASP 2 Tong Ping Kum
SCW 1 Azman Bin Tahar
CW 1 Rajesh Rai
SSG Oh Suan Gek Teresa
MX 12 Chua Meng Cheng Matthew

ASP 2 Koo Chew Seng Benson
ASP 2 Lim Hoe Leong
ASP 2 Thomas Zai Siew Leong
ASP 1(P) Aw Tik Loo
ASP 1(P) Vijay Kumar Ratty
ASP 1 Manisekaran s/o Ramasamy
RO 2 Chang Boon Leong
RO 2 Tan Choon Hang
RO 2 Thing Wei Leng
CW 2 Han Jit Kwong
CW 2 Mohd Safrin Bin Hj Saptu
CW 2 Rafieq Bin Sari
CW 2 Toh Siew Choo
CW 1 Lee Teck Hwee
CW 1 Mustafa Bin Omar
CW 1 Poo Foo Choon Woon
SSG Chong Kok Loon
SSG Haruir Nazrin Bin Jamari
SSG J Suresh Sharma
SSG Koh Nyok Lan
SSG Lo Nyuk Shih
SSG Mohammad Suhaedi
SSG Mohd Iskandar
SSG Muhammad Irsham Bin Samat
SSG Nazri B Ja'afar
SSG Nur Hannah Wang @ Wang Yu Han Debbie
SSG Tan Aik Tong
SGT Abd Al Aziz Bin Bakri
SGT Aznida Binte Arlin
SGT Mohamed Azhar Bin Mohamed Khalil
SGT Mohamed Ismail Bin Mohamed Salim
SGT Mohd Ayub Hussain
SGT Najib Mustafa Barmadjai
SGT Noman Tan @ Norman Abdullah Tan
SGT Saroja d/o Kanthisamy
SGT Suhaime Bin Mohd Noor
SGT Zamakhair Bin Bujang
CPL Azzahah Johari
CPL Chong Kwang Fei
CPL Lingawang Rengan
CPL Mohamed Nor Rohadinstein
CPL Sazali Mohamed
CPL T.Rajendran

MHA Star Service Award

CPL Sazali Bin Mohamed

Excellent Service Award

STAR Award

DSP 1 Lock Yee Kung
ASP 2 Norman Bin Mohd Zain
ASP 2 Ronald Pang In Tai
ASP 1 Harun Bin Sinen
ASP 1 Low Sok Funn June
ASP 1 S Raveendran
ASP 1 Tan Chee Yon
ASP 1(W) Wong Joo Yau
RO 1(P) Jusani Juri
CW 2 Chan Seok Ling
CW 1 Tan Gim Wah Paul
SSG Amran Bin Osman
SSG Halizah Bte Abdul Malik
SSG Kang Hock Seng
SSG Loh Chin Yi
SSG Ng Peng Wai
SSG Norjiah Binte Mohd Ali
SSG Sandy Phung
SSG Tang Chee Keong
SSG Vijaya Kalimuthu
SGT Al Haninan Bin Mohamad
SGT Kwek Lian See Nancy
SGT Ong Chee Chen Wendy
CPL Ng Sua Cheng

Gold Award

DSP 1 Adrian Lee
DSP 1 Wong Sze Loong
ASP 2 Boo Li Check
ASP 2 Kenny Yee Kin Hoong
ASP 2 Kevin Poh Siong Hwee

Silver Award

DSP 1 Cheong Koon King
DSP 1 Sze Chuck Huang
DSP 1 Tan Yew Teck
ASP 2 Ahmad Nilauthama Bin Abdul Gani

