ANNUAL REPORT 2009

SINGAPORE PRISON SERVICE

THE YEAR OF GIVING BACK | MARCHING FORWARD TO GREATER HEIGHTS
RENAISSANCE | CLUSTER B PASSES ITS FIRST BIG TEST | BRIDGING THE GAP
HARD LESSONS, HARD TIME | COLLATERAL DAMAGE | AS I DO MY TIME
MORE THAN SKIN DEEP | WHY NO ONE HAS ESCAPED

life beyond bars
**Vision**

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

**Mission**

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

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

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

**RESTART**
is a commitment to garner the support of the community. Through the CARE Network, our offenders are given opportunity to restart their lives.
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2009 — Another successful chapter

This year’s Annual Report bears the heading ‘Life Beyond Bars’. It is an epigram that challenges us to look beyond our limitations, unlock our own cages and see the opportunities for change and progress. Singapore Prison Service (SPS) has always kept this outlook close to our heart, and it has been a driving force for our many successes.

2009 has been no exception, with the successful commencement of operations at Cluster B of our Changi Prison Complex going beyond our expectations. Supported by our fellow Home Team partners, we moved over 5,600 inmates from the old institutions to the new Cluster B. This is by far the largest security operation of its kind.

Furthering our efforts for the Yellow Ribbon Project, we staged a landmark event last year which brought together officers, volunteers, ex-inmates and members of the public – The Yellow Ribbon Run. It was a substantial affair, involving 6,000 participants, which punctuated our passion for aftercare and rehabilitation. It drove home the importance of living healthy new lives and highlighted ex-inmates as men and women who desired to turn over a new leaf and lead a normal life in the community. It also served as a reminder to them that beyond the walls of their prison is not a harsh life of constant judgement, but a community that cares and is willing to give them a second chance.
Of course all of our achievements could not have been realised without the people within SPS itself. They are the backbone to every successful story and are highly valued. Our progressive culture and passion for our people has been recognised with several Human Resource awards, particularly the Singapore HR Awards’ Learning & Human Capital Development Award as well as international HR consultancy Hewitt’s Best Employers in Singapore 2009 Award, among others. SPS was also awarded a Special Recognition in Hewitt Associate’s Asia-Pacific Top Companies for Leaders 2009. Much credit for these achievements must go to my predecessors whose tireless work had laid a solid foundation which makes SPS what it is today.

**Beyond our victories, we move forward**

Yet every success sets a new benchmark and becomes a challenge for us to go beyond. With recidivism falling from 44% for the cohort released in 1998 to 26.5% for the cohort released in 2007, this remarkable achievement is matched correspondingly by the formidable challenge to improve it.

Internally, we in SPS must continue to aspire to improve our jailcraft and incare programmes. The two go hand in hand for successful rehabilitation. But beyond the prison walls, we must also engage the community further for better aftercare management. The good work done during the incare phase must be complemented by more systematic aftercare for rehabilitation to be successful. The community needs to be further involved to provide the support and to unlock the second prison. I envision SPS, together with our partners, engaging the community at a deeper level in the coming year. Together, we must reach out to even more families, employers, volunteers and members of public to join us in a truly throughcare approach to rehabilitation.

**Beyond officers, we are ‘Captains of Lives’**

Indeed, every new year brings fresh challenges. But we in SPS need not be daunted. As Captains of Lives, I believe we have the steel in us, beyond just the humanity, to overcome them.”

Mr Soh Wai Wah
Director of Prisons
Singapore Prison Service
BEedrock
our leaders

DIRECTORATE MEMBERS

MR KOH TONG HAI
Commander, Cluster A

MR CHIAM JIA FONG
Director, Intelligence

MR LAM CHER SOON
Director, Corporate Services

MDM PHANG SEOK SIENG
Director, Rehabilitation & Reintegration

MDM DELPHINE LEE
Director, Staff Development
RIBBON PROJECT
THE YELLOW
THE YEAR OF GIVING BACK WITH
BEHIND THE WALL
He runs on the right side of the track now

In March 2009, Hanniel Choong, a former drug offender, led a team comprising officers from SPS and Singapore Corporation of Rehabilitative Enterprises (SCORE) to compete in the AVIVA Ironman Triathlon and raised $10,000 for the Yellow Ribbon Fund (YRF).

Hanniel, 48, then attempted to break his personal record of finishing 10km in 48 mins at the Yellow Ribbon Prison Run on 6 September 2009. Many runners, inspired by his story, came forward to support his attempt and made pledges to the YRF. Hanniel’s 10K48 challenge was done under 45 mins and in the process, managed to raise $40,000 for YRF!

Hanniel has came a long way from his past, and is clearly intent on being on the right side of the law now. Back in 1977, at the age of 15, Hanniel was introduced to heroin by the older kids in his neighbourhood at Queenstown. Having dropped out of school at Primary 6, Hanniel worked as a waiter to fuel his drug habit. Before long, he was carted off to a drug rehabilitation centre, the first of his many incarcerations.

“I wanted to run my own life... I didn’t want to listen to my family; I was young, restless and had no focus,” Hanniel said.

Hanniel’s turning point came after his stint at the Helping Hand Halfway House. “I knew if I continued to be on this path (drugs), it would lead to destruction. Either I would be sentenced to death one day or I would die from a drug overdose.”

Fortunately for Hanniel, instead of running away from narcotics officers, he is now using his sporting talent for a good cause. Today, he is happily married with three children and holds a full-time job doing maintenance.
Dishes prepared with a side of hope...

The second Yellow Ribbon Cooking Competition held on 26 May 2009 marked the beginning of YRP 09 campaign. The competition provided inmates with an opportunity to discover their culinary talents, and also paved the way for a future career in the Food & Beverage industry. The finalists from the competition were selected to attend a 26-week “Certificate in Culinary Skills Course” conducted by Shatec Institutes.

There was also something personal at stake for the finalists – a rare opportunity to invite their loved ones to prison for a meal cooked by them.

The special occasion was to celebrate Father’s Day at the Tribute of Love Father’s Day Luncheon on 20 June 2009. One father of a finalist shared, “I never knew my son could cook, not to mention fare like this; comparable to meals served in top restaurants!”

On 26 September 2009, YRP collaborated with the National Arts Council and Lions Club of Singapore to organise the Tribute of Love Luncheon for the community.

This community service project driven by inmates and ex-offenders saw finalists from the YR Cooking Competition whipping up a sumptuous meal for 520 elderly and disadvantaged children. Over 120 volunteers and ex-offenders from the Singapore AfterCare Association (SACA), Industrial and Services Co-operative Society (ISCOS) and halfway houses volunteered their time to serve the elderly and children at the luncheon.
The Inaugural Yellow Ribbon Prison Run held on 6 September 2009 saw 6,000 runners coming forward in support of the Yellow Ribbon cause. Themed “Beyond the Run”, the run was all about giving ex-offenders a second chance to start life afresh.

The undulating terrain of the route represented the ups and downs ex-offenders had to face upon their release. Runners also had the rare chance to run past several historical sites including the Old Changi Prison Wall.

Awaiting runners at the end of their run was a carnival and performances by inmates and ex-offenders to showcase their talents on stage. One of the highlights of the carnival was the rehabilitation fair, which included an exhibition on aftercare work and a mock cell, offering visitors a glimpse into inmates’ living environment during incarceration.

A total of $90,000 was raised from the Run for the Yellow Ribbon Fund to support programmes and services for inmates, ex-offenders and their family members.
Revolving around the theme “Vision of Hope”, inmates and ex-offenders expressed their hope and commitment to their families and the community through their artwork at the Yellow Ribbon Art Competition held on 1 July 2009 at Kaki Bukit Prison School. The four guests who judged the competition were Mr Suhaimi Sukiyar, President of Angkatan Pelukis Aneka Daya (APAD), Ms Suenne Megan Tan, then Deputy Director of Singapore Arts Museum (SAM), Mr Lee Weng Choy, Co-director of The Substation and Mr Ian Woo, Programme Leader at Graduate Studies LASALLE. Of the 450 entries submitted, 19 received Distinction Awards and 35 received Merit Awards.

Even from within the walls, the beauty of art remains

Following the competition, the winning entries and selected art pieces were displayed at the Yellow Ribbon Community Art Exhibition (CAE), an event which was co-organised with SAM. The event was held at SAM from 9 to 20 September 2009. Prior to the Yellow Ribbon CAE at SAM, the artworks were also on display at the South East Community Development Council (SE CDC) Arts Street at Marine Parade, National Institute of Education (NIE) Art Gallery, Home Team Convention and the Yusof Ishak Alumni Dinner. Besides featuring artworks by inmates and ex-offenders, the exhibition at SAM also displayed the Community Response Pieces from volunteers and community partners who had been involved in inmates’ rehabilitation journey. This platform offered an opportunity for them to reflect upon the meaningfulness of their encounters with inmates and to present their thoughts through the language of art. In addition, the organising committee had, for the first time, displayed international prison art pieces from Hong Kong and Macau at the exhibition. In total, 1,306 members of the public viewed the exhibition held at SAM.
Doing their part for the nation

When thousands of spectators for the National Day Parade (NDP) 2009 received their goodie bags, many were surprised to see a Yellow Ribbon pack inside. This was a collaboration between the Organising Committees for the Yellow Ribbon Project and the NDP 2009. Such a collaboration facilitated an opportunity for inmates to play a part in the Nation’s celebration and to contribute back to the society while they were still incarcerated. For this, inmates had to pack 35,000 goodie bags and 100,000 Yellow Ribbon packs.

A word of thanks to our dear partners

For the second year in succession, insurance provider AVIVA adopted YRP as its Corporate Social Responsibility (CSR) beneficiary, and $10,000 was raised through the AVIVA Ironman Triathlon Competition held on 22 March 2009 for YRF. Singapore Technologies Kinetic (STK) similarly adopted YRP during the opening of its new STAR Automotive Centre in April 2009.

During the opening of STK’s new Vehicle Inspection centre in August 2009, the organisation pledged to donate 5% of the new centre’s turnover from August to October 2009 to the YRF. Klapson’s Hotel, a new boutique hotel, also contributed $70,000 to YRF on its grand opening for inmates to be trained in Food and Beverage courses, and indicated its intent to open its doors to employing ex-offenders.

It’s all about giving another chance

Since the inception of the YRP, the project has touched the lives of many ex-offenders and their families. The YRP will continue to be a success for as long as inmates and ex-offenders make the best use of the second chance they are given. With the continued support of community partners, as well as the commitment of CARE Network member agencies and aftercare agencies, the reintegration of inmates will be a smoother transition for both themselves and their families.
In November 2009, Selarang Park Drug Rehabilitation Centre (DRC) was re-gazetted as Selarang Park Community Supervision Centre (SPCSC). With in-care inmates transferred to Cluster B during Operation Voyage, SPCSC has been adapting to its new role in the correctional landscape. With the setting up of the pre-emplacement Centre in B4, SPCSC will now focus its efforts at enhancing the reintegration of inmates on the various supervision schemes and play a greater role in the aftercare correctional landscape. It is exciting times indeed for the officers working in SPCSC as they explore and break new ground in the management of inmates under their supervision and in the aftercare phase. Three of these officers share how SPCSC is moving forward with its new challenges.
What motivates you?
I meet ex-offenders occasionally around Singapore, and it always motivates me when they say that we made a difference in their lives. In early 2009, I assisted a Corrective Trainee (a repeat offender) when he was chased out from his sister’s home in the middle of the night after a fight with his brother-in-law. To safeguard him from being removed from the programme, I made plans for him to stay with his friend and also arranged to have his Electronic Monitoring Unit (EMU) moved to his friend’s home the next day.

Currently, the inmate has already completed his programme for almost a year, and continues to keep in touch with me and updates me on his progress. When he thanked me for what I had done, I felt it was just part of my duty, and did not realise at that time what it meant to him. Thankfully, he is doing well and has reconciled with his brother-in-law.

How has the interpersonal dynamics of the inmates changed with the Community Based Programmes (CBP)?
Managing inmates in the community after their release is very much a challenge. It is an environment where we not only deal with inmates, but also their families, friends, employers and other community and legal agencies.

We also have to factor in the changes in inmate profiles today, where factors like higher education and a wide variety of mindsets arising from differing exposures and experiences have become key variables.

In the past, the selection criteria for inmates to be emplaced on CBP were much more stringent. Only inmates with less serious offences would be selected, and their chances of completing the programme were higher as the number of problematic inmates was lower.

As policies have changed to result in a bolder approach in inmate selection, more inmates are now placed on the programme. This presents a challenge to all Reintegration Officers given their increased numbers and complexity.

What do you think are some issues and circumstances leading to the arrest of young inmates?
Generally, I find that one’s personality is key as young prisoners tend to be immature and impulsive, and lacking in experience in the working world. Many of them get into trouble because they are rebelling against authority. Unfortunately they do not realise the severe consequences of their actions.

In addition, it is interesting to note how critical family support can be for young offenders. While some parents are overly supportive and coddle their children to the extent of covering up their mistakes, others simply leave us to manage their children. And of course, there are others who are overwhelmed with problems, with either finances or emotional issues. On occasion, the parents or immediate caregivers themselves are also imprisoned.

What are your responsibilities at SPCSC?
It has been almost a year since I’ve joined the team, and as the Reintegration Officer managing Reformative Trainees (RT) who are released on supervision, my main duty is to ensure that RTs comply with all their supervision conditions. This includes clauses such as time restrictions, work or study, and their family and social contacts. At the same time, I also assist in their reintegration into society by helping them with finding a job, as well as referrals to relevant agencies to manage their personal problems.

Why have you chosen to work with prison inmates?
It is a combination of my passion for the job, as well as a desire to make a difference.

What are the challenges that you face as a Captain of Lives?
The cultural changes from the media and technology mean that there is a rapid change in what influences our young people today, and this presents a generational gap that requires me to upgrade myself constantly.

When he thanked me for what I had done, I felt it was just part of my duty, and did not realise at that time what it meant to him.
ASP2 Leon Poh, 29, Operations Officer

What is your scope of work at SPCSC?
I have been at Selarang Park for two and a half years. I am an Operations Officer and part of my job scope is to oversee operations of the Security Control Office and Reporting Centre, as well as handle administrative matters at the Centre.

Why have you chosen this area of work?
I was interested to work for the Home Team after graduation and I believe that the safe custody and effective rehabilitation of inmates are important tasks to safeguard national security and help establish a safe country.

What challenges did you face when you first started?
I must admit that it took some time to get used to communicating with inmates from all walks of life. It was also a challenge familiarising myself with the Prisons systems and understanding the dynamics of how things work.

What, in your opinion, are some of the constant challenges of this job?
SPCSC is newly established and all our staff, including myself, have to adapt to changes as we constantly evolve, in either our perspectives or our procedures. This means that we have to be aware of new mental models and paradigm shifts and be open to new ideas.

Any memorable experiences during the course of your duties in 2009?
I had the privilege of being involved in the restructuring of SPD into SPCSC since the initial conceptualisation in early 2008 of making SPD a community supervision centre. I was involved in a pilot trial of the Community Supervision Teams, a predecessor of the current Reintegration Management Teams, and was part of the team then. It was an uphill task for our teams as we were treading on unfamiliar ground. We learnt by doing and had to adjust our processes depending on the situations we experienced. It was a valuable learning experience. The experience benefited all involved and was fundamental in our arrival at the current SPCSC structure and operational model today.

How do you see any future challenges in terms of working with prison inmates; are there any differences in terms of the problems and challenges faced when you began as opposed to now?
My own sentiments are that our challenges in handling inmates are actually common among fellow officers though significant changes in inmate profiles will create new challenges for the department as the years go by. A good example is an expected increase in inmates with gambling addictions and loan sharkings offences, given the opening of the Integrated Resorts (IR). We have to fulfil our role as part of the Home Team to ensure that we are prepared for all eventualities.

How do you feel the restructuring of Selarang Park has affected inmate rehabilitation?
The effect will be very significant. With the creation of the Reintegration Management Teams (RMTs), every inmate emplaced on CBP has a case manager who will work with them closely to resolve their reintegration issues. It may be perceived that the first week of emplacement is the real test for inmates who have spent their earlier time incarcerated. It is at this stage that potential problems and an increase in recidivism risk may occur.