ASP 2 Angeline Chua Sio Ping
ASP 2 Kenneth Lim Choon Tian
ASP 2 Tan Chih Lan Geraldine
ASP 1(P) Anita Zarina Bte Mohd Zaidi
ASP 1(E) Ekhuin Bin Saseal
ASP 1 Chew Sock Maan
ASP 1 Hatsuee Foo
ASP 1 Ho Kim Teck
ASP 1 Hong Chim Hai
ASP 1 Koh Chong Tai
ASP 1 Peter Wong
ASP 1 Rozale Bin Marzuki
ASP 1 Tam Yeok Seng
RO 2(P) Irwan Bin Abdullah
RO 2 Muhammad Faizal B Zakaria
RO 2 Teng Say Siang
RO 1(P) Kevin Foo Kok Hun
RO 1 Ang Siew Fern Melissa
RO 1 Audrey Chua Wei Kuan
RO 1 Choon Li Xian
RO 1 Lee Jaw Wee Benjamin
RO 1 Ng Wan Xia Carol
RO 1 Wong Jin Wen
CW 2 Kwa Sin Wee
CW 2 Nasir Mohd Yusof
CW 2 Zukifli Bin Said
CW 1 Ang Yong Wee
CW 1 Chia Yun Seng
CW 1 Lim Kah Lan
CW 1 Mohamad Ismail Abdul Moien
CW 1 Norjehan Binte Mohammad Azhar
CW 1 Syed Romadhian Bin Syed Nazar
CW 1 Wong Kong Sang Kevin
SSG Abdullah Binti Abdul Rahman
SSG Abdul Ruffin Bin Mohamed
SSG Annaran Bin Abdul Rahim
SSG Cheng Mee Lan
SSG Heng Steven
SSG Hing Su Wan
SSG Irniendy Ismail
SSG Jasawinda Bin Wahid
SSG Jagindar Singh s/o Narayan Singh
SSG Kamarul Azmi Bin Tahir
SSG Kuan Sim Hui
SSG Lee Kam Tang
SSG Lim Bee Hiong
SSG Malayuvin Bin Sanusi
SSG Mirza Bin Naser Abdat
SSG Mohammad Nizam Bin Supri
SSG Mohammad Sharif Bin Abdullah
SSG Ng Heng Mun
SSG Rahadian Bin Mohd Kassim
Silver Award
SSG Sahedah Binte Jalil
SSG Sam Chee Oon
SSG Tan Ghim Seng
SSG Umaparen s/o Subramaniam
SSG Yong Kim Guan
SGT Azrinna Binte Rahmat
SGT Chong Pei Sze (Melissa)
SGT Daveen Lo Chung Yong
SGT Esther Tan Yen Ling
SGT Georag s/o Chinnakannu
SGT Hafizrah Ab Hamid
SGT Jailani Bin Abdul Rasid
SGT K V Raj Tevan S/O Vijayatevan
SGT Kannan S/O Periasamy
SGT Kuah Hung Huat
SGT Kumaraguru s/o Subramaniam
SGT Lai Kong Chan
SGT Lim Kean Lung
SGT Lim Tze Siong, George
SGT Lin Sze Hang
SGT Loh Chun Siang Adrian
SGT Maraim Bte Mohamed Hassan
SGT Mohammed Rizal Bin Abdul Rashid
SGT Mohd Sidik Bin Mohd Hasan
SGT Moo Shu Hui, Christine
SGT Muhammad Bin Mustaffa
SGT Muhammad Darwisy Bin Haroon
SGT Noordinas bin Yunus
SGT Norzad Bin Mohd Masri
SGT Rajendran s/o Raman
SGT Ramalan Bin Kamin
SGT Ronald Koo Jun Fa
SGT Saharudeen Sawad
SGT Shahmeer Haqal Bin Rizal @ Raymond Patrick
SGT Shahri Bin Muntahar
SGT Suhana Bte Johari
SGT Sukhwinder Singh S/O Sarban Singh
SGT Yap Yan Yong
CPL Yugeshwran s/o Maniam
MX 11 Kesava Kumaran
MX 11 Tan Chui Li
MX 12 Nicholas Raphael Netto
MX 12 Ravi Natvaral Patel

Best Unit Award
Changi Women’s Prison

Outstanding Captains of Lives Award 2008
AS 2 Shahirl Bin Abdul Ghani
CW 1 Wong Tian Lee
SSG Fauziah Bte Pareed
SSG Ismail Bin Ibrahim

Director of Prisons Award

Individual Commendation

AS 2 Koo Chew Seng Benson
AS 2 Ng Keng Kun
CW 2 Koh Chian Ming
CW 1 (D) Sasukumar s/o G Sathiyaseelan
CW 1 Azhar Bin Kassim
CW 1 Sabrina Tyu @ Sabrina Abdullah Tyu
SSG Chai Chee Uei
SSG Chan Yock Wah
SSG Cwa Min (Ke Min)
SSG Fauziah Binte Ismail
SSG Gunaseelan s/o Churian
SSG Ismail Bin Taib
SSG Kang Hock Seng
SSG Kumarasan s/o Ramasamy
SSG Leelumanah Ashogan
SSG Lim Bee Hong
SSG Lim Leong Huat
SSG Mohamed Faizal Bin Abdul Hathi
SSG Ng Peng Wai
SSG Noor Mohd Bin Rahim Bux
SSG Nur Hannah Wong @ Wang Yu Han Debbie
SSG Pang Suh Ling
SSG Ramesh s/o Kanapathi
SSG Tan Aik Tong
SSG Wan Cheok Weng
SGT Ang Meng Kin Ann
SGT Chen Siew Mian
SGT Chow Soon Teck
SGT De Souza Ryan Blake
SGT Edwin Lim Kim Hong
SGT Fairis Bin Mohamed Yosuf
SGT Hasrinna Binti Hamid
SGT Ho Meng Chee
SGT K Kunalan s/o Karupayah
SGT Lim Kian Peng
SGT Lim Yen Fung
SGT Mohammad Azhar Bin Mohamed Yassrin
SGT Saharudeen Bin Sawad
SGT Sani Bin Samat
SGT Shahmeer Haqal Bin Rizal @ Raymond Patrick
SGT Sukhwinder Singh s/o Sarban Singh
SGT Syahina Bte Habib Elahi
SGT Tan Siew Chin
CSO Gr I Wong Jit Kwang
CSO Gr III Sehoga Mary d/o J J Patrick
CSO Gr IV Vimalathacheni d/o R Gopalan

Team Commendation
International Mock Prison Riot Competition
RO 1 (P) Tan Yew Chuan
CW 2 Zainal Bin Haron
CW 1 Venu Arsh
SSG Mohamed Israfi Bin Mohamed Salim
SGT Tan Yew Hong

MV Sublime
AS 2 Lim Lay Kim
AS 2 Mohd Ismael Bin Abdull Rahman
AS 2 Ong Joon Yong Eric
AS 2 Seu Mun Chung
AS 2 Teo Sze Ying
AS 1 Leong Say Shen Anderson
RO 1 (P) Usani Bin Juri
SSG Chung Wit Chai
MX 11 Teo Lee Pin

Prison Link Centre @ Jurong
AS 2 Chew Tee Seng
AS 2 Lee Kok Wee
AS 2 Ngo Kau Wee
AS 1 Goh Ching Yang Derrick
SSG Corine He
MX 11 Tan Chui Li

“The Untold Stories”
DSP 1 Lou Soon Leong
DSP 1 Tan Hock Seng
SSG Oh Suan Gek Teresa
MX 11 Lum Lai Agnes
MX 12 Ng Yu Zhi Rachel

Inmates’ Letter Management System (ILMS)
DSP 2 Veera Purumal s/o Meyappan
DSP 1 Derek Tang
DSP 1 Sebastian Liew
DSP 1 Tan Chap Yong
AS 2 Lim Bee Peng
AS 2 Lim Chee Keong
AS 2 Lim Lay Khim
AS 2 Mike Teo
AS 1 Boey Lai Hsia
RO 2 Lynnette Lam
SSG Ho Siew Thong
SSG Lim Chian Hong
SSG Luqman Rasheed Nazeer Ali
SSG Muhammad Ridwan Hussein
SSG Paramasamy Rames
SGT Shahrnaz Abdul Wahab
SGT Sithi Masithah Abdullah
SGT Zulkarnain Abdullah
CPL Iqbal Mohamed
CPL Ismail Sham Ibrahim
CPL Rezduan Subari
PROMOTIONS

UNIFORMED OFFICERS

Promotion to the rank of SAC Gr 9
Teo Tze Fang

Promotion to the rank of SUPT 1(A)
Chew Chwee Leong Vincent
Goh Leng Chuang Terence
K Chandra Kumar
Chiew Hock Meng
Shie Yong Lee
Wong Heng Yuen Melvin

Promotion to the rank of SUPT 1
Rafidah Bte Suparman
Ong Aik San

Promotion to the rank of DSP 2
Lim Guan Seng Francis
Abdul Halim Bin Zainol
Kuai Ser Leng
Rockey Francisco Junior
Ng Gee Tiong
Yap Hong Hock Harry
Loh Hong Wai
Tan Bin Kiat
Juliana Binti Abdul Khalik
Ng Chun Chow Patrick
Choo Wei Liang Timothy
Sho Fee Leng
Kevin Hoon Kay Ming
Matthew Wee Yik Keong
Khooh Ai Ping Angela
Yeo Fei Wan Mabel
Chan Kai Yuen
Loo Sook Nee
See Hoe Kiat
Karen Tan Mui Wah
Choo Wei Li Ivy
Ruth Ong Ai Ling
Woo Lian-Chyuan Wilfred

Promotion to the rank of DSP 1
Tan Kok Beng
Zainal Abidin Bin Riduwan
Fernandez Dominic Karl
Lim Hung Khian Nelson
Yee Kin Hoong Kenny
Teo Winston
Shahril bin Abdul Ghani
Boo Li Check
Thio Kiong Sing
Toh Wei Boon Jackson
Lim Tee Hock
Tan Chih Lan Geraldine
Siti Mariam bte Hassan
Soh Yen Li