The ultimate aim of SPCSC is reducing re-offending, and by case managing these inmates, we are helping them to successfully reintegrate into society, and in turn, protecting society in the long run. To quote our previous Director of Prisons (DP), Mr Ng Joo Hee, who said this on his last visit to SPCSC; we are “the seed of the vision in community supervision”. I believe that what we are doing today will set the foundations for a future platform for Community Supervision to expand in Singapore.

DSP2 Benjamin Chia, 38, Deputy Superintendent

What challenges are you facing now? Currently, I am moving the whole SPCSC upwards in terms of our community supervision and reintegration work. This calls for focused and collaborative work with community partners, clever and timely interventions by Reintegration officers, as well as making the effort to do more with fewer resources at this time.

How have the challenges you face changed over time?
Previously, we were focused on in-care issues. We needed to meet security and operations requirements. Now, we spend all our energy looking at fulfilling programme conditions with the eventual aim of helping inmates reintegrate back into their families and communities.

How do you see the restructuring has affected inmate rehabilitation?
We are doing much more than we ever did before for inmate reintegration. Many inroads have been made but still, much more has to be done. With more successful reintegration, the positive outcomes will directly benefit families and the community.

“SPCSC is newly established and all our staff, including myself, have to adapt to changes as we constantly evolve, in either our perspectives or our procedures.”
Behind the wall

RENAISSANCE

THE BIRTH OF SINGAPORE PRISON SERVICE’S VERY OWN PERFORMING ARTS CENTRE
The story begins a few years ago...

Since 2004, a group of talented individuals have been practicing their art within the halls of the Singapore Prisons. This group consists of a small number of inmates who would occasionally perform for other inmates on special occasions, and for ‘Dining Behind Bars’, – a networking and Yellow Ribbon Project (YRP) fundraising event that is organised regularly for community partners supporting the rehabilitation of offenders.

They wore their talent on their sleeves. They entertained, sang and danced their way into the hearts of their audience. Soon, Muis & Drama gained a reputation inside the prison walls as advocates of creative performances, comprising cheerful individuals who enthralled with their music whenever they perform.

Potential takes flight
Visionary, passionate and determined – Deputy Superintendent of Prisons (DSP) Jimmy Lee who had oversight of the M&D that was based in his institution saw the potential of the budding troupe and the need to provide formal artistic intervention in order to capitalise on the inmates’ creative potential. Through an arrangement facilitated by Cluster A Programme Unit in November 2006, a special volunteer, Mr Michael Song, was brought in to work with DSP Lee in developing performing arts as a fully pledged rehabilitation programme in prison.

From their humble beginnings, the voices of M&D united to rise as one voice and henceforth were known as a group of talented performers under new auspices and a new name.

What’s in a name?
When M&D changed its name to the ‘Performing Arts Centre’ (PAC) in March 2007, DSP Lee had a mission for his charge of thespians. He saw the PAC as an opportunity to use performing arts as a tool to develop character, overcome boundaries and connect with inmates like never before. It was a name with much promise and hinted at the clear objectives of the Centre:

a. To use performing arts (music, dance and drama) to help inmates develop their courage and strength to face challenges and overcome adversity upon their release;

b. To nurture inmates’ social and emotional development by recognising their achievements, encouraging peer support and creating conditions to promote self-esteem;

c. To help offenders lead more fulfilling lives as responsible citizens upon their release through the discovery and development of their goals, strengths and talents.

An Executive Committee (Exco), headed by DSP Lee, was also formed to look into both the long and short term strategy development of PAC. Members of the Exco comprised supervisors of the M&D inmates, Cluster A Programme staff, and volunteer Mr Michael Song.

Among the various strategic issues that the Exco addressed were identification of inmates’ training needs and acquisition of music accreditation, development of mechanisms and systems that would facilitate character development of inmates through the medium of performing arts, and development of partnerships and collaborations working with external arts organisations.

Sgt Hakim, one of the pioneer PAC Coordinators of the Housing Unit where the PAC inmates are based, expressed warm enthusiasm about the PAC when interviewed,

“Having seen PAC grow through the past four years, [I find that] it has developed each year to become even more exciting. This is where we see inmates express their talents through music, and come together to present complex items requiring more coordination amongst different groups [like] guitarists, keyboardists, trumpeters and vocalists. I’m glad that [the] management has given me the opportunity to assist in the development of PAC.”

Since then, PAC has grown exponentially, and is now a magnet for keen and talented inmates who contribute to the arena of music and the performing arts within the prison walls.

‘All the world’s a stage...’
In recent years, the PAC has performed and entertained at Yellow Ribbon events as well as for visitors to Cluster A, ensuring maximum exposure and thus gaining awareness and valuable support from the community.

The team has also collaborated with external organisations, developing exchange programmes with Nanyang Polytechnic’s dance club, its choir and the NUS classical. In 2008, 17 of the PAC inmates enrolled in the Grade 5 and Grade 3 examinations certified by the Associated Board of the Royal Schools of Music (ABRSM) and achieved excellent results with 13 inmates achieving distinctions and three with merits.

PATC: To be or not to be?
The Performing Arts Training Centre or PATC was an idea that took root in the success of the PAC. The Exco was intrigued with the idea of a platform to recruit inmates who had the interest and enthusiasm, but little knowledge in music or the performing arts. The PATC would provide structured music skills training to attain certified qualifications awarded by the ABRSM.

With the support of HQ and Cluster Management, the PATC was operationalised on 15 December 2009. Today, the PATC provides a rigorous programme to cater to various needs of the trainees, who may have the aptitude for different instruments such as keyboard, drum, bass, guitar etc. The recruitment process is stringent and involves members of the Exco going to Cluster A, B and C institutions to personally interview interested inmates as well as to view their audition performances.

Today, the PATC is a place that has the potential to build both technical and moral fibre. It is here that inmates express themselves freely and adopt meaningful values they can use beyond the walls of prison. The programme has become critical to Prisons’ larger rehabilitative efforts – helping inmates enhance their self-worth as well as reintegrate into society by increasing their chances of employment in the music and theatre industry.

A PAC inmate sums up his experiences,

“PATC has helped to mould our characters and change our attitude towards life. We have become a hopeful, dedicated and sincere group of people who believe that we can change for the better, and each of us has continually encouraged one another. I’m glad to be in PATC, because this is a place where I’ve truly grown to be a better person.”
Operation Voyage 1 to 5, spanning five weekends from 19 July to 23 August 2009, was the largest and most complex undertaking of its kind by SPS. It was the culmination of five years of planning and labour which went into the building programme for Cluster B. The objective of Operation Voyage was to move approximately 5,000 inmates from five standalone institutions in five different movement operations into a new facility in Changi. The task was daunting indeed and presented Cluster B with its first significant challenge.

The journey of a thousand miles...
The construction of Cluster B spanned three years, following in the wake of Cluster A, which operationalised some five years earlier in 2004. With the challenges and rising expectations posed by the changing correctional scene, coupled with the lessons learnt from Cluster A's operations, the benefits of clusterisation of prisons and centralisation of processes were increasingly apparent.

Following the completion of the physical building programme, it took a further half a year of reiterative checks on various aspects of the facility to ensure that it was ready and secure to house inmates. Much thought and effort were also placed in the organising of logistical and HR matters.

Begins with a single step...
Every possible contingency had to be accounted for by Commander Terrence Goh and his team. Plans were drawn up to deal with various contingencies such as vehicle breakdowns, fires, riots, escapes, hostage-taking, hijacking and medical emergencies. Rehearsal after rehearsal ensured that Cluster B was in a high state of readiness to carry out Operation Voyage 1 to 5.

The joint effort by Prisons, and several units of the Singapore Police Force (SPF), including its Operations Department, several Land Divisions, Special Operations Command and Traffic Police in Operation Voyage 1 to 5 ensured secure and unfettered passage of all the inmates. In all, about 450 officers from Prisons and SPF were involved in the operations.

Although none of the contingency and emergency measures were activated, the challenge was keeping everyone on their toes throughout the operations. According to Commander Goh, “Although the transfer was executed smoothly with no hiccups, while we were handling the very first movement of inmates, there was certainly a sense of excitement and tension,” he said.

“But as each weekend passed and our teams became more and more confident with the operation, the whole operation became quite routine; despite this, we had to maintain our vigilance and security and not be complacent,” Commander Goh elaborated.

Contributing to the successful outcome was the high-tech nerve centre at Cluster B’s
Cluster Control Centre (CCC). With the help of the Singapore Civil Defence Force’s (SCDF) Hazmat Vehicle Tracking System that utilises a high-tech GPS system, as well as 3G mobile CCTV cameras from SPF, CCC was able to monitor the action in real time during the operation, which facilitated planning and timely decisions.

Support from the top!
The visit by then Director of Prisons Mr Ng Joo Hee and Deputy Director of Prisons Mr Teo Tze Fang during Operation Voyage lifted the spirits of the participating officers. The concern they showed as they enquired about the officers’ personal well-being, given the taxing additional hours the operation required, provided the much needed boost as the operation bore on.

“Their concern boosted the officers’ morale and spurred us on as the operations continued into the day. Their presence and encouragement contributed to our success.”
Cluster B Commander Terrence Goh

Making history is always a rush.
On 23 August 2009, Operation Voyage wrapped up as planned with no hiccups. According to Commander Goh, it was the officers’ absolute clarity and focus on the mission, as well as their commitment and personal sacrifices, which helped the operation go through as well as it did.

“The scale and magnitude of this Operation is unprecedented in the history of SPS. That we managed to convey some 5,000 inmates over long distances over 5 days without any incident reflected the dedication and sacrifices made by the officers and, I believe, this experience will inspire the officers to meet the challenges ahead as we settle in.”
Cluster B Deputy Commander Chandra Kumar

It was this desire to prove themselves and make history which provided the impetus and drive for the success.

Settling in to new surroundings.
Of course, getting used to a new environment had its own set of challenges. Cluster B officers had to get familiar with working in a new location, as well as adopt a new set of operational procedures, given the differences of operating in a high density, clustered group of prisons like Cluster B as compared to that of individual standalone institutions of the past.

Managing the Housing Unit (HU) each day during the teething phase was challenging. Officers had to work doubly hard to acclimatise and yet ensure that the levels of safety, security and rehabilitation afforded to the inmates did not decline.

In addition, technological hiccups and glitches needed ironing out as the officers settled in and subjected the buildings to the rigors of institutional life. With the cooperation and communication with vendors and contractors, these issues were swiftly resolved. In fact, according to Commander Goh, these teething problems were to be expected. “We had anticipated that it would take at least six months for Cluster B to be fully stable after the move,” he said.

Even inmates had adjustment issues, and for most of them, those adjustments were very welcome. Inmates of Queenstown Remand Prison (QRP) were moved into the new facilities that contrasted sharply with their previous location. In QRP, they were in crowded HUs that housed 600-700 inmates, compared to Cluster B’s HUs that housed around 300. This meant less crowding issues and decreased chances for inter-inmate friction and disagreement. This also meant that the units needed fewer officers for control if any form of disruption should occur.

What next for Cluster B?
According to Commander Goh, Cluster B is looking forward to maximising the use of the new facilities for the proliferation of rehabilitative programmes. With more workshop spaces in Cluster B, arrangements are being made with SCORE to get more companies to set up operations in prison. In addition, it is now easier for volunteers to come to one single location (as opposed to five separate institutions) to administer rehabilitative programmes for all of Cluster B’s inmates. “We seek to have more volunteers as they represent the community, helping in the reintegration and rehabilitation process,” according to Commander Goh.

Clearly, Cluster B officers are making themselves at home and aiming to fulfil their roles as Captains of Lives. With their initial success in Operation Voyage, the team is not resting on its laurels but looking forward with confidence, and this can only bode well for SPS as it strives to make Singapore a safer place for all.
SPS’ VOLUNTEERS AND COMMUNITY PARTNERS

BRIDGING THE GAP
Reforming inmates

Through the various volunteer programmes, such as religious services, counselling, tutoring and other social or developmental activities, our dedicated volunteers motivate inmates’ desire to change for the better.

Ms May Hui, a volunteer befriender with Singapore Aftercare Association since 2002, has this to say about helping inmates to change, “Some return to prison because of a lack of positive family support, and for others, an inability to break away from bad habits and influences. This is why we reiterate the importance of finding a job upon release to give them an impetus to move forward in their lives.” May not only counsels but provides positive reinforcement and support to the ex-inmate as he re-settles himself in the community.

Extending a helping hand to inmates or ex-offenders is not without its challenges. With a changing inmate profile through the years, our volunteers also need to adapt and better equip themselves to meet the inmates’ needs.

The Secretary of Singapore Anti-Narcotics Association, Mr Haniff bin Abdul Razak, explained that drug addiction was not the only challenge for their staff and volunteers these days. He said, “Their problems are more complex and we need to train volunteers to have multiple skill sets, so that they can work with both inmates as well as their families holistically.”

Strengthening inmates’ families

Recognising the need to engage families in the process of rehabilitation and reintegration, SPS has engaged Fei Yue Community Services and Morning Star Community Services to run Family Resource Centres (FRCs) since 2006. The FRCs serve as “first-stop” centres to provide support to families of inmates, with the aim of enhancing family resilience and, more importantly, to break the cycle of intergenerational offending. FRCs provide counselling services and where necessary, help link families to community or government agencies for further assistance.

Fei Yue and Care Corner (Woodlands) Family Service Centre also conduct structured family programmes, such as marital and parenting workshops, to improve relationships between inmates and their families.

It is also not always smooth and easy for volunteers, as Ms Judy Chow, a Befriender at Fei Yue, explained, “When I first started, I felt a constant fear – of meeting these inmates, of the empty long halls and the loud banging sound of each closing door.”

But the fruit of their work is rich reward for the hearts of these workers. “The satisfaction is, of course, the ability to help someone, and even when we can’t provide tangible help, it’s good that we can provide words of encouragement, to give them hope that they are not alone. That is what I find most fulfilling,” says Morning Star’s Ms Joanne Wang.

There may be a variety of reasons why the staff, volunteers and community partners took their first steps into their chosen commitment, but one thing is certain – their reward is seen in the life of every rehabilitated ex-offender, and every broken family brought back together successfully. SPS is certainly grateful for these selfless men and women, who go beyond the ordinary and help to make the journey from prison back to their homes a more successful one for the ex-offenders.
A dangerous obsession

His life, once again, spiralled out of control. His life fell apart and that made him realise to drug abuse. He started to abuse Subutex1 to stay clean was compromised with his return authorities for fear of losing him to a fate

support pillars and guidance, Michael had and care from his family and soon strayed when his parents divorced. He lacked the love from drug abuse, started his own business, in trouble was the abuse of heroin.

one month of addiction. He became suicidal determination, he then managed to abstain drug addict. He had many run-ins with the law.

improve its treatment programmes to help drug abusers committed to the Drug caused by drug addiction, the Singapore Prison Service (SPS) has sought to

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In the beginning, I was having terrible action carefully. The prison atmosphere unlike the past. After years of living in comfort,

unfortunate, I was reading about my son's mind would wander often. It was pure torture for him to think what could have such thoughts causing mayhem in his mind. The thing about people like me is that we have to be actively aware and cautious change. Unlike his previous incarcerations,

Fortuitously, with the help of the prison

We spoke to Juliet Lim*, 38, a mother of two and found out that a lot

of roses. He found it difficult to reintegrate when they knew that I had served time in the importance and value of having a stable

programmes to cater to the rehabilitation

After his release, life did not become a bed

channel all his energy towards achieving a

Over the years, the young girl had been left

It was a place of sadness as it reminded us that

It has for me.

It's not an easy choice to make, to stand by someone who has made a wrong decision. But I believe that love, patience and faith can move mountains. It has for me.

INSIDE STORIES

Collateral Damage

One common feedback of top-notch treatment centres is stripped away from society and the loved ones. The incarcerated offenders believe that they, because they were unable to lead a normal life, and the society, the spotlight that suffers just as much. They can only stand by, watch and wait for their loved ones to come home.

We spoke to Juliet Lim*, a mother of two and found out that she had gone beyond the barriers of the family, caring about their cases.

The prison was a place of sadness as it reminded us that

She steeled herself for the difficult road ahead. Juggling work, bills and raising her daughter

When he launched his first interior design firm to employ him after his release, Michael managed to convince an interior designer to make a design for Juliet's home. He went to the prison in SPS to give her a surprise. The prison guards were shocked but they let him in.