Promotion to the rank of ASP 2
Lim Chi Yong Leonard
Mohamad Taha Bin Bakar
Teo Khim Hong Mike
Tho Kim You
Teo Seng Boon Steven
Ong Jooon Yong Eric
Seu Mun Chung
Chia Wei Yong
Lee Jiann Ann Mark
Sulaiman Bin Mohd Salleh
Mohamed Rusdi Bin Mohamed Esa
Tan Chee Yon
Song Yew Hean
Koo Boon Wah
Constance Chan Sing May
Chew Sock Maan
Low Sok Fun June
Lim Lay Khim
Ho Kim Teck
Ang Sok Hui Amanda
Chew Sheng Moww
Ng Kim Seng
Yuen Mann Shy Diana
Goh Song Huat Edwin
Chiang Lye Choo Valerie
Chan Chee Kiat Roger
Ngo Kau Wee
Ong Choon Teck
Lim May Ling Serena
Ho Sheng Yen
Mohammad Fadly Bin Safie
Dennis Loh Chiang Han
Buan Hui Ni

Promotion to the rank of ASP 2(W)
Teo Bee Lam
Promotion to the rank of ASP 1
Lim Kim Hin Michael
Amirudin Bin Omar
Chiang Mui Chin
Chin Chuan Chee
Tan Choon Hiang
Oh Boon Loon
Ovee Josephine Juliana
Kiu Cher Han
Mohamed Nizaar Bin Md Ibrahim

Promotion to the rank of ASP 1(P)
Suahaimi Bin Nasrinal

Promotion to the rank of RO 2
Chia Kah Mun
Ng Lay Chin
Tan Siang Leng
Ang Wai How Jim
Choo Soon Ann
Tay Alvin
Eng Wei Heng
Ng Yong Thye
Kon Wai Kong
Chang Ka Fai
Kelvin Chua Yeow Chong
Zheng Yicheng Norman
Lee Hai Chuen
Kwek Nian Xing
Sean Ang Wei Chong
Chari Wei Li Debrah
Kwa Beng Hwee
Tan Chun Wee
Tan Eng Cheay
Poh Ban Hong
Yong Ka Jun Desmond
Nur Raisahah Bte Mohamed
Lim Kin Hui Gavin
Kerk Kim Syn
Lee Jianwei Benjamin
Lim Chee Keat
Sim Siu Shih Tessa Mae
Tham Ai Jie
Hetty Mulialy Binte Essni
Chan Zhiewei
Hoon Sze Siang
Ephraim Goh Yang-Minn
Mak Wai Keong
Ang Siew Fern Melissa
Darryl Ong Wei'en
Muhammad Raazaluddin Bin Abdul Razak
K Ragavan
Lim Hong Meng

Promotion to the rank of RO 1(P)
Muhammad Alphian Bin Hashim
Teng Song Guan
Lim Pang Siong

Emplacement to the rank of ASP 1
Kee Meng Hoe
Soh Hwee Fun Ivy
Foo Yue Xuan Hatsuwee

Promotion to the rank of SCW 1
M Kunaseakanan
Gurmeet Singh s/o Santokh Singh
Kobi Krishna s/o Ayavoo
Abu Bakar Bin Mohamad Noor
Wong Ying Kit
Ilamaran Thamizhkkothai
R Saga Devan Reddy
Chen Weng Kay

Promotion to the rank of CW 2
Kamsol Bin Paimian
Tan Siew Huat
Chua Swee Hwa
Leow Hai Kwong
Mohamad Isa Bin Ithnin
Ng Choon Boon Gabriel
Abdullah Bin Eskak
Toh Yeow Kok

Promotion to the rank of CW 1
Chew Mun Keong
Mohamed Ifanos Daualai Bin Arsat
Mohammad Dzulkiifli Bin Yaakap
Affandi Bin Sunyry
Ho Jixiang Gary
Mohamed Saradj s/o Shahul Hameed
Nizar Bin Tharamkothi
Amir Bin Johar
Soh Chi Yong
Mohamed Fandi Johan
Jamaluddin Bin Abdul Aziz
Seek Hock Meng
Zulkifli Bin Sarip
Herman Rashidi Bin Samsuri
Lee Li-Tsung
Tan Ting Kang
Vicknesh Selva
Lee Kek Wei
Lim Choon Leong
Thio Chin Koon
Lim Beng Huat James
Thean Nyon Kong
Ashari Bin Shaffi
Lau Han Heong Patrick
Venu Arsh
Kiu Mei Fern