At the end of the day, everyone could offer only emotional support, but we still have to endure our painful moments ourselves.

Gone are the days when I used to cook for him and our entire family. It was a time when he was home and the need to change. I felt like I was living in a dream but I was not. It was like watching a movie without really feeling immersed in it.

My personal freedom. I remember how my personality clashes with other inmates

Doing the dishes and doing laundry during my stay were the things I did not enjoy and the one thing I missed the least. I was trying to buy him a shirt and tie, so he could wear them to work. He had a job in The冲洗 Centre. I was trying to buy him a shirt and tie, so he could wear them to work. He had a job in The冲洗 Centre. I was trying to buy him a shirt and tie, so he could wear them to work. He had a job in The冲洗 Centre. I was trying to buy him a shirt and tie, so he could wear them to work. He had a job in The冲洗 Centre. I was trying to buy him a shirt and tie, so he could wear them to work. He had a job in The冲洗 Centre. I was trying to buy him a shirt and tie, so he could wear them to work. He had a job in The冲洗 Centre. I was trying to buy him a shirt and tie, so he could wear them to work. He had a job in The冲洗 Centre.

Going back to prison terrifies me — losing my freedom, my family, my life.

When he launched his first interior design firm to employ him after his release, Michael managed to convince an interior designer to make a design for Juliet's home. He went to the prison in SPS to give her a surprise. The prison guards were shocked but they let him in.

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His life, once again, spiralled out of control. His life fell apart and that made him realise to drug abuse. He started to abuse Subutex1.

He was driven to seek solace in the comfort of drugs, with their families in the hope that they will be able to lead a better life. Michael

The addiction is also known to drive men to their graves early. Aware of the harm

Michael writes letters to the inmates he got to know in prison to provide them support and guidance. He is an active

COLLATERAL DAMAGE

One common factor of imprisonment is complete abandonment – stripped away from society and the loved ones. The incarcerated

At the end of the day, everyone could offer only emotional support, but we still have to endure our painful moments ourselves.

Juliet knew that Michael would need a

“Going back to prison terrifies me – losing my freedom, my family, my life.”

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This short story was inspired when I was a rookie Housing Unit Officer (HUO). The protagonist was serving a four-year sentence for white-collar offences. While his identity has been changed, the thoughts, words and the facts recounted remain as accurate as possible to the time when they were first articulated to me.

By Lee Khum Thong
I took a wistful look at the cloudless blue sky above my shaven head. It had been exactly 36 weeks since the District Judge handed me the sentence of 48 months at Court 21 for multiple counts of criminal breach of trust offences. The excruciating wait to my release was not the hard part. I felt devastatingly responsible for causing my mother, my wife, Tommy and Sara so much anguish because of my indiscretion.

How did I ever end up sitting in the yard of a maximum security prison as a Long Sentence inmate? I was a high-flying white-collar accounts manager, someone who enjoyed fine dining and the occasional Cuban cigar. I was a family man with no ex-con relatives or acquaintances.

My name is Tim. I was born the youngest child in 1973 to an odd-job labourer father and a seamstress mother. I was not really close to my other three siblings as our ages differed a lot. Most of my childhood was spent playing games after school and doing my homework. In 1985, my life took a dramatic turn when my parents perished in a fire that consumed our Queenstown flat.

My brothers and I were watching a TV show when suddenly we heard screams coming from the kitchen. We witnessed our parents being burnt alive.

According to investigators, my father was pouring petrol into a jerry can as my mother tried to light the stove. The sparks from the electric starter probably caused the petrol fumes to ignite. After that incident, our family was split up. I was moving from one relative’s house to another. It was tiring and I felt sad most of the time.

Despite the odds stacked heavily against me, I did well to graduate from the local university with much funding from my Clan Association’s bursary. My first job was an executive at a government agency. The salary was low, albeit stable. It was amazing then. In the space of 10 years in the civil sector, I got married and I worked hard to provide for my wife and kids. But there was also an innate desire in me to see how far I could go. I do not know if the pressure from society, friends and relatives was real or imagined. But I knew I had a lot to prove to everyone around me. I always wondered how they could afford their big cars, their Italian furniture, their ski holidays and material things like that. I knew it was shallow but I wanted all those things for my family and myself. I felt that I, too, could obtain them.

My thoughts were suddenly dispelled by a sepak takraw ball which flew past, missing my face by a few inches.

“Tim Chan,” a voice bellowed. I looked up. The voice belonged to Rehabilitation Officer (RO) Kok, a young officer who had joined the prison service upon graduation from university.

“Sir,” I greeted him and stood up, hands firmly straightened by my sides. Whenever we spoke to officers, we had to be polite as this was part of the disciplinary process aimed at fostering respect for the authorities. Every reply had to be ended with a “Sir” or “Sarge”, depending on the officer’s rank.

“I heard you have a request to make? What is it?” RO Kok asked.

“Yes Sir. I was wondering if I could change cell,” I replied.

“Change cell? Why? Someone is bullying you? You can always report to staff, you know?” RO Kok said. His brows were furrowed with concern.

“No Sir. I was wondering if I could have some privacy,” I managed, knowing full well that the explanation was feeble.

RO Kok squinted before asking a rhetorical question, “Tim. You do know why you are incarcerated, right?” He continued, “You are incarcerated because you have broken the law and you have been convicted and sentenced as a punishment.”

“Privacy? Are you kidding?” my inner voice completed for RO Kok what he left unsaid.

The cell was the place where we spent most of our time. A heavy metal door with a spy hole made sure we all remained securely within it.

Housing three to four inmates each, it meant a total loss of freedom for all inhabitants. We did everything in our humble abode, and I mean everything. We had our meals here, we read here, we wrote letters here, we slept here and we bathed here. Some of us also cried here, softly, in the dead of night.

In my opinion, the biggest challenge was sharing the toilet, which was of the squat type. It was situated at the end of the cell and our only reprieve from awkwardness while doing our business was a modesty wall measuring no more than half a metre in height. Till now, I still cringe whenever someone has to defecate urgently while we are having dinner. We also took turns to bathe – also at the toilet area – by pressing the shower button.

The only opening of the cell was a window covered by wire mesh welded to metal bars. It provided natural lighting and a whiff of air beyond the walls. The sound of planes landing and taking off at the nearby Changi runway was our rare link to the freedom beyond. To free people, the sound of the planes was mere noise. But it was music to our ears.

Today marked another typical day for me and the 85 residents of Housing Unit A. I knew it was Tuesday because they served teh-O (tea without milk) this morning. The prison served either kopi-O (black coffee) or teh-O on alternative mornings.

Strictly speaking, the day made no difference to me. Besides crossing the dates on the mini calendar torn from a magazine that Jean had sent me during her last visit, everyday was the same. The same yard, the same officers, the same plastic food plates and the same taste of coffee or tea. It was the same routine, all day everyday.

Every morning, we were awoken by five knocks on a gong. Following that, we had to stand in a row in the cell for the officer to do his headcount. Breakfast comprising bread with spread was then served by the inmate assistants through the food hatch at the bottom of the cell door. For the next hour or so, we could carry on with our sleep or meditate until the heavy door opened for us to fall in along the corridor for our yard.

Before moving off, we had to be searched. The officers had to ensure we were not concealing any contraband or improvised weapons. In fact, movements from one location to another location were accompanied by searches. Even though I had been subjected to this for nine months, I could never get used to the procedure.

One cannot even begin to understand or feel what it is like to be holed up in the cell, going through the same routines day after day after day after day after day.

All the things I had taken for granted in the past 35 years of my life – I began to see the uniqueness in each and every single one of them. A can of Coke, an unassuming Styrofoam box packed with steaming Tanglin Paos (buns), nasi lemak from Changi Village, the latest issue of B Days every Thursday. All the ordinary became extraordinary all at once in my dreams.

Yard time was a highly cherished time for inmates like us. Unlike the inmates working in workshops or inmate helpers, ‘lock up inmates’ (those not given work for various reasons) only had one hour of yard time daily.

And there were activities aplenty to squeeze into the one hour – shaving, trimming nails, exercising, watching pre-recorded television, reading censored newspapers (news that depict violence, crimes and any other act deemed detrimental to the security of the prisons were blacked out), playing board games, having basketball or sepak takraw friendly matches etc.

The yard also provided incoming letters that many of us looked forward to with glee. Besides visits that took place twice a month, letters were our only other connection with our loved ones.

Dearest Tim,

Since our last visit, mother’s condition
has worsened. Doctor Ang said that she might suffer another stroke soon. And it may be major. Mother doesn’t show it but she is sad for you. I heard her cry the other night in her room.

I am settling in with my new job. It has been a while since I left the workforce but don’t worry, I can handle the work. Tommy is doing his PSLE at the end of the year and he is struggling, I can tell. I have stopped his tuition as we cannot afford the fees anymore, what with Mother’s medical bills and all the expenses of the household. Sara is missing you a lot. I haven’t told the two kids your situation. Only told them you were posted to Australia to manage a mine. That way, it is easier.

Tim, I am very tired. There are still three more years to go. I don’t know how I am going to handle this alone.

Love Always, Jean.

Visit days were the only days I woke up feeling elated. Being able to meet one’s loved ones always made me tear with joy before being led by an officer to the visit area.

If one desired to experience the pain and sorrow of the prisoners and their families, the visit area was the ideal place to be at. The raw emotions on display were heartbreaking: tears from an old mother, screams from an insecure husband, despondent stares from children who do not really know their fathers, the palm-to-palm touches across the transparent screen that separated the inmates from their visitors – scenes reminiscent of a television tear jerker. Only difference? The actors wished they did not have their roles in the first place.

“Jean, I read your letter. You must hang on for the family, please. I am not proud of this, you know. But I need you to hold the family together,” I said.

“I am trying. Can’t you see I am trying my best?” Jean retorted.

There was a momentary awkward silence before Jean continued, “Your mother is sick. She cannot move much and I have to take care of her all the time. I have to bathe her, feed her, and clean her up after toilet. And we can’t afford nursing homes or maids. What am I to do, huh? What am I to do with the kids who are missing their father?” Jean raised her voice, clearly flustered.

“I’m sorry,” I mumbled with eyes cast down.

Another inmate and his visitor looked at us. We must have been talking too loud.

“Sorry? Have you thought about me and the kids when you forged those cheques, huh? Did you? And I was stupid enough to believe you actually made those money through investments. Do I really look so stupid to you, Tim?” Jean finally broke down. Two fat tears rolled down her cheeks.

“I’m sorry and I will make it up to you and our family when I am released. Let’s not quarrel dear. We only have two visits per month,” I pleaded.
There were only two clocks in the Housing Unit. They were located in the mess halls. Time seemed to stand still within the prisons. We estimated time by the skylight, the routines, as well as by the familiar sounds that took place at stipulated times. For instance, the jingling of keys plus the cologne of a particular officer would be enough to inform us that it was time for our outgoing letterforms to be retrieved from the wooden post boxes situated at the front of the cell corridor. Our letterforms would then be censored by the officers to remove information that may compromise security of the prison before they were posted.

Time. Time. Time.

I left the civil service eventually after much deliberation. I wanted more. I wanted a lifestyle that others would envy. I joined a private firm as an accounts executive. The temptation soon proved too much for me. Over a period of one year, I embezzled tens of thousands of dollars from company funds. It was so easy. The directors always pre-signed a stack of cheques for administrative convenience and since they did not have proper checks and balances, I exploited the loophole.

However, during that episode, I grew paranoid, always looking over my shoulders. I often woke up drenched in cold sweat in the middle of the night because of fear. The fear was real. Fear of the law catching up with me. Fear of the lies that I had fabricated. I had a nagging feeling that the house of cards would tumble down one day. Most of all, I feared the prospect of being sent to prison.

My brother visited me at Cantonment (Police HQ) and he was on the brink of tears. I would never forget the words he said: “The mistake we made was letting you spiral downwards and not advising you properly. I am sorry.” Those words broke my heart.

The spartan regime in Prisons has taught me the difference between needs and wants. I managed to survive with nothing more than a plastic box, a plastic spoon, a mat for me to sleep on, a blanket, three sets of t-shirts and shorts, a tube of toothpaste, toothbrush and two rolls of toilet paper that were supposed to last a whole month. What can I not live without? I have also changed my perspective on material things. I must not want them. The desire to possess them causes misery because the want and the ability to afford cannot match sometimes. Next time, when I walk past a shop and see something I like and want, I’m doomed. But if I can ask myself whether I really need that item, I know I still can be saved.

The prison is not a place one should be in. The regime is tough but I guess we deserve it because of the harm we have done to society, and therefore we need to pay for our offences.

Right now, my only wish is to serve out my sentence and quickly return to my family to make up for many years of lost time. What wouldn’t I give for a simple dinner at the coffee shop with my family?
“It is not easy to leave a gang” is a common cliche espoused by many prison inmates. And the hokkien term ‘lau kwee’ meaning ‘shameful experience’ was a common refrain raised by the inmates when they were asked if they were willing to renounce their gang affiliation publicly. Many felt that the emotional and physical ties associated with gang membership were difficult to break. The gang renunciation programme was an initiative implemented by the Singapore Prison Service to challenge these myths and mindsets.

Many prisoners who are gang members joined gangs without any thought to how it would affect their lives, only realising the consequences at a later stage. However, gang members in prison often group and bond based on their gang affiliations, making it even harder for members to break away. Left unchecked, such groups may develop a misplaced sense of solidarity, emboldening them to behave defiantly and challenge prison discipline. Although SPS is fully capable of dealing with such behaviour, it chose to take a pre-emptive approach – by helping inmates who want to leave their gangs renounce their gang affiliation publicly. This Gang Renunciation Ceremony represents the first major step for them to break away from the vicious cycle of gang influence, and allows them to send a strong message to their peers that they intend to change their lives.

In August 2009, for the first time in prison’s history, five inmates publicly renounced their gang affiliations before 227 others at the inaugural Gang Renunciation Ceremony in the recreation yard of a housing unit. Since then, 200 inmates have participated in such ceremonies. The ceremony was an explicit announcement of their intention to leave the gang. They began their individual milestone to be a responsible citizen, a father, a son, and a husband to their family.

Complementing the gang renunciation programme is the yellow ribbon-Gigatt/Quanta tattoo removal programme which was piloted in July 2009. This initiative was adopted and supported by Gigatt International Marketing Pte Ltd and Quanta System as part of their community outreach programme. They provided the necessary equipment and their expertise in tattoo removal so that inmates who have renounced their gang affiliation can have their gang affiliated tattoo removed under this initiative.

**Behind the wall**

**MORE THAN SKIN DEEP**

Joseph Goh*, 36
Convicted for drug trafficking and sentenced to 24 years’ imprisonment
Tattoo: Animals and Chinese characters on arms and back

I have had my tattoos for about 23 years. I still remember the day I got them – I was about 12 years old; it was meant to signify a physical bond between me and the friends I was hanging out with. What can I say? We were young and thrill-seeking, and we thought that we could get out of any trouble. Friends were more important than anything else. We listened a lot to our older ‘brothers’ and they had introduced us to gangs. The tattoo, we later discovered, was the insignia of the gang, and unknowingly, we had been initiated when we got our ‘stripes’.

There was quite a lot of bleeding after the tattoos were done, and it was hard to hide the stains on my shirt when I got home. Of course, this meant that my mother was going to see them, and when she found out that I had gotten the tattoos, she was terribly disappointed and saddened. There was much shouting and screaming that day, and she was determined to take me to have the tattoos removed, but I resisted strongly. And what could she do? My mother was so hysterical that she threatened to commit suicide if I ever got another tattoo, which is why I never went through with my original plan of getting several more.

The tattoo, I thought, gave me courage, and made me someone not to be messed with. I used to pick fights with people who stared too long at me, which on hindsight was incredibly juvenile. But it was the same ‘fightercock’ reputation that gained me respect among my brothers and they gave me a higher position in the gang – a real achievement to me at the time. As months went by, the gang trusted me with more and more money, and my ‘brothers’ and I decided that drug trafficking was a quick way to make more money than we had ever dreamed of. Unfortunately, even though we thought we could outsmart the police, we had no idea that one of our close friends was, in fact, an informant. It wasn’t long before we were caught, and being the ringleader, I was given the harshest punishment.

Initially, when I was incarcerated, I told myself that 20 odd years was not a very long time, and I would get through the sentence the same way I had got through life – by intimidating others and being strong. My tattoo was my badge of glory. I thought it
told people who I was and gave me a sense of belonging. Even within these walls I could not be bullied.

I was wrong, 20 years is a long time. The routines and monotony of life in prison bled me dry of my perceived strength. I came to a point of realisation, through religious teachings and education, that the things I felt and what I thought the tattoo represented about me, was simply an illusion. I also realised that the ‘loyalty and honour’ associated with the gang lifestyle was just a lie; that the so-called brotherhood and camaraderie was just like the tattoo – skin deep. After all, in the end, wasn’t I betrayed by a confidante I thought I could trust? It was then that I decided I was done with the gangster lifestyle which had ruined half of my life and I wanted to have a fresh start, even while inside the prison.

It has not been easy with the renunciation and tattoo removal though. I have had to endure much physical and emotional pain. The removal process is uncomfortable, to say the least, and I will have to go through at least 7-8 sessions for the whole process.

What is worse, in fact, is the emotional turmoil I have to face from the criticisms and the treatment from people I’ve known for years, who heard about my renunciation and mocked me about my choice. The backlash is tough, and they ask questions like, “Why do you have to do this sort of thing?” At some points of the renunciation process, I felt my will faltering because these criticisms kept running through my mind. But I held firm and with the help and emotional support of the volunteer counsellors and prison officers, I was able to keep a steady and clear head.

But I think it’s my mother’s smile that makes this all worthwhile for me in the end. When she heard that I had decided to leave the gang life behind, she looked at me with a smile that told me how proud she was and said, “Life is about choice. You have finally made the right choice!” After all she’s been through, bringing her little joys like this is what helps me through each and every day here.

Mohd Faizal*, 25, Detained for secret society affiliations under the Criminal Law Detainees Act

My tattoo is still being removed, and it is only my second session. The doctor says it’ll take at least another seven sessions, because of how detailed my tattoo is. I got the tattoo when I was in secondary school in a shop that was known for their ‘fierce’ tattoos. I was young, and I thought that getting it would make me more manly and ‘macho’. Because of this, my friends and younger ‘brothers’ looked up to me. When I finally joined a gang, without even saying a word, my tattoo somehow invited certain recognition among the other members of my gang. They would always single me out as the ‘tough guy’ and point out my tattoos. It was surprising to them because I was so young and to them, it signified that I had earned my reputation the hard way – by undergoing such a painful procedure by choice.

It took quite a few hours at the tattoo parlour and after the process, I went home to rest. I was wearing a pair of shorts when I got home and when my parents saw the tattoo, they really lost it. Being Muslims, it was against our religion to get tattoos. But of course, apart from that, they were furious because in their opinion, it wasn’t the right thing to do; after all, I was so young.

My father is a violent man with a quick temper and that night I think I almost gave him a heart attack. At that time I didn’t care, because my relationship with him was always poor. I moved out from home that night and haven’t seen them since, which is something I regret terribly now that I am stuck in prison, with no idea where to go when I finally leave.

I used to enjoy watching people’s reactions when they saw my tattoo, given its intricacy, and I took pleasure in being part of the ‘cool’ crowd. With my gang, the tattoo was a sign of my courage and earned me respect.

However, as the years passed, I also saw how it made a terrible first impression on others. In particular, people who were not familiar with gangs would disregard me right after seeing the tattoo.

During my time here in prison, I decided to get rid of my tattoo. Why? Firstly, it had no meaning to me at all – I have simply outgrown that stage of my life. But more importantly, I have a five-year-old son and I realised I never want him to follow my bad example and take the path I had chosen. Having the tattoo would be a constant reminder of my gang involvement and the reason I went to prison. I know I need to leave that life behind mentally, emotionally and physically. It pains me every time I miss my son’s birthday and I realise how stupid my previous aspirations of being a gang leader were. At the end of the day, I’m the one who’s missing out on my child’s life, all alone here. All the money in the world cannot buy back what I’m missing.

Of course, it wasn’t an easy decision to renounce my gang. After all, some of the members have been my friends for over a decade! But after speaking to the officers here, I realised it was my only hope of making a clean break and to try to make a change for myself and for my child. I’m tired of the violence and I just want a simple life. After the renunciation ceremony, I felt a huge burden lifted off my mind, and when the officers told me that I had been accepted in the tattoo removal programme after my renunciation, I couldn’t help smiling.

Some people complain the tattoo removal process is terribly painful, but I find that it is comparable to the pain when I first got the tattoo. So to me, it just seems like a real reversal process. Whenever it feels like I cannot take another day, thoughts of my son help me to get though the pain and discomfort. I only hope that I will get to see him soon.

Currently, about 90 inmates are emplaced on the tattoo removal programme. For them, renunciation is the first step, and their real challenge comes after their release and how they cope with their lives now that they have been given a fresh start. SPS, together with the Singapore Police Force have ensured that a good care network is ready for them after their release in case they face problems or threats, and there are always officers easily contactable for them to seek assistance.

It is clear for many of these ex-gang members that the journey they started while in prison by renouncing their gang affiliations publicly will exert a great influence in helping them craft new lives outside prison walls.

*All names have been changed to protect their identities.
Changi Prison entered the history books in the 1940s when the Japanese army used it as a prisoner of war camp. Films have been made about it, books written about it. But these days, five years after the old prison was knocked down and rebuilt, Changi is better known for its high-tech security systems than haunting tales of abused Allied soldiers.

The Singapore Prison Service built the first cluster of the new Changi Prison Complex—known as Cluster A—in August 2004. The idea of having prison clusters is to avoid putting “all of our eggs in one basket”, explains the Commander of Cluster A, Koh Tong Hai. Cluster B is still being built. Cluster C is still at the planning stage.

There are five ‘rings’ of security at Cluster A, which can house up to 5340 inmates. What follows is an account of the technology used to keep the prison secure at each ring, from the four walls of the cell to the inside, to the vibration-sensitive fencing on the outside.

A tour of the facility is enough to persuade the most slipperiest of convicts that it’s not even worth trying to escape from Changi Prison.

In the last 20 years, no one has even tried to escape from Changi Prison. Robin Hicks and Kelly Ng were given a tour of Singapore’s maximum security correctional facility to find out why.
Changi Prison’s five rings of security

1. Cell Unit Ring (the cell)
Roughly the area of two ping-pong tables, a cell usually houses three inmates. Each inmate wears a wrist band containing a barcode. Inmates are required to scan the wrist band at readers placed at strategic locations around the prison, so that their movement can be electronically tracked.

Inmates spend a significant amount of time in their cells, which are designed to be safe, Spartan and secure. Nothing inside the cell can cause harm. Clothing pegs are made of brittle plastic; they would break if anything heavy was hung from them. The inmate’s toothbrushes are made of bendy rubber so that they cannot be used as weapons.

A small air-vent is the only hole in the cell wall. Outside the wall is a narrow corridor where maintenance work can be carried out. The corridor is flanked by another wall.

2. Housing Unit Ring
This is where inmates eat, exercise, work and receive medical check-ups. They can also use the tele-visit facility. “The cluster is designed to reduce the movement of inmates,” explains Mr Koh. “The less they are moved around, the more secure the facility is. The tele-visit facility is one measure that reduces movement.” The tele-visit room is fitted with Tandberg cameras and Sharp screens.

Inmates are under the constant watch of CCTV cameras. These are hooked up to the Housing Control Centre (HCC). An officer sits inside the HCC, monitoring the CCTV screens. He can ‘talk’ to prisoners using a public address system.

This HCC controls the opening and closure of all the doors in the unit. The doors within the housing unit use an interlocking system where only one door to a specific path can be opened at any one time. Each door is opened electronically by an officer in the HCC, although there is an option for manual override if the electronic system goes down. “Officers used to spend 50 per cent of their time opening and locking doors. Now that the prison is keyless, officers have more time to interact with the inmates and aid their rehabilitation,” says Mr Koh.

In the dining room, tables and chairs are nailed to the floor to prevent them from being used as barricades. There is also a holding room in which prisoners wait while they are transferred to the medical or dining room. A room for officers is only accessible by using personalized security cards.

Each housing unit is equipped with its own laundry facilities, again to reduce the movement of inmates where possible. A separate workshop providing Asia’s largest laundry service contains an X-Ray machine.

3. Institution Ring
Anyone who enters the Institution Ring, including all prison officers, is screened thoroughly before they are allowed through into the housing unit. Verification and checks will be done on the person entering the housing unit by the officers on duty at the Institution Control Centre (ICC).

4. Cluster Ring
Before entering the cluster, visitors have their possessions x-rayed (using Rapiscan 515 X-Ray machines) before passing through a metal detector (a Metor 200-HS) at the Security Control Office. As an extra precaution, visitors are also scanned for weapons or other unauthorised objects (cigarettes, lighters, mobile phones and cameras) using Garrett hand-held scanners.

As if the SCC wasn’t secure enough, a facial recognition system is being trialled. The unit, which is positioned in a room leading on from the metal detector, is the same as that used at the opening ceremony at the Beijing Olympics (which used AuthenMetric face recognition technology).

Contractors could pose a serious security threat to the prison. On entering the building they must have their equipment photographed before they enter. “What comes in must come out,” says Koh.

Two fences enclose the Cluster Ring. The first has vibration detectors, taut wires and anti-climb features built in. Any attempt to cut or scale the fence will trigger an alarm. The location of the security breach is pin-pointed and shown on the computer system inside the control centre.

The sensitivity of the vibration detectors can be altered. When on high alert, even a shadow will trigger the alarm. When the threat level is lower, the detectors are made less sensitive so that the alarm is not triggered by birds or rodents. A network of video motion detectors provides an additional layer of surveillance around the fencing, alerting officers in the control centre to any suspicious going-on.

The Cluster Ring also contains the Cluster Control Centre (CCC). This is the nerve centre of the prison and its “last line of defence”.

The CCC controls the Institution Control Centre, which in turn can override the Housing Control Centre’s systems. All are linked by an integrated security system pieced together by the joint-venture company TMS, of which Tyco, Megason and Signalor are the three partner vendors.

5. Complex Ring
Contains the main entrance to the prison complex and the Prison Link Centre, in which outsiders can visit inmates. Both visitors and prisoners use separate secured underground tunnels to get face-to-face cubicles.

Visitors have their thumb prints biometrically tested (using NEC equipment) at the entrance of the Centre, to ensure that only authorized visitors are granted access to inmates.

Outside the complex stand newly erected observation towers. The towers have v-shaped roofs to give their guards (armed with Heckler & Koch MP5 sub-machine guns) maximum visibility.

This article is reprinted in its entirety and originally appeared in FutureGov magazine.
DIVISIONS
OPERATIONS DIVISION

The nerve centre
Looking at the mission imperative of SPS in ensuring safe and secure custody, the important role played by Operations or ‘Ops’ Division becomes compelling indeed – they encompass almost every aspect of prison operations.

The operationalisation of the Complex Main Entrance and the Transit Centre to enhance the security of the Changi Prison Complex were also major achievements.

Ops Division has also been busy with routine work – implementing the use of non-intrusive body scanners at institutions to better detect and prevent illicit items from entering prisons. The introduction and roll out of red teaming exercises to test the operational vigilance of ground units are also a testament to Ops Division’s commitment to ensuring that SPS would be ready for any situation.

Jailcraft
Recognising that jailcraft is essential for ground officers to function effectively, Ops Division attempted to crystallise the elements of jailcraft. The principles of jailcraft based on a vast array of literature, written sources, tips and lessons distilled from the wisdom of experienced officers were compiled.

The result – a doctrine for all officers to refer to concerning different jailcraft techniques and situations.

The revamped Basic Officer’s Course for new entrant officers will incorporate these jailcraft principles. E-learning and assessment modules will also be implemented for officers to be assessed in this area.

Responding to H1N1
One of the main challenges faced in the year 2009 was the global and nationwide outbreak of the H1N1 (Influenza A) virus. This put to test SPS’s operational readiness in managing the pandemic – to ensure continuity of the core businesses of the department, while preventing the spread of the virus within prisons. The experience from dealing with Severe Acute Respiratory Syndrome (SARS), coupled with constant communication and close coordination with Clusters and institutions, resulted in no known cases of H1N1 in Prisons. In addition, “Ex Airwave V” was conducted at the Prisons Headquarters (HQ) on 11 July 2009 to test HQ staff units’ readiness to respond to a H1N1 situation and their ability to operate under split-teams with alternate HQs.

Another Busy Year
Ops Division has seen much action in the past year. The move of 5,000 inmates from five institutions sited in various parts of Singapore to Cluster B was unprecedented in terms of the distances travelled, the logistics and the numerous HT agencies involved.

C.A.M.S.
To enhance the control and monitoring of access into the Complex, a new Complex Access Management System (C.A.M.S.) will be implemented. C.A.M.S. will gather information from existing IT systems under a single user interface. It will extract, consolidate, and present personnel identity and access control information in near real-time by displaying the locations and movement details within CPC using a single monitor. During contingencies, C.A.M.S. will undertake the role of presenting the total number of personnel, both staff and visitors in CPC and their last known locations accurately, facilitating evacuations, subsequent head counting and incident management. C.A.M.S. is expected to streamline our work processes, enhance security and contingency management and improve situational awareness for better management of CPC as a whole.

A new mandate
As far as one can remember, the Singapore Police Force (SPF) has always been running the Subordinate Court lock-up, as well as escorting remandees from Prison to and from the Subordinate Courts. However, the Ministry of Home Affairs (MHA) has recently mandated for these functions to come under SPS, in order to achieve greater operational efficiency and security. The new Subordinate Court lock-up unit was thus formed to undertake this mission.

The takeover from Singapore Police Force (SPF) will be done in structured phases in order to maintain maximum order and efficiency. Phase 1 (Takeover of Escort of Remandees) was completed in December 2009, and Phase 2 (Takeover of the Subordinate Court lock-up) is expected to take place in early 2011.

Diet and general health study
Medical Services Branch (MSB) recently conducted a study and conclusively established that inmates who are now housed in high-rise buildings in CPC have Calcium and Vitamin D levels that are within a healthy range. Currently, MSB is working with Research & Planning Branch (R&P) to publish the study in a relevant journal.
S.P.E.A.R – A Cut above the Rest

Singapore Prisons Emergency Action Response (SPEAR) is an acronym that aptly describes the highly trained specialist force deployed for various high-risk and special operations which may arise in the course of prison operations.

This company of heroes has been a stalwart within the service, heeding the call when most needed, rushing headlong into situations few would dare venture into.

Hectic, frenzied, exciting...

These are the apt words which best describe the past year. SPEAR officers found themselves in the thick of operations, running in a multitude of events and gunning for glory in competitions. Morale was at its peak, with teamwork and communication at an all-time high.

Tweaked for performance

There is always room for improvement, and SPEAR proved this by reviewing their organisational structure. To enhance its response capabilities to the new operating terrain, the five operational teams were amalgamated to form three teams. To foster better teamwork and enhance leadership, three senior officers were also deployed to lead them.

Overall Team Champions! of Mock Prison Riot (MPR) Competition

SPEAR tested their mettle in West Virginia, where the annual MPR was held over four days in May 2009. Commander SPEAR led seven officers to clinch the Overall Team Champion after coming 1st in Bulls’ Eye Shoot, 1st in the Obstacles Course and 6th in Rescue in Low-light Visibility.

Super SWAT Cops.

Individual officers also shone, pitting their skills against more than 30 competitors and achieving commendable results in the individual Super SWAT Cop competition. The results are as follows:

- SSgt Mod Israq Bin Mohd Salim: 2nd
- Sgt Irwan Bin Kurniawan: 3rd
- Sgt Mu Weiqiang, Cleve: 4th
- SSgt Kelvin Ang: 5th
- Sgt Veilsamy s/o Krishnan: 12th
- SSgt Ang Kian Heng: 13th
- ASP 2 Derry Teh: 14th

A ‘no limits’ approach

SPEAR officers are trained to excel in all conditions and this means honing their skills in Singapore while taking on what the world has to offer. Local and overseas training attachments are commonplace in their training calendar. 2009 was no different as they joined ranks with their counterparts across the region to further enhance their skills and create working relationships with their counterparts in other correctional jurisdictions.

1. Sixteen Hong Kong Correctional Services Department’s Escort Support Group (HK CSD ESG) Officers were attached to SPEAR Force from 5 to 18 January 2009 where they underwent two weeks of intensive tactical training.