Promotion to the rank of SSGT
Krishna Moorthi s/o Palanivelu
Mohamad Sidik Bin Mohamad Hasan
Nurazura Binte Mohamed Jani
Ramesh s/o Christ Anokiamthan
Yeo Teck Chye
Khoo Wei Qin Joanne
Mohd Zakri Bin Mohamad Jamari
Tan Swee Hock
Kang Hoon Hwa
Akhbar Shah Bin Hamid
Hairunzaman Bin Zaidi
Mohamad Hadi Bin Harip
Firzan Bin Muhammad
Martin De Souza
Tan Tze Seng Edwin
Muhd Affendi Hidayat Bin Ahmad Pader
Mustafa Kamal Bin Fasafulah Rahman
Alan Koh Siang Kee
Mohamad Sharif Bin Amer
Muhammad Faizul Bin Jusri
Cham Thaua Suanian
Daveen Low Chong Yong
Muhammad Suhaidi Bin Zainal
Sahari Bin Muntahur
Thai Chee Yong Ewen
Kwok Khee Seng
Mohd Aidi Fadlly Bin Abdul Ghani
Richard Koh Chor Kiat @ Gust
Andi Iswandi Bin Johari
Harjuna Bin Sujonoh
Lai Fook Loy
Lim Tze Siong George
Mohamed Rizquan s/o Abdul Kadar Maricar
Muhammad Nasir Bin Jaffar
Suryadarma Bin Mahmood
Tang Tee Kiat Alvin
Yap Shi Qing
Adriano Paul Marcelo A/L Pedro Marcelo
Kalaselvan s/o Saminathan
Ng Jacky
Choo Chee Wah
Loh Chin Yi
Steven Ang Tze Chin
Teo Chung Nee
Gerard Martin s/o Lourdes Nathan
Loh Mei Chin
Tarn Kok Hin
Dui Siew Hua
Tok Chai Cheng
Aznida Binte Arifin
Chua Chee Horng
Low Chee Siong
Mohamed Sharif Bin Samsi
Muhammad Faisal Bin Haron
Ng Cheng Kok
Nurulbannah Bte Biarfin
Azmi Bin Ismail
Goh Yeow Hwee
Mohamed Hasri Bin Abdul Ghani
Mohamed Israfiq Bin Mohamed Salim
Nasrulhadi Bin Rahmat
Reminor Bin Salim
Krishna Morthi s/o Muthusamy
Wong Mu Leng
Miliza Bin Nasar Abatad
Sng Siew Leng
Khairulrah Bin Miswan
Kou Jun Fa Ronald
Nur Elyza Binte Omar
Martina Binte Mohd Marwi
Chua Shi Qin
Suhaila Binte Mohamed Andy
Siti Masitah Binte Abdullah
Lau Min Shen
Devandran S/O Rama
Abdul Aziz Bin Ahmad
Mohammad Faizan Bin Kairuman
Muhammad Sya’ban Bin Mohamed Ali
Don Yrft Suryawijaya
Seah Lee Ping Kenny
Munir Bin Mohamed Ariffin
Nazrina Hoque
Azlina Binte Abdul Aziz
Zulkarnaen Bin Abdullah
Lew Wen Guang
Hazfarisha Binte AB Halim
Yeo Chih Boon
Lee Wei Long
Shahrnaz Bin Abdul Wahab

Promotion to the rank of SGT
Mohamad Nor Rohdiansteien Bin Abdul Manan
Raven s/o Chandrasegaran
Siti Khatijah Binte Kamsin
Chua Beng Han Jason
Norherdawati Binte Samshul Bahri
Teh Kek Lin
Lingasvaran s/o Rengan
Iqbal Bin Mohamed
Rezduan Bin Subari
Ibrahim Bin Ahmad
Mohammad Khairul Ridzwan Bin Darman
Mohd Reezal Bin Bidin
Tay Choon Wei Fennell
Norafiza Binte Mohd Rahim
Norhaidah Binte Abd Tahar
Nur Diana Binte Kasmani
Nur Hairina Bte Sani
Sri Devi d/o Ganga Tharan
Syafiq Nurul Haqimah Bte Ab Rashid
Chong Kwang Fei
Goh Ai Hoon
Nagarajan s/o Rajagopal
Ho Yuan Hui
Tan Yu Meng Jeremy
Andy Tan Soon Peng

Emplacement to the rank of Ag R0 1(P)
Brandon Ong Guan Hong

CIVILIAN OFFICERS

Promotion to the grade of MX 11
Lim Nan Chieh Jackerina
Normah Bte Hamid Sultan
Ng Sue Ying Adaline
Ong Li Lian
Tan Pei Sze Gracie
Lam Sain Yoke
Chua Khai Imm
Lim Sze Ying
Teo Lee Pin
Ng York Chiu
Misir Carolyn

Promotion to the grade of MX 12
Koh Lay Kuan Jenesta
Chan Hui Pheng Grace
Kwek Boon Siang
Toh Sook Sien Sharnice
Wong May Ying
Prasanthi Philips Roy
Veena Nanthakumar
Tan Wee Chong
Tan Wei Hong
Koh Nan Yen
Farul Mohamed Iqbal
Menon Sara Delia
Ravi Natvarlal Patel
Sing Wei Ming Shaun
Lim Yee Li Erina
Chen Lifei
Yip Wing See
Nicholas Raphael Netto

Promotion to the grade of MSO Gr V
Tan Mei Ling

Promotion to the grade of CSO Gr I
Lian Lam Hua
Zuraidah Binti Mokhtar

Promotion to the grade of CSO Gr III
Radiah Binte Ali

Promotion to the grade of CSO Gr IV
Nur’ Asyiqin Barnadghaj Binte Hassan

Promotion to the grade of TSO Gr VII
Ang Kheng Hock
## ATHLETICS

### 16th ASEAN Prisons Track & Field Championships

<table>
<thead>
<tr>
<th>Event</th>
<th>Award/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>200m Men</td>
<td>Gold</td>
</tr>
<tr>
<td>Muthukumaran</td>
<td></td>
</tr>
<tr>
<td>Radha Krishnan</td>
<td></td>
</tr>
<tr>
<td>200m Women</td>
<td>Bronze</td>
</tr>
<tr>
<td>Wong Tian Lee</td>
<td></td>
</tr>
<tr>
<td>400m Men</td>
<td>Silver</td>
</tr>
<tr>
<td>Muthukumaran</td>
<td></td>
</tr>
<tr>
<td>Radha Krishnan</td>
<td></td>
</tr>
<tr>
<td>400m Men (Veteran)</td>
<td>Gold</td>
</tr>
<tr>
<td>Arasu Velmurugan</td>
<td></td>
</tr>
<tr>
<td>400m Hurdles Men</td>
<td>Bronze</td>
</tr>
<tr>
<td>Augustino Chinnapan</td>
<td></td>
</tr>
<tr>
<td>800m Men</td>
<td>Gold</td>
</tr>
<tr>
<td>Mohd Fazly Hassan</td>
<td></td>
</tr>
<tr>
<td>800m Men (Veteran)</td>
<td>Bronze</td>
</tr>
<tr>
<td>Arasu Velmurugan</td>
<td></td>
</tr>
<tr>
<td>Segar Subbian</td>
<td></td>
</tr>
<tr>
<td>800m Women</td>
<td>Gold</td>
</tr>
<tr>
<td>Ng Bee Teng</td>
<td></td>
</tr>
<tr>
<td>1500m Men</td>
<td>Gold</td>
</tr>
<tr>
<td>Mohd Fazly Hassan</td>
<td></td>
</tr>
<tr>
<td>1500m Men (Veteran)</td>
<td>Bronze</td>
</tr>
<tr>
<td>Arasu Velmurugan</td>
<td></td>
</tr>
<tr>
<td>Segar Subbian</td>
<td></td>
</tr>
<tr>
<td>1500m Women</td>
<td>Gold</td>
</tr>
<tr>
<td>Ng Bee Teng</td>
<td></td>
</tr>
<tr>
<td>3000m Steeplechase Men</td>
<td>Bronze</td>
</tr>
<tr>
<td>Ramesh Palaniady</td>
<td></td>
</tr>
<tr>
<td>3000m Women</td>
<td>Gold</td>
</tr>
<tr>
<td>Ng Bee Teng</td>
<td></td>
</tr>
<tr>
<td>5000m Men</td>
<td>Bronze</td>
</tr>
<tr>
<td>Ramesh Palaniady</td>
<td></td>
</tr>
<tr>
<td>10000m Men</td>
<td>Bronze</td>
</tr>
<tr>
<td>Ramesh Palaniady</td>
<td></td>
</tr>
<tr>
<td>Discus Throw Women</td>
<td>Gold</td>
</tr>
<tr>
<td>Khong Moh Fun</td>
<td></td>
</tr>
<tr>
<td>4x100m Relay Men</td>
<td>Bronze</td>
</tr>
<tr>
<td>4x100m Relay Women</td>
<td>Bronze</td>
</tr>
<tr>
<td>4x400m Relay Men</td>
<td>Silver</td>
</tr>
<tr>
<td>4x1600m Medley Relay Men</td>
<td>Gold</td>
</tr>
</tbody>
</table>

### OSIM Singapore Corporate Triathlon 2008

<table>
<thead>
<tr>
<th>Event</th>
<th>Award/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sprint Individual (Non Profit) - Male Veteran</td>
<td>Gold</td>
</tr>
<tr>
<td>- Female</td>
<td>Silver</td>
</tr>
<tr>
<td>- Female Veteran</td>
<td>Bronze</td>
</tr>
<tr>
<td>Sprint Relay - Mixed (Non Profit)</td>
<td>Team Prison</td>
</tr>
<tr>
<td>The Young One</td>
<td>6th</td>
</tr>
<tr>
<td>Mini - Relay Mixed (Non Profit)</td>
<td>Team Teamwork</td>
</tr>
<tr>
<td>Team Excel</td>
<td>2nd</td>
</tr>
<tr>
<td>Team Agile</td>
<td>5th</td>
</tr>
</tbody>
</table>