2. Eleven Macao Prison Security & Vigilance Division (MPS&VD) officers were attached to SPEAR Force from 9 to 18 March 2009 where they underwent 10 days of anti-riot skills and tactics training.

3. Four SPEAR officers underwent Pressure Points Control Techniques (PPCT) Inmate Control Instructor course cum attachment programme with the HK CSD ESG from 30 August to 13 September 2009. The officers found the course useful and relevant PPCT techniques would be incorporated into the C&R and CQDT training syllabus.

3. The Director of Macao Prison invited four SPEAR officers to train his prison officers in Macau from 18 to 29 October 2009. Through such training and sharing, our working ties were further strengthened.

The challenges ahead

The achievements of 2009 will provide the impetus for SPEAR to do more in the year ahead. Already SPEAR has set its sights on several targets and milestones to ensure that the unit continues to support the departments in fulfilling our mission for the safe and secure custody of our prisoners.
The Rehabilitation and Reintegration Division (RRD) is the chief planner and provider of rehabilitation and reintegration programmes for inmates in Prisons. Their mandate is to ensure that every inmate gets a fair chance at a new life beyond bars. From In-care to Aftercare, it is all about giving these men and women a second shot at society.

Rehabilitation and reintegration

Incare, Halfway care and Aftercare – In every step of incarceration, there is opportunity for change while support is given upon an inmate’s release into the community. RRD’s strategy is to take it step by step, using all their resources to help inmates assimilate into society once again, to break down the invisible walls around them, and to give them hope for a new life beyond bars.

The Risk-Need-Responsivity (RNR) model forms the foundation of offender rehabilitation planning and programme delivery of SPS. This model identified eight risk/need factors related to reducing criminal behaviour, known collectively as the Central Eight factors. These factors are found in the Level of Service-Revised (LSI-R) risk assessment tool, currently used to assess the risks and needs of our inmates. Treatment programmes are tailored according to the risks and needs assessed, while the responsivity principle informs on how the programmes should be delivered. Prisons plans to transit into the use of the improved version of the LSI-R tool, the Level of Service-Case Management Inventory (LS-CMI) in 2010.

There is life beyond these walls

1 Central Eight factors consist of criminal history, education/employment, family/marital, leisure/recreation, companions, alcohol/drug use, emotional/personal and attitudes/orientation.
Assessment Framework

As part of the set-up of an Assessment Centre in B2, RRD has developed the Protocols and Framework for Assessments as well as completed the pilot run of the Level of Service Inventory – Case Management Inventory (LS-CMI), and other specific risk assessment tools.

The newly developed Assessment Framework will better inform and guide case management planning as well as allow for more targeted resource allocation. In the interim, RRD has placed its focus on implementing an enhanced assessment for the Admission phase, up to the initial Treatment phase. A new Specialised Treatment Programme (STP) allocation matrix was developed and new specific risk screening tools will also be introduced.

Release preparation framework

RRD also embarked on a review of the current gaps in the Pre-Release and Pre-Emplacement phases in order to move the department forward in terms of the release preparation for inmates. A comprehensive Release Preparation Framework was subsequently conceptualised and implemented.

Academic achievements

For academic achievements, 27 inmates won the M1 Best in Level Award, 36 won the M1 Most Improved Academic Award and 44 won the M1 Sunshine Award for their good behaviour and attitude.

I-CARE and ICM projects

The Inmates’ Caring Act through Remittance of Earnings (I-CARE) Pilot project was launched in June 2009. The project, looking beyond just financial assistance, hoped to instil a sense of responsibility in the inmates towards their families through the regular remittance of their earnings home. The Intensive Case Management (ICM) project for dysfunctional families, which is an inter-agency collaboration between Prisons, Ministry of Community Development, Youth and Sports (MCYS) and social service agencies, was initiated in November 2009 to provide systematic, holistic and family-centric intervention for high-risk dysfunctional families.

Volunteer Engagement Framework

The Volunteer Engagement Framework, approved in June 2009, was developed to enhance Prisons’ engagement of its community partners for better programme outcomes in inmates’ rehabilitation. The Framework serves to bring about the desired endstate of having skilled and dedicated volunteers deliver well-designed programmes that enhance the safe custody and better reintegration of offenders.

Visit Management System (VMS)

The enhanced Visit Management System (VMS) brought about, amongst other things, greater efficiency, tighter security control over the management of inmates’ visits and more alternatives for booking of visit appointments.

Tattoo Removal Project

In July 2009, a Tattoo Removal Project was launched in Prisons. A private vendor, GiGATT International sponsored a tattoo removal machine and arranged for volunteer medical personnel to help our inmates remove their tattoos as part of their Corporate Social Responsibility effort. Priority was given to inmates who had publicly renounced their gang affiliations. There were positive responses from both the inmates and their families. As of 31 March 2010, a total of 104 inmates have benefited from the project.

Art training for inmates

Inmates were involved in the local City Development Limited (CDL) Sculpture Awards 2009 and in the international fine art competition 2009 organised by ‘Art and Prison’, a non-profit organisation based in Berlin, Germany. One of our inmate’s art work clinched a distinction entry for the CDL Sculpture Awards. In addition, RRD is collaborating with LASALLE to conduct more intermediate art training programmes at the Visual Arts Training Centre in 2010. Concurrently, both agencies are also exploring the possibility of expanding the programmes to benefit more inmates, particularly the women inmates.

Step 2: Halfway care

In September 2009, the Community Supervision Centre (CSC) commenced its operations. The setting up of CSC saw the streamlining of all early release programmes under one management, and more importantly, an expansion of the roles of prison officers in the community.

Step 3: Aftercare

Support for offenders does not stop when they leave the Prison gates. Reintegration into society is an on-going process and RRD plans to focus on engaging community partners and contributing to the aftercare programme development in the year ahead so as to enhance the support for ex-offenders as they restart their life anew.
Empowering Captains of Lives

To say that staff development within any organisation is important is an understatement. The people behind any entity – corporate or public – are the support pillars to their sustainability. If they are strong, they will hold the establishment up and weather any storm. Weak staff support, however, will result in everything crumbling like a house of cards. In SPS, the Staff Development Division (SDD) is tasked with creating staff-related initiatives in order to be the very best.

The ‘staff’ that matters

In 2009, SPS was the proud winner of several HR awards. In March 2009, the department won the biennial Hewitt’s Top 10 Best Employers in Singapore award for the second time. SPS’s alignment of people practices with the organisational mission and values was cited as a key distinguishing factor that sets us apart from over 50 other participants.

The accolades followed in July 2009, when SPS also won several awards in the annual Singapore HR Awards organised by the Singapore Human Resources Institute. An innovative publicity campaign for the leadership competency model, MV SUBLIME, bagged the Leading HR Practices award for HR Communication. The department also won Leading HR Practices (Special Mention) Awards for the categories of Learning and Human Capital Development and Health and Employee Wellness with the Coaching Portal and the holistic Staff Well Being framework respectively.

A little change goes a long way

The Prisons organisational structure and the designations of key appointments were reviewed. This review saw the creation of new Divisions, namely Rehabilitation and Reintegration Division, Strategic Planning & Research Division, and Prisons Department Intelligence Division, as well as the re-organisation of Operations Division.

Job titles of senior management posts were also re-designated. This exercise not only reflects the enlarged work scope of SPS, but more importantly enhances SPS’s overall capabilities to meet future challenges and create more opportunities for the career progression of officers.

Learning and Development (L&D) Framework

The SPS Learning and Development (L&D) Framework was formulated to optimise capability – building efforts for the cultivation of a high-performing workforce. This Framework ensures the alignment of learning activities to overall organisational objectives and the channelling of training investment to learning areas of priority. The Framework also guides the review of the Basic Officers’ Course (BOC) and Staff In-Service Training.

Foundational and continuous professional training

The review of staff training was a key project in SPS’s Workplan in 2009. From the review, basic training of new entrant officers was stepped up to correspond with the increased recruitment intakes. The training curriculum for BOC was also enhanced for greater learning effectiveness. This included the streamlining of BOC’s residential phases and enhancement to On-the-Job Training (OJT) for greater realism and relevance.
The revised BOC curriculum also included a new 12-day overseas leadership training in Nepal for the Senior Prison Officer (SPO) trainees. For the Prison Officers (POs), they were introduced to a seven-day OBS programme at Pulau Ubin to further develop their leadership skills and qualities.

The inaugural Superintendent Course was conducted in April 2009 to augment the development of selected senior officers as Superintendents of Prisons. It not only equipped the participants with necessary knowledge and skills to perform their statutory and functional duties, but included an overseas leadership training stint to sharpen their leadership and management skills.

For the PO Supervisory Courses, the Advanced Supervisory Course (ASC) was expanded from five to seven days due to more scenario-based crisis response exercises. Reflective of the quality training provided by Prisons, training requests from other HT agencies were received and their officers attended the ASC in August, September and October 2009.

Taking care of people

The year 2009 saw the completion of the very first, independently designed, Needs Assessment for Staff Well-Being. The assessment provided the Department with unprecedented knowledge of its staff, which was instrumental in the formulation of well-being programmes that would better cater to the unique needs of staff. For example, our SPS Corporate Social Responsibility framework was revamped to be more strategic and structured, and to better meet the volunteering interests of staff. The revised framework included the adoption of selected beneficiaries, targeted intervention with them, structured timeline for intervention by the various Clusters, and greater overall clarity with respect to volunteerism guidelines. In addition, SWB also began the implementation of its strategic Health Promotion Framework. The Framework comprised a string of initiatives that were geared towards effecting Department-wide changes in policy, programmes and environment. These initiatives included the implementation of a two-part Weight Management Programme and the setting up of ‘Do-It-Yourself’ (DIY) Health Check stations at various Clusters which enabled staff to play a more proactive role in being aware of, and managing their blood pressure and BMI. An educational and entertaining communication plan was also drawn up to ensure staff’s consistent exposure to positive health messages from the Department in the long-term.

The provision of psychological input in the selection of staff for certain appointments also commenced in 2009. Aimed to increase the probability of fit between selected staff and the appointments’ requirements, these included adapting psychological testing protocols for staff selection for the Prison Negotiation Unit and the enhancement of psychological assessment measures and workflow for the Institutional Escort Pool staff selection.

With these measures in place, it can only mean that the right people are doing the right jobs, and with motivation and productivity at higher levels, the organisation as a whole is enhanced.
The business side of things

The nature of Singapore Prison Service (SPS) and the extensiveness of its operations mean that it requires the best of its corporate machinery in order to meet its objectives. These include prudent management of finances and the development of infrastructure to ensure that its logistical pipeline is in order and is able to manage the technology that keeps SPS running smoothly.

In short, Corporate Services Division manages the day-to-day operations of Prisons, making sure that everything and everyone is working at optimal levels for us to achieve our objectives.

Closing accounts on 2009

A number of significant projects were completed within the Changi Prison Complex (CPC) in 2009. CS Division directed significant efforts in ensuring the achievement of these projects, whilst IDB managed the construction of Cluster B, which was completed in January 2009. In addition, Technology Branch deployed various systems, such as the Integrated Security System (ISS) and the Radio Communications System, which were required to facilitate the safe and secure operations of the new prison cluster.

Moving forward, the Transit Centre, operationalised in April 2009, will serve as the primary entry point for goods and services vehicles into the CPC. It is equipped with the Transit Centre Monitoring and Management System (TCMMS), Vehicle Scanning System (VSS) and its own Integrated Security System (ISS), allowing it to facilitate the security management of numerous vehicles entering and leaving CPC each day.
Managing a one-stop storage solution
Besides the implementation of security systems, Technology Branch has also worked closely with Logistics Branch to develop the Warehouse Management System to manage the one-stop storage and staging CPC Warehouse located across Institution B3 and Institution B4.

The CPC Warehouse handles all inmates’ requisites, domestic supplies and office supplies required by Cluster B institutions. It also provides a suitable environment for inmates training in logistics operations so that they can be equipped with the relevant skills to seek employment in the industry upon their release from prison. By mid-2010, both the Warehouse and its system will expand to take over the logistical requirements of Cluster A.

SPS looks to go green
Recently, IDB completed the construction of Complex Main Entrance, which serves as the entry point for personnel and operation vehicles. However, the development of CPC is still a work in progress.

Through the efforts of IDB, SPS also recently joined the green movement. In a bid to reduce its carbon footprint, SPS is working with Economic Development Board (EDB) to install photovoltaic panels at CPC by August 2010 as part of the government’s green initiative. This installation would enable the department to tap into cleaner energy sources, lower utility charges and thus achieve the Green Mark certification. Other Go Green initiatives include the use of Solar Tubes to supplement lighting in buildings where possible, Certification of Water Efficient Building Award by Public Utilities Board (PUB) and the use of NeWater in CPC.

Good organisation is an art form
Last but not least, both FAB and Renaissance Branch consistently maintained a high standard of financial management and service excellence within the department. FAB exercised effective planning and management of funds to ensure expenditures are kept within the approved yearly budgets.

Renaissance Branch has fostered a culture of innovativeness amongst the officers, and ensured that the achievements of the department gained the recognition they deserve. These achievements include the certification for People Developer, Service Class and Innovation Class.
Success: It’s all in the strategy

Research and Planning (R&P) may sound academic to any organisation, but in Prisons, this area of work is truly an integral part of the organisation. R&P’s purview includes the strategic planning for SPS, and working on policies and ideas initiated by the Directorate.

Plan, review, coordinate, then plan some more

In 2009, a period of real change and development took place within SPS. R&P was chiefly responsible for the organisation of the annual Directorate and Corporate Retreats, Corporate Advance, as well as the Cluster Roadshows. In 2009, Prisons’ Annual Workplan was renamed ‘Corporate Advance’ to highlight management’s intention of advancing our organisation to even greater heights.

In addition, R&P was instrumental in reviewing and firming up SPS’s new Business Framework. Together with the Public Affairs Branch (PAB), R&P took a unique approach by creating several poster-size comic strips to explain the purposes of imprisonment. These were disseminated across all institutions.

R&P provided oversight for the three key departmental projects, namely ‘Remaking the Housing Unit Management System’, ‘Gang-Free Prisons’ and ‘Review of Staff Training’ in 2009. In addition, R&P had been engaging newly identified customers for SPS’s three core businesses, so as to work out mutually agreeable service deliverables.

Benchmark, measure, assess

Performance indicators are paramount in monitoring an institution’s progress and performance. For SPS, R&P has shortlisted 14 Key Performance Indicators (KPIs) which are in line with the new business framework. This set of indicators provides a standard basis for comparing institutions’ performances, which has been used as part of the judging criteria for the annual Best Institution Award.

Organise, select, execute

R&P undertook the role as the Interim Secretariat to the International Corrections and Prisons Association (ICPA) Conference Organising Committee, slated to be held in Singapore in 2011. All of the initial planning (i.e. communications with ICPA’s main secretariat, selection of venue and conceptualisation of the conference) had been carried out.

Research, study, publish

In March 2009, R&P, together with the Department of Social Work (NUS), successfully organised the 1st Singapore Prison Service – NUS Department of Social Work Research Seminar. The correctional seminar, the first of its kind in Singapore, was attended by many practitioners and academics from overseas. R&P also regularly publishes research articles in the Prisons in-house magazines and journals to keep staff up to date with the latest research.

In addition, there are currently more than 15 ongoing research projects under the purview of R&P. These include projects on prominent topics such as the effects of nutritional supplements on reducing antisocial behaviour and measuring treatment readiness. Our research officers also looked into the science of youth offending – essentially projects viable and related to jailcraft and SPS in general.

Destination success

The question is: how do we get there? SPS devotes a large chunk of its resources to its rehabilitation programmes, but the most important factor is to be able to evaluate their effectiveness. In June 2009, the Programme Evaluation Section was set up within R&P. The evaluation team scrutinises, takes stock and reviews all existing programmes in Prisons, as well as works towards developing a system to measure and evaluate Prisons’ Specialised Treatment Programmes (STPs). With constant tests and assessments, SPS is confident it will come closer to perfecting its rehabilitation efforts and realising its vision.
Making the news

The raison d’être of the Public Affairs Branch (PAB) is to defend and enhance the Singapore Prison Service (SPS) and Captains of Lives brand, in support of the organisation’s mission and vision. In short, they are the guardians of the organisation’s brand, and their operations range from Publicity, Media Relations, Internal Communications, Publications, Visits, Protocol matters, Internet and New Media to Public Feedback. This year alone, the organisation handled over 800 enquiries from the public.

Current affairs

2009 was another eventful year for SPS and PAB leveraged on the national media to generate positive coverage for key events like the Yellow Ribbon Project (YRP) as well as to reiterate the department’s key messages of safe custody and effective rehabilitation of offenders.

This year, there were 308 media reports on SPS and YRP – a 59% increase from 2008. Stories that made the news in Singapore’s major newspapers included the YRP tattoo removal initiative, the closure of Queenstown Remand Prison and the Prisons-SCORE Corporate Advance. A feature story on the physical security of the prisons was also published in The Asian Security Review, a regional magazine for government security planners.

Read all about it!

To keep SPS staff well informed and engaged, PAB reviewed the quarterly publication ‘Keynote’ and re-launched it as a bi-monthly news magazine ‘The Panopticon’. The new magazine sported a fresh layout and new content sections to bring more news to staff and key stakeholders.

To raise awareness of New Media within the department, PAB facilitated training sessions for the leadership group in April 2009. This was in tandem with the ongoing revamp of the SPS Internet website to make it Web 2.0 ready.

In addition, a review of the internal communications channels in SPS was conducted and an internal communications framework was developed to ensure these channels remained relevant and effective.

An international audience

Each year, SPS plays host to both local and foreign visitors. Such visits – facilitated by PAB – help foster exchange of best practices and encourage mutual learning. In 2009, PAB facilitated 87 visits to different institutions, receiving over 1,100 visitors, including 413 foreign delegates. The total number of visits was an increase of 19% from 2008.

The visitors came mainly from China, Hong Kong, Macau, Australia and Southeast Asia.

PAB also successfully ran the YRP foreign delegates programme in 2009 and a total of 29 delegates from Malaysia, Macau, Vietnam and Hong Kong participated in YRP activities.

Looking ahead

PAB would be refreshing SPS’s brand elements to strengthen the organisation’s brand identity, creating a fresh look with a modern typology to bring the ‘Captains of Lives’ tagline a step forward.
When you want something done right...

You get the right people to do it. Rules and regulations, standard operating procedures and administrative directives – they might sound downright tedious, but they are 100% pertinent to the efficiency of any unit.

Ensuring that departments do not stray off the beaten path is a job for those passionate about compliance and details. It is officers and staff of this very nature who work within Staff Inspectorate Branch (SIB).

Besides coordinating, controlling and disseminating Prison Standing Orders (PSO) and Directives, SIB has three main roles to fulfil.

### SIB’s Three Pronged Role

1. Conducting audits on high risk areas within department
2. Oversee and track all audits conducted by the various Divisions and Clusters
3. Partner other Home Team Departments (HTDs) in conducting audits

### A detailed inspection

In 2009, SIB set up and consolidated the Divisions and Clusters audit workplans and drew up the entire Department’s Audit Workplan for 2010–2011.

All audit findings are presented to the Directorate Members at the Systems Review Steering Committee (SRSC), which is chaired by DDP/COS quarterly.

A summary of the major findings and decisions made during the SRSC will be reported the following month at the Prison Audit Review Committee (PARC), chaired by the Director of Prisons (DP). This would enable DP to have an overview of all the audits and the level of corporate governance. In September 2009, SIB conducted a briefing for representatives of the Divisions and Clusters on the Department Audit Workplan and the new reporting structure.

### Stress tests

In July 2009, SIB conducted a red teaming exercise to put the security elements and SOPs for Prison Headquarters (PHQ) to the test. They serve as an additional check and balance, ensuring that departments are always on their toes when it comes to vigilance and preparedness. They are quite separate and augment the normal audits and inspections conducted by SIB.

### Doing what they do best

To create a culture of audit, SIB continues to provide audit training for staff attending the Advance Supervisory Command and Junior Command courses at Home Team Academy (HTA). The training focuses on Physical, Procedural and People Security as well as the sharing of lessons learnt from audits within the department and other HTDs. With effect from August 2009, these sessions are also attended by staff from other HTDs. In March 2009, SIB conducted two runs of training on the fundamentals of internal audit for internal auditors.

### Prison Standing Order (PSO) and Directives

Besides audits and inspections, SIB also coordinates the review of Prison Standing Orders (PSOs) and Directives. This is carried out with the assistance of the various Divisions and Branches so that staff are equipped with updated and relevant standing instructions when discharging their duties. At the same time, PSOs and Directives serve as control measures for audits. A major review of the existing PSOs and Directives is in progress.

To ensure that staff are constantly kept abreast of changes, SIB overhauled the PSO website with a nifty search engine to facilitate retrieval.

In addition, regular broadcast alerts are sent to staff to inform them of changes to the PSOs.

**When you want something done right...**

You get the right people to do it. Rules and regulations, standard operating procedures and administrative directives – they might sound downright tedious, but they are 100% pertinent to the efficiency of any unit.

Ensuring that departments do not stray off the beaten path is a job for those passionate about compliance and details. It is officers and staff of this very nature who work within Staff Inspectorate Branch (SIB).

Besides coordinating, controlling and disseminating Prison Standing Orders (PSO) and Directives, SIB has three main roles to fulfil.

### SIB’s Three Pronged Role

1. Conducting audits on high risk areas within department
2. Oversee and track all audits conducted by the various Divisions and Clusters
3. Partner other Home Team Departments (HTDs) in conducting audits

### A detailed inspection

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STAFF UNITS

PROVOST BRANCH

It’s not an easy job, but someone has to do it

Seeking the truth within every situation is not something that just anyone can do – but it is a significant role that Provost Branch (PB) plays. They stand between the lines of order and chaos, conducting investigations into possible breaches of discipline and flouting of rules by SPS officers. In SPS, they ensure that the organisation and its people maintain the same high standards that are expected of the inmates under their charge.

Meet our truth seekers

Investigation is their game, and recently, these enforcers have stepped up a new approach to staff disciplinary investigations. Enter the Inter-Cluster Investigation Teams (ICITs). These coalitions can now handle far more complex cases. As befitting an elite team, specialists from Cluster/Institution Provost Unit and Provost Branch will be spearheading operations.

With these ICITs, Prisons has an elite team that can investigate cases independently and objectively in ‘double time’. It also allows them to learn from each other, arming them with the power of information as well as facilitating PB to assess the quality of these investigations. All in all, ICITs are a lean, mean team of investigators and assessors all wrapped into one.

Independence!

The move to Cluster B saw the division of Cluster S&P into two distinct units – Provost and Security and Inspection (S&I). The separation allows Cluster Provost Specialists to focus on their investigations since there is no further need to spend time on security/operations-related tasks. The move into CPC also allows the Specialists to be attached to specific institutions where they can leverage on their forte for investigation.

Prison's very own CSI

In 2009, Provost linked up with the School of Criminal Investigation (SCI), Criminal Investigation Department (CID) to organise a customised Basic Fingerprint Matching and Recovery Course for 20 Provost Specialists. To further fuel their engines, five officers underwent a Fire Investigation Course at the Singapore Civil Defence Force (SCDF) Academy.

As a final touch, a Prison Polygraph Examiner attended the Post-Convicted Sex Offenders Testing (PCSOT) Training held at Lafayette, Indiana, USA. He also attended the 44th APA Annual Seminar held in August 2009 at Nashville, Tennessee, USA. During the conference, experts shared on sex offenders testing, use of countermeasures during polygraph tests, test chart analysis and more.

We came, we spoke and we had a little fun

To get officers talking and to improve communication between PB and line Provost Units, the all new bi-monthly Provost Conference meeting with all the OCs Provost was held. Here, every Provost related issue and policy was brought up and addressed. There was even a half yearly Provost Investigators’ Circle; a training forum for the learning and sharing of best practices for all Specialists. A Provost Bonding Day was also held in February 2009, where officers and specialists renewed their professional and personal ties with one another, boosting morale and camaraderie.

The only easy day... was yesterday

The past year proved to be another summit scaled as PB responded readily to an increased caseload. The Department’s standard of investigation clearly took on new levels, and feedback from the Public Service Commission praised PB’s investigations, citing the difference in quality when compared to the Civil Service.

Certainly, PB will not rest on its laurels. A new year will often bring with it new challenges, but to truly stand out in 2010, there is a need to strengthen and continually upgrade the capabilities of the Department.
DIVISIONS

INTELLIGENCE DIVISION

The enigmatic sentinels

You might not see them very much, these sleuths and intelligence gatherers working behind the scenes within SPS. However, what they do is paramount and critical to preventing anarchy from ever gaining a foothold in prison. They are the officers of the PDID – Prisons Department Intelligence Division.

P.D.I.D – not just another acronym

Prison riots, escapes, racial conflicts, gang fights. These are just some of the nightmare scenarios which PDID combats on a daily basis to prevent from happening. They are the unsung heroes of our prisons, continually gathering and analysing information that can help them detect, pre-empt and prevent this sort of incidents from ever taking place.

Playing it by the book

2009 was a landmark year for PDID, given that it was accorded divisional status in July. In August, the division successfully published and launched Criminal Intent, a second tome that documented and delved deep into the background of and the crime committed by the inmates in prison. Criminal Intent focuses on the modus operandi of the criminals – the how, instead of the why.

Sold at major bookstores, Criminal Intent hit the number two spot in Singapore’s bestseller list in September 2009.

The title was a sequel to Untold Stories, a previously launched book that delved into criminal psychology. Showing the why and the how of crime, both books now help arm the reader against being another crime statistic.

The carrot and the stick

Many inmates enter prison as gang members. To deal with the possible adverse consequences to prisons stemming from such unwanted ties, PDID formed an alliance of its own. Together with the Rehabilitation and Reintegration Division (RRD) and the Singapore Police Force, new countermeasures were put in place to quell gang activities in prison. Along with punitive and deterrent measures like the segregation of inmates guilty of such activities and the meting out of warnings by CID officers, other more rehabilitative measures were also adopted. The carrot? Inmates could now publicly renounce their gang ties and opt to remove their tattoos. Various treatment programmes and aftercare support networks are also being developed to encourage gang renunciation and abstinence.
First and foremost...

Cluster A was the first of potentially four clusters of institutions to be completed in 2004, within the new Changi Prison Complex (CPC). In 2009, Cluster A hosted over a hundred official visits to its premises. Through these visits, Prisons has strengthened its relationships with its partners and officers from other correctional services in the local and global community.

An ‘A’ for effort

In 2009, Cluster A had made strides to make a difference, both within Prisons, as well as within the community.

- Saved S$1,000 monthly by replacing water supply for HU launderette to NeWater
- Clinched the Gold Award for the 2009 Community Chest Awards for its community engagement efforts
- 15 officers received the National Day Awards at the Ministry of Home Affairs Investiture Ceremony 2009

Always improving

The Cluster Control Centre (CCC) underwent renovation to achieve a more conducive and comfortable working environment. Space was optimised, consoles redesigned, layouts were changed and staff aides were prominently placed. In addition, surveillance was stepped up a notch by swapping existing CCTVs with infrared technology as well as adding more cameras in and around the compounds.

Beefing up on security

The increase in personnel and vehicles passing through Cluster A gave rise to the need to fortify existing security measures. This meant looking at possible renovations and drawing up plans to strengthen Cluster A’s Security Control Office (SCO). Funding was approved in September 2009 and the project is currently at the Design Development stage.

Inmate management

Engaging the inmate population meaningfully is one of the fundamental responsibilities of Prisons. Cluster A introduced several non-work based programmes such as the Employability Skills System (ESS) and the Basic Literacy Courses to engage inmates affected by the recent economic downturn.
Reducing Re-offending

Gangster? That was another life

True rehabilitation requires the removal of every aspect of life touched by criminal intent and prejudice. A gang renunciation programme was conducted at Institution A2 to help offenders shed their detrimental former belief systems. ‘Sharing sessions’ by ex-offenders were video recorded and screened at all institutions, followed by a discussion session facilitated by the prison officers.

For most inmates, tattoos are one of the marks of a gang-led lifestyle. In order to help inmates remove the vestiges of this life, a tattoo removal programme was started in July 2009. This collaborative project sponsored by GiGATT International was conducted in Cluster A, and as of 31 March 2010, more than 100 inmates had undergone the programme.

Moving away from the streets

One of the more effective tools in the fight to help inmates rehabilitate and reintegrate into society is the teaching of valuable skills. They can unlock doors and give inmates opportunities to return to life beyond the prison walls.

In order to equip inmates with the relevant skills to enhance their employability, vocational and skills training such as electrical wiring, digital media design and Basic IT Literacy courses were conducted. A total of 52 runs of vocational courses have been organised by Cluster A and SCORE. As a result, 813 inmates have undergone vocational training and benefited from it since January 2009.

For inmates with a creative slant, the Performing Arts Training Centre (PATC) was set up in Institution A5 in 2009. The PATC’s goal is to provide inmates with the opportunities to acquire employable skills needed in the entertainment industry, as well as to give them a channel to showcase their talents. Inmates selected for the programme are able to sit for music examinations and receive accreditation for what they learn.

It’s all about the team...

To develop staff that can make a difference on the ground, Cluster A had implemented the Scenario Based Training (SBT) as a platform to enhance our staff competency in handling ground occurrences and incidents. To complement the In-Service-Training (IST) programme conducted by respective institutions, a quarterly Cluster level IST session which focuses on tactical refresher training and other programmes catered to the needs of each institution and introduced to ensure the consistency of training standards.

Cluster A’s Staff Development Unit has also worked out a training package with reference to a written concept paper on ‘Basic Jailcraft’. Currently as part of the On-the-Job-Training orientation programme, all officers within the Cluster have been scheduled to attend the training by the end of 2010.

This year, besides the Annual Cluster Challenge Trophy, the Commander’s Cup was inaugurated, with the aim to forge strong bonds among the staff and invigorate them through healthy and fulfilling activities outside of the formal work environment.

A great year ahead

In 2010, Cluster A will direct its efforts into developing strategies and plans to support new Prisons’ initiatives.

Our commitment to jailcraft

Together with the rest of Prisons, Cluster A maintains its commitment to jailcraft. Officers and staff will receive continual training to exhibit high levels of competence and productivity. In its efforts towards reducing re-offending, Cluster A will work closely with Prisons’ Headquarters in the implementation of new rehabilitation programmes for inmates.

To fulfil their roles as Captains of Lives, resources will be directed to staff training to ensure that officers within the Cluster are befitting of such a title. Last but not least, Cluster A will work closely with Prisons’ Headquarters, Cluster B and Cluster C to fine tune its practices to ensure that initiatives and plans can be effectively realised in the frontline.
Final touches
Moving into a new home is never an easy task, and the challenge is always greater when the move includes some 5,000 inmates from five institutions located around Singapore. The first half of 2009 saw Cluster B involved in a slew of activities in preparation for its full operations to begin. As the deadline got closer, their ‘to-do’ lists shrank and finally, Cluster B was ready for its big move.

Make way, we’re moving in!
Down to the last detail and with everything in place, it was time to put the plans into fruition. From July to August 2009, in a series of joint efforts with other prison institutions and external agencies, five separate, single-day operations were executed in the successful transfer of all inmates from the five institutions into Cluster B’s new facility.

After the dust settled
During the planning stages, it was anticipated that teething issues would occur as officers and inmates began to adapt to the new systems and facilities in Cluster B. Hence, a systematic process of regular meetings and communication between contractors and institutional officers was initiated. This was to ensure that proper measures were put in place to deal with these issues.

Cluster B’s new occupants have by now become familiar with their surroundings. They have also proposed enhancements to further improve Cluster B’s operations.

Everything’s back to normal
Soon after the move, programmes for the inmates resumed with some new additions to the menu. Besides the regular treatment programmes, religious and social counselling, Cluster B took on the role of a designated pre-emplacement centre for the complex, preparing inmates for their emplacement on community-based programmes. Cluster B is also preparing to assume the role of a pre-release centre, priming inmates for reintegration back to society upon their release from prison.

A total of 85 new Cluster Standing Orders (CSOs) were created for the operations in Cluster B, and since then, several new CSOs have been formulated. With the institutional and operational routines stabilised, Cluster B has initiated a review of its CSOs, based on the lessons learnt and best practices gleaned from the experience of working in the new operating environment. Staff training is conducted regularly, with the objective of increasing the competencies of staff and enhancing their operational capabilities.