### Great Eastern Women 10K 2008

<table>
<thead>
<tr>
<th>Event</th>
<th>Award/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tiffany Corporate Challenge</td>
<td>4th</td>
</tr>
</tbody>
</table>

### 2008 AVIVA 70.3 Triathlon

<table>
<thead>
<tr>
<th>Event</th>
<th>Award/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Team Challenge</td>
<td>10th</td>
</tr>
</tbody>
</table>

### 100 Plus Saucony Passion Run

<table>
<thead>
<tr>
<th>Event</th>
<th>Award/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men’s Open (10km)</td>
<td>4th</td>
</tr>
<tr>
<td>Mohammad Fazly</td>
<td></td>
</tr>
<tr>
<td>Men’s Open (15km)</td>
<td>5th</td>
</tr>
<tr>
<td>Ramesh Palaniandy</td>
<td></td>
</tr>
<tr>
<td>Terrence Pankiras</td>
<td>19th</td>
</tr>
</tbody>
</table>

### JP Morgan Challenge

<table>
<thead>
<tr>
<th>Event</th>
<th>Award/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual</td>
<td>4th</td>
</tr>
<tr>
<td>Mohammed Fazly Bin Hassan</td>
<td></td>
</tr>
<tr>
<td>Female Team</td>
<td>3rd</td>
</tr>
<tr>
<td>Male Team</td>
<td>7th</td>
</tr>
</tbody>
</table>

### SAA Cross Country Championships

<table>
<thead>
<tr>
<th>Event</th>
<th>Award/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men’s Veteran</td>
<td>5th</td>
</tr>
<tr>
<td>Arasu Velmurugan</td>
<td></td>
</tr>
<tr>
<td>Women’s Open</td>
<td>16th</td>
</tr>
<tr>
<td>Ng Lay Chin</td>
<td></td>
</tr>
</tbody>
</table>

### SAA Allcomers Meet

<table>
<thead>
<tr>
<th>Event</th>
<th>Award/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men 400m</td>
<td>5th</td>
</tr>
<tr>
<td>Muthukumaran</td>
<td></td>
</tr>
</tbody>
</table>

---

### TUG-OF-WAR

### 16th ASEAN Prisons Track & Field Championships

<table>
<thead>
<tr>
<th>Event</th>
<th>Award/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tug-of-War Competition</td>
<td>Bronze</td>
</tr>
</tbody>
</table>

### 7th ASIAN Tug-of-War Championship

<table>
<thead>
<tr>
<th>Event</th>
<th>Award/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Club Level</td>
<td>7th</td>
</tr>
<tr>
<td>Women</td>
<td>7th</td>
</tr>
<tr>
<td>International Level</td>
<td>6th</td>
</tr>
<tr>
<td>Men</td>
<td>6th</td>
</tr>
<tr>
<td>Women</td>
<td>6th</td>
</tr>
</tbody>
</table>

### Singapore Tug-of-War Open 2008

<table>
<thead>
<tr>
<th>Event</th>
<th>Award/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men’s Open</td>
<td>Champion</td>
</tr>
<tr>
<td>Mixed International</td>
<td>Champion</td>
</tr>
<tr>
<td>Female International</td>
<td>2nd</td>
</tr>
</tbody>
</table>

### PA Tug-of-War Open 2008

<table>
<thead>
<tr>
<th>Event</th>
<th>Award/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mixed</td>
<td>Champion</td>
</tr>
</tbody>
</table>

### Northwest Community Sports Festival

<table>
<thead>
<tr>
<th>Event</th>
<th>Award/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mixed</td>
<td>Champion</td>
</tr>
</tbody>
</table>

### Malacca Historical Anniversary Tug-of-War Open 2008

<table>
<thead>
<tr>
<th>Event</th>
<th>Award/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>2nd</td>
</tr>
</tbody>
</table>

### SEPAKTAKRAW

### HTES Intra Unit Sepaktakraw Tournament 2008

<table>
<thead>
<tr>
<th>Event</th>
<th>Award/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Champion</td>
<td></td>
</tr>
</tbody>
</table>

### PERSES Open WAGA Sepaktakraw Tournament 2008

<table>
<thead>
<tr>
<th>Event</th>
<th>Award/Position</th>
</tr>
</thead>
<tbody>
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</table>

### HUSRA Sports Championship 2008

<table>
<thead>
<tr>
<th>Event</th>
<th>Award/Position</th>
</tr>
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<tbody>
<tr>
<td>Veteran Category</td>
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### Public Service STAR Games

<table>
<thead>
<tr>
<th>Event</th>
<th>Award/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>MHA Team 1</td>
<td>Champion</td>
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<tr>
<td>MHA Team 2</td>
<td>3rd</td>
</tr>
<tr>
<td><strong>SPORT</strong></td>
<td><strong>AWARD/POSITION</strong></td>
</tr>
<tr>
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</tr>
<tr>
<td><strong>VOLLEYBALL</strong></td>
<td>HUSRA Volleyball</td>
</tr>
<tr>
<td></td>
<td>Inter-Sector Volleyball</td>
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<tr>
<td><strong>BOWLING</strong></td>
<td>Home Team Intra Sector Bowling</td>
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<tr>
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<td>HUSRA Sports Championship</td>
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<tr>
<td><strong>FLOORBALL</strong></td>
<td>Valhall Corporate Challenge 2008</td>
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<tr>
<td><strong>GOLF</strong></td>
<td>World Golfers Championship Singapore 2008</td>
</tr>
<tr>
<td></td>
<td>Singapore Malays Chamber Commerce Open</td>
</tr>
<tr>
<td></td>
<td>Sushminder Singh</td>
</tr>
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<td></td>
<td>Public Service Championship – STAR Games</td>
</tr>
<tr>
<td></td>
<td>Adrian Lim</td>
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<tr>
<td><strong>BADMINTON</strong></td>
<td>HUSRA Sports Championship 2008</td>
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<tr>
<td><strong>TELEVISION</strong></td>
<td>HUSRA Sports Meet</td>
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<tr>
<td></td>
<td>Veteran Singles</td>
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<tr>
<td></td>
<td>Armand Aziz</td>
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<tr>
<td></td>
<td>Women Singles</td>
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<td></td>
<td>Erina Lim</td>
</tr>
<tr>
<td></td>
<td>Veteran Doubles</td>
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<tr>
<td></td>
<td>Armand Aziz &amp; Chong Kum Leong</td>
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<tr>
<td></td>
<td>Mixed Doubles</td>
</tr>
<tr>
<td></td>
<td>Toh Siew Kee &amp; Chong Kum Leong</td>
</tr>
<tr>
<td></td>
<td>Erina Lim &amp; Shahrom T Ahmad</td>
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<tr>
<td><strong>DRAGONBOAT</strong></td>
<td>Singapore River Regatta</td>
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<tr>
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<td>Public Service Men Category</td>
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<tr>
<td><strong>TABLE-TENNIS</strong></td>
<td>Public Service STAR Games</td>
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<tr>
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<td>Team</td>
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<tr>
<td><strong>BASKETBALL</strong></td>
<td>Home Team Inter-Sector</td>
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<td>Basketball Championship</td>
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<tr>
<td><strong>NETBALL</strong></td>
<td>Inter Hometeam Sector</td>
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<td>Mixed Netball</td>
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<tr>
<td><strong>BASKETBALL</strong></td>
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<td>Mixed Category</td>
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<td><strong>FOOTBALL</strong></td>
<td>FAS FICO 5 Championship</td>
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<td><strong>TOUCH RUGBY</strong></td>
<td>Singapore Summer Touch League</td>
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<tr>
<td><strong>ARCHERY</strong></td>
<td>HUSRA Archery Championship</td>
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<td>Mohd Azmi Ali</td>
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<tr>
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<td>Muhammad Shabir</td>
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<td>Ryan Tan Ser Leong</td>
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<td>Novice Female Category</td>
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<td>Heng Shock Hui</td>
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<td>Tong Guek Heong</td>
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<td>Open Male Category</td>
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<td>Benjamin Lee</td>
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<td>Audery Chang</td>
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<td>Ryan Tan Ser Leong</td>
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<td>Reminor Salimin</td>
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<td>STD Female Category</td>
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<td>Norhaya Isnain</td>
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<tr>
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<td>Lim Yen Fung</td>
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<tr>
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<td>TEAM Event</td>
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<td><strong>CHESS</strong></td>
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<td>Individual Chess Event</td>
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<td>Luke Leong</td>
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<td></td>
<td>Individual Xiangqi Event</td>
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<tr>
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<td>Mark Wong</td>
</tr>
<tr>
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<td>Freddy Choo</td>
</tr>
</tbody>
</table>
MILESTONE ACHIEVEMENTS

BUSINESS EXCELLENCE NICHE
STANDARDS RECERTIFICATION
The committee would like to thank all those who have helped in one way or another to make this annual report possible.

The materials in this report may not be produced in whole or in part without the written consent of the Singapore Prison Service. All information provided in this report is up-to-date and accurate at the time of printing.
Help remove the label of prejudice

Every year, more than 11,000 ex-offenders complete their sentences and are released from our prisons and drug rehabilitation centres (DRCs). Yet many continue to carry the label; the label of our prejudice. Help ex-offenders put their past behind them, beyond just words. Especially when they try their level best at home, at work and in the community. Start by visiting www.yellowribbon.org.sg to volunteer or to attend any of our Yellow Ribbon events.

The Yellow Ribbon Project. Giving ex-offenders a second chance. Beyond just words.