Fostering a cluster identity
Despite the hustle and bustle of the move, Cluster B is committed to developing a cluster identity and culture to prepare its officers to meet any future challenges in the years ahead.
It’s all in a year’s work

It was a busy year indeed for Cluster C. The formation of the Staff Development and Corporate Service Units with the appointment of the respective Assistant Commanders and the ensuing alignment of functions took up much of the year. In addition, the Cluster C family expanded when Admiralty West Prison joined its ranks. Other significant events were the retrofitting of Tanah Merah Prison to replace the Prison School at Kaki Bukit and the transformation of Selarang Park Prison/DRC to a Supervision Centre to be known as the Selarang Park Community Supervision Centre (SPCSC).

Cluster C – laying the foundations

Review, streamline and establish new work processes

In April 2009, functions relating to logistics, info-communication & technology, finance & general administration were transferred from the institutions to the Corporate Services Unit in the Cluster Management. The latter provides the necessary logistical and administrative support for the day-to-day operational needs of the institutions.

Work processes were reviewed and streamlined to enhance management of assets and reap the economies of scale and achieve improved cost savings. The latter was demonstrated through bulk procurement of goods and services at the Cluster level, compared to the previous purchases made by institutions on an individual basis.

In a similar vein, staff development functions previously performed by individual institutions were consolidated under the Staff Development Unit. These functions include combined staff performance review and ranking, administration of awards, course nominations and applications, staff disciplinary processes, organisation of welfare activities, and processing of staff declarations, resignations and retirements.

To enhance work processes, a Cluster C Portal was created in May 2009. Some of its web-based applications include Staff Database, Online Defects Reporting System, Staff MC Tracking System, SPCSC’s Vehicle Booking System and Online Calendaring System.

On 1 October 2009, the Cluster C Welfare Committee was formed, following the consolidation of the Cluster C Welfare Fund earlier. The Cluster C Staff Quarters Allocation Committee was also formed to process applications from Cluster C officers for staff quarters.

A half-day Cluster Induction Programme for On-the-Job Trainees attached to Cluster C institutions was implemented. In addition, a series of Cluster C Corporate Advance Roadshows was conducted in July 2009 to ensure that all officers were briefed on the Department’s New Business Framework and key projects. Cluster C also organised the departmental Prison Officers Forum on 20 July 2009.

Staff well-being activities were also organised to build Cluster bonding. The Cluster C Amazing
Race was organised by Changi Women’s Prison on 12 August 2009 at Pasir Ris Park. As part of our corporate social responsibility programme, a Cluster C staff volunteer activity was organised by Changi Women’s Prison on 30 September 2009 at The New Horizon Centre (Toa Payoh), a day-care centre for patients suffering from Alzheimer’s disease.

**Provision of operations support for Cluster C institutions**

Cluster C Staff Development provided operational support for our institutions, particularly during the H1N1 Influenza A period, by coordinating operational matters between our institutions and HQ Ops. These include representations at the daily H1N1 flu coordination meetings by HQ Ops Planning and Development Branch and Ops Management Branch, liaison with Medical Services Branch in the facilitation of staff training for the donning of Personal Protection Equipment, mask fitting exercises, maintenance of staff travel history records and the identification and maintenance of a database of front line staff requiring flu inoculation.

Cluster C Corporate Services was instrumental in the procurement and supply of adequate Personal Protection Equipment for institutional staff, coordinating and implementing the inter-com systems at Kaki Bukit Centre’s and Selarang Park Prison/DRC’s visit offices during the period. The involvement was also extended to the preparation and renovation of Selarang Park Prison/DRC Sector 4 into a Quarantine Centre for convicted Quarantine Breakers.

**Addition to the Cluster C family**

Admiralty West Prison was added to the Cluster C family on 17 August 2009, making it a total of four institutions in the Cluster.

**New prison school**

In the wake of the need to vacate the Prison School at Kaki Bukit, Cluster C submitted a project paper to retrofit the Tanah Merah Prison, currently vacant, to be the new Prison School. Funding was approved and the retrofitting programme commenced in December 2009. This programme also involved the upgrading of the Integrated Security System to bring it up to date with current developments.

**Transformation of Selarang Park Prison/DRC to a Supervision Centre**

Selarang Park Prison/DRC was transformed to a Supervision Centre to manage inmates emplaced on Community Based Programmes and released on Supervision. The Centre had undergone infrastructural changes and organisational restructuring. Its staff has also undergone training to enhance inmates’ reintegration efforts into society.
Beneath the surface

Statistics
Population

Convicted Penal Population

Snapshot of inmate population as at 31 December of each year

GENDER:

AGE GROUP AT ADMISSION:
EDUCATION LEVEL ¹:

- No Education
  - 2007: 254
  - 2008: 219
  - 2009: 209

- Primary
  - 2007: 4,344
  - 2008: 4,324
  - 2009: 4,540

- Secondary
  - 2007: 4,811
  - 2008: 5,072
  - 2009: 5,377

- Pre-U
  - 2007: 191
  - 2008: 175
  - 2009: 178

- Vocational
  - 2007: 599
  - 2008: 602
  - 2009: 697

- Tertiary & Above
  - 2007: 247
  - 2008: 236
  - 2009: 287

MAIN OFFENCE GROUP²:

- Crimes Against Person
  - 2007: 630
  - 2008: 598
  - 2009: 604

- Property Crimes
  - 2007: 2,501
  - 2008: 2,252
  - 2009: 1,969

- Commercial Crimes
  - 2007: 674
  - 2008: 598
  - 2009: 674

- Drug Offences
  - 2007: 4,434
  - 2008: 5,136
  - 2009: 6,016

- Immigration Offences
  - 2007: 765
  - 2008: 631
  - 2009: 492

- Crimes Against Public Order
  - 2007: 251
  - 2008: 249
  - 2009: 303

- Crimes Under Woman’s Charter
  - 2007: 33
  - 2008: 26
  - 2009: 14

- Traffic Offences
  - 2007: 73
  - 2008: 86
  - 2009: 76

- Other Offences³
  - 2007: 1,102
  - 2008: 1,065
  - 2009: 1,130

¹As declared by inmates upon admission.
²Inmates are tracked based on index (most serious) offence only.
³Examples of “Other Offences” include convictions under the Environmental Act, Income Tax Act, Moneylender Act and Customs Act.
Remand Population

Snapshot of remand population as at 31 December of each year

GENDER:

AGE GROUP AT ADMISSION:
EDUCATION LEVEL:

- No Education
- Primary
- Secondary
- Pre-U
- Vocational
- Tertiary & Above

MAIN OFFENCE GROUP:

- Crimes Against Person
- Property Crimes
- Commercial Crimes
- Drug Offences
- Immigration Offences
- Crimes Against Public Order
- Crimes Under Woman’s Charter
- Traffic Offences
- Other Offences
  - 2007: 6, 2008: 10, 2009: 1

As declared by inmates upon admission. Inmates are tracked based on index (most serious) offence only. Examples of “Other Offences” include convictions under the Environmental Act, Income Tax Act, Moneylender Act and Customs Act.
**DRC7 Population**

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

![Graph showing DRC inmate population from 2007 to 2009 with total populations of 643, 563, and 613 respectively.](image)

**AGE GROUP AT ADMISSION:**

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
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<tbody>
<tr>
<td>&lt;21</td>
<td>28</td>
<td>41</td>
<td>44</td>
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<tr>
<td>21–30</td>
<td>162</td>
<td>140</td>
<td>181</td>
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<tr>
<td>31–40</td>
<td>169</td>
<td>133</td>
<td>116</td>
</tr>
<tr>
<td>41–50</td>
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<td>51–60</td>
<td>2</td>
<td>1</td>
<td>4</td>
</tr>
</tbody>
</table>

7 DRC regime is meant for local inmates only.
EDUCATION LEVEL:

- No Education
  - 2007: 10
  - 2008: 11
  - 2009: 16

- Primary
  - 2007: 232
  - 2008: 189
  - 2009: 190

- Secondary
  - 2007: 353
  - 2008: 309
  - 2009: 316

- Pre-U
  - 2007: 8
  - 2008: 10
  - 2009: 20

- Vocational
  - 2007: 30
  - 2008: 34
  - 2009: 56

- Tertiary & Above
  - 2007: 10
  - 2008: 10
  - 2009: 15

*As declared by inmates upon admission.*
Admissions

Convicted Penal Admissions

GENDER:

2007

TOTAL: 18,973

3,721

2008

TOTAL: 17,404

3,239

2009

TOTAL: 17,330

3,375

AGE GROUP AT ADMISSION:

- <21
  - 2007: 1,110
  - 2008: 1,059
  - 2009: 998
- 21–30
  - 2007: 6,022
  - 2008: 5,763
  - 2009: 5,538
- 31–40
  - 2007: 6,590
  - 2008: 5,573
  - 2009: 5,256
- 41–50
  - 2007: 3,842
  - 2008: 3,472
  - 2009: 3,742
- 51–60
  - 2007: 1,239
  - 2008: 1,336
  - 2009: 1,528
- >60
  - 2007: 170
  - 2008: 201
  - 2009: 268
EDUCATION LEVEL:

- No Education
- Primary
- Secondary
- Pre-U
- Vocational
- Tertiary & Above

MAIN OFFENCE GROUP:

- Crimes Against Person
- Property Crimes
- Commercial Crimes
- Drug Offences
- Immigration Offences
- Crimes Against Public Order
- Crimes Under Woman’s Charter
- Traffic Offences
- Other Offences

As declared by inmates upon admission.
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Remand Admissions

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<thead>
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<th>Year</th>
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DRC Admissions

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<tr>
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EDUCATION LEVEL:

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<tr>
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<td>Tertiary &amp; Above</td>
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Releases

Convicted Penal Releases

GENDER:

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<th>Male</th>
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<td>2007</td>
<td>5,241</td>
<td>14,869</td>
<td>20,110</td>
</tr>
<tr>
<td>2008</td>
<td>3,200</td>
<td>14,302</td>
<td>17,502</td>
</tr>
<tr>
<td>2009</td>
<td>3,329</td>
<td>13,272</td>
<td>16,601</td>
</tr>
</tbody>
</table>

12 As declared by inmates upon admission.
Releases

DRC\(^3\) Releases

**GENDER:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>71</td>
<td>226</td>
<td>297</td>
</tr>
<tr>
<td>2008</td>
<td>109</td>
<td>451</td>
<td>560</td>
</tr>
<tr>
<td>2009</td>
<td>95</td>
<td>373</td>
<td>468</td>
</tr>
</tbody>
</table>

**Recidivism Rates\(^4\)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Overall</th>
<th>Penal</th>
<th>DRC</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>24.2%</td>
<td>24.3%</td>
<td>13.2%</td>
</tr>
<tr>
<td>2006</td>
<td>25.1%</td>
<td>25.5%</td>
<td>13.2%</td>
</tr>
<tr>
<td>2007</td>
<td>26.5%</td>
<td>26.7%</td>
<td>20.4%</td>
</tr>
</tbody>
</table>

\(^3\)DRC Regime is meant for local inmates only.

\(^4\)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.
Number of Judicial Executions

- **Murder**: 0, 1, 2
- **Firearms**: 0, 0, 1
- **Drug Trafficking**: 2, 2, 3
- **Total**: 3, 2, 6

Major Incidents per 10,000

- **Escape Rate** per 10,000: FY2007: 0, FY2008: 0, FY2009: 0
- **Assault Rate**\(^5\) per 10,000: FY2007: 22.3, FY2008: 35.2, FY2009: 22.0

---

\(^5\)The assault rate refers to assault cases perpetrated by inmates who are charged under aggravated prison offences. Such cases would include any attack by inmates on staff, or assaults by inmates on fellow inmates in which serious injuries are sustained by the victim(s)
Community Based Programmes provide an opportunity for suitable inmates to have a gradual transition from incarceration to complete freedom. These programmes allow inmates to work outside prison while residing in their home, a halfway house, or a work release camp, under supervised conditions.

Emplacement and Completion Rates for Community Based Programmes (CBP)

**NUMBER OF EMPLACEMENTS:**

<table>
<thead>
<tr>
<th>Year</th>
<th>CBP for Penal inmates</th>
<th>CBP for DRC inmates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>2,219</td>
<td>256</td>
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<tr>
<td>2008</td>
<td>1,374</td>
<td>233</td>
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<tr>
<td>2009</td>
<td>1,299</td>
<td>265</td>
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**COMPLETION RATES:**

<table>
<thead>
<tr>
<th>Year</th>
<th>CBP for Penal inmates</th>
<th>CBP for DRC inmates</th>
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</thead>
<tbody>
<tr>
<td>2007</td>
<td>93.4%</td>
<td>88.5%</td>
</tr>
<tr>
<td>2008</td>
<td>96.4%</td>
<td>91.3%</td>
</tr>
<tr>
<td>2009</td>
<td>96.4%</td>
<td>81.7%</td>
</tr>
</tbody>
</table>
Academic & Vocational Programmes

YEARLY ENROLMENT IN ACADEMIC PROGRAMMES:

<table>
<thead>
<tr>
<th>Year</th>
<th>Total: 312</th>
<th>Total: 266</th>
<th>Total: 192</th>
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</thead>
<tbody>
<tr>
<td>2007</td>
<td>147</td>
<td>127</td>
<td>108</td>
</tr>
<tr>
<td>2008</td>
<td>34</td>
<td>22</td>
<td>25</td>
</tr>
<tr>
<td>2009</td>
<td>131</td>
<td>117</td>
<td>59</td>
</tr>
</tbody>
</table>

ACADEMIC RESULTS:

GCE ‘N’ Level Results of Prisons Candidates

<table>
<thead>
<tr>
<th>Year</th>
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<th>2008</th>
<th>2009</th>
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</thead>
<tbody>
<tr>
<td>At least 1 ‘N’ Pass</td>
<td>100.0%</td>
<td>99.1%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 points or less in best 3 subjects</td>
<td>84.9%</td>
<td>81.3%</td>
<td>73.0%</td>
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</table>

GCE ‘O’ Level Results of Prisons Candidates

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least 1 ‘O’ Pass</td>
<td>99.0%</td>
<td>97.9%</td>
<td>98.7%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least 3 ‘O’ Passes</td>
<td>86.7%</td>
<td>86.2%</td>
<td>87.7%</td>
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</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
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</thead>
<tbody>
<tr>
<td>5 or more ‘O’ Passes</td>
<td>81.3%</td>
<td>74.6%</td>
<td>60.3%</td>
</tr>
</tbody>
</table>
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 Certification (NITEC), Institute of Technical Education Skill Certificate (ISC), National Skills Recognition System (NSRS) courses and on-the-job training programmes.

Work programmes aim to inculcate discipline and positive work ethics and values by immersing inmates in real work environment within prisons.

Employability courses include short term course like English literacy classes and basic education programmes (primary to secondary level).
SINGAPORE HR AWARDS

Leading HR Practices Awards
1. Manpower Resourcing & Planning (Career Activist structure)
2. E-Human Resource Management (eLMS)
3. Learning & Human Capital Development (Coaching Portal)
4. HR Communications (Communication of MV SUBLIME)
5. Employee Relations & People Management (Pre-BOC attachment programme)

Special Category Awards
1. Leading HR Practices in Health & Employee Wellness (From Welfare to Well-Being)
2. Individual HR Awards – Leading HR Executive Award 2009 (Lee Pin)
3. Corporate HR Awards – Corporate HR Awards

HEWITT ASSOCIATES
Top Companies for Leaders in Asia Pacific (Special Recognition Award)

HEWITT
Hewitt Best Employers in Singapore 2009

GOVERNING BOARD OF CERTIFICATION INTERNATIONAL (UK) LIMITED
ISO Certification for Rehabilitation Classification Process (Recertification)

NATIONAL DAY AWARDS

THE PUBLIC ADMINISTRATION MEDAL (BRONZE)
SUPT 1(A) Phang Seok Sieng

THE COMMENDATION MEDAL
DSP 2 Hoo Poh San Kelvin

THE EFFICIENCY MEDAL
CW2 Palanisamy Asogan
CW2 Uvarajah s/o Maniam
SSGT Amran Bin Osman
SSGT Ng Pei Fen
SSGT Zulkifli Bin Osman
CSO GR II Mohammad S Man Bin Saleh

THE LONG SERVICE MEDAL
SUPT 1 (A) Lam Cher Soon
DSP1 Lim Tee Hock
DSP1 Phandeyan S/O Thangavellu
SCW2 Azman Bin Tahar
SCW1 M Kunaseakanan
CW2 David Simon Retnam
CW2 Nasir Bin Mohamed Yusoff
CW2 Rajendra Kumar s/o Ramasamy
CW1 Mohammad Iskandar Bin Abdullah Sivan
CW1 Yeo Choon Pheng Felix
CW1 Zulkiflee Bin Sarip
SSGT Mohd Sidek Bin Osman
SSGT Mustaffah Bin Mustakim
SSGT Muthukumari d/o N Vellasamy
SSGT Ong Cheow Choy
SSGT Roslan Bin Ismail
SSGT Yip Chin Beng
SGT Mohamad Sah Bin Shukor
SGT Saroja d/o Kanthasamy
CPL Azman Bin Ahmad
CPL Johari Bin Jailil
CPL Kader Bacha Bin Abdul Wahab
CPL Malwinderjeet Kaur d/o Karnail Singh
CPL Mohamed Ros Bin Suman
CPL Ritwan Bin Rafil
CPL Rossitah Bte Karim
CPL Shamsiah Bte Abu Bakar
OSO GR III Kannusamy Minachi
### EXCELLENT SERVICE AWARD

**STAR AWARD**

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<tr>
<th>DSP2</th>
<th>Tan Yew Teck</th>
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<td>DSP1</td>
<td>Ricky Eu</td>
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<td>ASP1</td>
<td>Zai Siew Leong Thomas</td>
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<tr>
<td>ASP1</td>
<td>Aw Tik Loo</td>
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<tr>
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<td>Vijay Kumar Ratty</td>
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<td>Ravichandran s/o Ambalavanar</td>
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<tr>
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<td>Tan Ser Leong Ryan</td>
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<tr>
<td>CW2</td>
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<td>Han Jit Kwong</td>
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<td>Lee Teck Hwee</td>
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<tr>
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<td>Toh Siew Choo</td>
</tr>
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<td>CW2</td>
<td>Wong Kong Sang Kevin</td>
</tr>
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<td>CW2</td>
<td>Yeo Kee Siang</td>
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<td>Chia Yun Seng</td>
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<td>Muhammad Irsham Bin Samat</td>
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<td>Mustafa Bin Omar</td>
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<td>Lim Bee Hong</td>
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<td>Loh Chuen Yi</td>
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<tr>
<td>SSGT</td>
<td>Mahad Ridzuan Bin Mohd Zin</td>
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<tr>
<td>SSGT</td>
<td>Mohamed Rahadian Bin Mohamed Kassim</td>
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<td>Mohammad Sharil Bin Abdullah</td>
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<td>Narayasamy s/o Gobal</td>
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<tr>
<td>SSGT</td>
<td>Sandy Phung Yin Lei</td>
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<tr>
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<td>Tan Ghim Seng</td>
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<tr>
<td>SGT</td>
<td>Abdul Aziz Bin Bakri</td>
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<tr>
<td>SGT</td>
<td>Chin Keng Chwee</td>
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<td>SGT</td>
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<td>Mohamad Nor Rohrianstein Bin Abdul Manan</td>
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<td>Mohammed Rizal Bin Abdul Rashid</td>
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<td>SGT</td>
<td>Muhammad Shabir Bin Amdan</td>
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<tr>
<td>SGT</td>
<td>Nur Diana Bte Abdullah @ Pavitra d/o Balbahadur</td>
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<tr>
<td>SGT</td>
<td>Suhaim Bin Mohd Noor</td>
</tr>
<tr>
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<td>Zamakhair Bin Bujang</td>
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<tr>
<td>CPL</td>
<td>Maizatunisa Mohamed</td>
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**GOLD AWARD**

<table>
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<tr>
<th>DSP1</th>
<th>Angeline Chua Sio Ping</th>
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<tbody>
<tr>
<td>ASP1</td>
<td>Anita Zarina bte Muhamad Zaides</td>
</tr>
<tr>
<td>ASP1</td>
<td>Manisekaran S/O Ramasamy</td>
</tr>
<tr>
<td>ASP1</td>
<td>Poh Siok Hoon Julia</td>
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<td>ASP1</td>
<td>Rozale Bin Marzuki</td>
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<tr>
<td>RO2</td>
<td>ANG SIEW FERN MELIissa</td>
</tr>
<tr>
<td>RO2</td>
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<td>RO2</td>
<td>Muhammad Faizal Zakariah</td>
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<td>Ng Wan Xia Carol</td>
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<tr>
<td>RO2</td>
<td>Wong Jin Wen</td>
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<tr>
<td>CW2</td>
<td>Nasir Bin Mohamed Yusoff</td>
</tr>
<tr>
<td>CW2</td>
<td>Syed Rosmadhan Bin Syed Nazar</td>
</tr>
<tr>
<td>CW1</td>
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<td>CW1</td>
<td>Norjehan Bte Mohammad Azhar</td>
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<tr>
<td>SSGT</td>
<td>Abdul Rahim Bin Abdul Rahman</td>
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<td>SGT</td>
<td>Lo Nyuk Shih</td>
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<td>Mahyudin Bin Sanusi</td>
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<td>Mohammad Nizam Bin Supri</td>
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<tr>
<td>SGT</td>
<td>Mohammad Sidik Bin Mohammad Hasan</td>
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<td>SGT</td>
<td>Muhammad Rashidi Bin Saidi</td>
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<td>SGT</td>
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<tr>
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<tr>
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<td>SGT</td>
<td>Ramlan Bin Kamim</td>
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<td>Segar s/o Subbian</td>
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<tr>
<td>MX11</td>
<td>P.J. Kesava Kumaran</td>
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**SILVER AWARD**

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<thead>
<tr>
<th>DSP2</th>
<th>Yeo Fei Wan Mabel</th>
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<tbody>
<tr>
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<td>Tung Kai Lee Patricia</td>
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<tr>
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<tr>
<td>ASP2</td>
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<tr>
<td>ASP2</td>
<td>Lim Lay Khim</td>
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<tr>
<td>ASP2</td>
<td>Mohamed Azhar Bin Zailan</td>
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<tr>
<td>ASP2</td>
<td>Mohamed Rusdi bin Mohamed Esa</td>
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<tr>
<td>ASP1</td>
<td>Ada Wong Kum Foong</td>
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<td>Daniel Ang Kok Choon</td>
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<td>Ng Pang Siong</td>
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<td>Overee Josephine Juliana</td>
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<td>Chan Wei Li Debra Anne</td>
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<td>RO2</td>
<td>Ganesh Kumar s/o Vendarasen</td>
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<td>Hoo Hau Luen Ottilia</td>
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<tr>
<td>RO2</td>
<td>Hoon Sze Siang</td>
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<td>K Ragavan</td>
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<td>Moganapiya D/O Sandiramogam</td>
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<table>
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<td>Wong Mei Fen Joyce</td>
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<td>Mohamad Hazian Bin Mohd Said</td>
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<td>Pon Yin Hoong</td>
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<td>Satvinder Singh s/o Suchar Singh</td>
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**MINISTER FOR HOME AFFAIRS NATIONAL DAY AWARDS 2009**

| DSP 2 | Terence Pillay Khoo Chee Seng |
| DSP 1 | Cheong Kum Foong |
| DSP 1 | Faisal Bin Mustaffa |
| DSP 1 | Lee Kong Wee |
| DSP 1 | Lim Lam Seng |
| ASP 2 | Azman Bin Suant |
| ASP 2 | Chiang Hwee Yen Jean |
| ASP 2 | Chua Cheng Wah |
| ASP 2 | Faizal Bin Ridzwan |
| ASP 2 | Sim Beng Keat Ricky |
| ASP 2 | Song Yew Hean |
| ASP 2 | Tan Weng Sin |
| ASP 2 | Tong Teck Hong |
| ASP 1 | Kee Mong Ho |
| ASP 1 | Lam Kiat Choong Edmund |
| ASP 1 | Lee Khum Thong |
| CW 2 | Charvi Tan Hoon Hui |
| CW 2 | Uvarajah s/o Maniam |
| CW 2 | Zuikfili Bin Zakaria |
| SSGT | Yong Thim Kwee |

**MINISTER FOR HOME AFFAIRS AWARD FOR OPERATIONAL EXCELLENCE 2009**

| DSP 2 | Wee Lian-Chyuan Wilfred |
| DSP 1 | Cheong Kum Foong |
| DSP 1 | Faisal Bin Mustaffa |
| DSP 1 | Lee Kong Wee |
| DSP 1 | Lim Lam Seng |
| ASP 2 | Azman Bin Suant |
| ASP 2 | Chiang Hwee Yen Jean |
| ASP 2 | Chua Cheng Wah |
| ASP 2 | Faizal Bin Ridzwan |
| ASP 2 | Sim Beng Keat Ricky |
| ASP 2 | Song Yew Hean |
| ASP 2 | Tan Weng Sin |
| ASP 2 | Tong Teck Hong |
| ASP 1 | Kee Mong Ho |
| ASP 1 | Lam Kiat Choong Edmund |
| ASP 1 | Lee Khum Thong |
| CW 2 | Charvi Tan Hoon Hui |
| CW 2 | Uvarajah s/o Maniam |
| CW 2 | Zuikfili Bin Zakaria |
| SSGT | Yong Thim Kwee |

**YELLOW RIBBON TATTOO REMOVAL PROJECT**

| DSP 1 | Karen Lee Tze Sein |
| DSP 1 | Terry Tan Kok Beng |
| ASP 2 | Steven Teo Seng Boon |
| ASP 1 | Ng Aiik Boon Jeremy |
| CW2 | Chua Swee Hwa |
| SSGT | Sheryl Kang Hoon Hwa |
| - | Kenneth Foo |
| - | Leonie Tan |

**OPERATIONS VOYAGE**

| SUPT 1 | Abdul Majid Bin Abdul Rahim |
| SUPT 1 | Kong Ling Chieh Titus |
| SUPT 1 | Lee Chee Kwong |
| SUPT 1 | Loh Teck En |
| SUPT 1 | Soh Beng Koon |
| DSP 2 | Choo Wei Liang Timothy |
| DSP 2 | Juliana Binti Abdul Khalik |
| DSP 2 | Kevin Hoon Kay Ming |
| DSP 2 | Kual Ser Leng |
| DSP 2 | Patrick Ng Chun Chow |
| DSP 2 | Tye Ming Kheong James |

**DIRECTOR’S AWARDS – INDIVIDUAL TESTIMONIAL 2009**

| ASP 2 | Chew Teo Seng |
| ASP 2 | Dave Singh Calais |
| CW 2 | Johnny Yap Ah Oon |

**BEST UNIT AWARD 2009**

Kaki Bukit Centre

**OUTSTANDING CAPTAIN OF LIVES AWARD 2009**

| DIRE | Ricky Eu Kok Keong |
| SGT | Gerard Edwin Gibson |
| SGT | Narayasamy s/o Gobal |
| SGT | Ng Pei Fen |
| SGT | Oh Suan Gek Teresa |

**OUTSTANDING COL WINNERS**

| DIRE | Ricky Eu Kok Keong |
| ASP 2 | Gerard Edwin Gibson |
| SGT | Narayasamy s/o Gobal |
| SGT | Ng Pei Fen |
| SGT | Oh Suan Gek Teresa |

**DIRECTOR’S AWARDS – INDIVIDUAL COMMINICATION 2009**

| ASP 2 | Lee Beng Hwee Irene |
| ASP 2 | Lim Lay Khim |
| ASP 1 | Foo Yue Xuan Hatsuee |
| ASP 2 | Ong Chooon Teck |
| CW 1 | Ang Chiew Har Ebi |
| CW 1 | Muhammad Irsham Bin Samat |
| CW 1 | Norjehan Bte Mohammad Azhar |
| SSGT | Chong Kok Chee |
| SSGT | Ismail Bin Ibrahim |
| SSGT | Mohammad Israif Bin Mohamed Salim |
| SSGT | Lim Bee Hong |
| SSGT | Siti Khadijah Binte Rowlin |
| SGT | Kelana Bin Ali |
| CPL | Azman Bin Ahmad |
| MOs GR II | Chua Sock Kiang |
| MOs GR IV | Yeo Chor Keow |
| CSO GR V | Siti Farhana Binte Rosman |

**INTERNATIONAL MOCK PRISON RIOT COMPETITION**

| ASP 2 | Derry Teh Hwa Yong |
| SSGT | Ang Chuean Wee Kelvin |
| SGT | Ang Kian Heng |
| SGT | Mohamed Israif Bin Mohamed Salim |
| SGT | Irwan Kurniawan Bin Rahmat |
| SGT | Mu Weiqiang |
| SGT | Veilsamy s/o Krishnan |

**H1N1 HQ OPS GROUP**

| SUPT 1A | Chiew Hock Meng |
| SUPT 1 | Quek Hong Choon |
| ASP 2 | Chin Soon Teen |
| ASP 2 | Ho Yong Theen |
| ASP 2 | Huang Shuxian |
| ASP 2 | Mohammad Ismael Bin Abdullah Rahman |
ASP2  Ng Kim Seng
ASP2  Sim Beng Keat
ASP2  Tay Wen Hui Jeniffer
ASP2  Tok Eng Seng
CW1  Chan Qiwen
MX12  Lim Yee Li Erina
MX12  Sng Wei Ming Shaun
MSO GR II  Chua Sock Kiang
MSO GR 10  Teo Seng Minh

H1N1 @ HTA
DSP1  Kalaivanan s/o Visvalingam
ASP2  Mohammad Fadly Bin Safie
ASP1  Alan Chee Hock Lai
SCW1  Chan Weng Kay
CW2  Chan Kok Hua
CW2  Rahim Bin Manap
CW1  Wong Tian Lee
SSGT  Kate Tan Lee Meng
SSGT  Krishna Morthi s/o Muthusamy

IDENTIFICATION OF ASSAILANT
SUP1  Kong Ling Chieh Titus
DSP1  Muhammad Ibrahim Bin Abdul Rahman
CW1  Martin Liew Kok Seong
SSGT  Jasawirda Bin Wahid
SSGT  Lim Boon Hwee Edmund

CRIMINAL INTENT
DSP1  Adam Chew Kia Liang
DSP1  Muhammad Ibrahim Bin Abdul Rahman
DSP1  Siti Mariam Bte Hassan
DSP1  Tan Chap Yong
DSP1  Terry Tan Kok Beng
DSP1  Thio Kok Sing
ASP2  Anthony Toh Seah Hian
ASP2  Lim Bee Peng
ASP2  Mohamed Rusdi Bin Mohamed Esa
ASP2  Robin Giam Heng Leong
ASP2  Serena Lim May Ling
ASP2  Sulaiman Bin Mohd Salleh
CW1  Chua Chiew Lian
CW1  David Lee Kek Wee
CW1  Gary Ho Jia Xing
SSGT  Joseph Lee Choon Hong
SSGT  Kang Hoon Hwa
SSGT  Teresa Oh Suan Gek
SSGT  Wendy Kang Mei Ling
MX10  Agnes Lum Lai Meng
MX 11  Chong Kum Wah
MX12  Rachel Ng Yu Zhi

PDID BEST IIT
DSP2  Yeo Fei Wan Mabel
DSP1  Siti Mariam Bte Hassan
CW 2  Anmah Bte Aziz
SSGT (D)  Sia Lie Tieng

CLUSTER B MOVE (REGISTRY)
ASP2  Koo Boon Wah
RO 2  Sim Siu Shih, Tessa Mae
CW 1(D)  Lim Choon Leong
CW 1(D)  Muhamad Asfanduy Bin Aspar
CW 1  Yip Sok Cheng Susan
SSGT  Tan Hock Guan

CLUSTER B MOVE (OPS MGMT)
DSP1  Faisal Bin Mustaffa
ASP2  Chew Sock Maan
ASP1  Amirudin Bin Omar
CW2  Koh Chian Ming
CW1  Lee Yue Heong
SSGT  Palani s/o Anudalingam
SSGT  Saizi Bin Mohd Anis
SSGT  Yong Thim Kwee

CLUSTER B MOVE (INTEL)
DSP1  Derek Tang Cheok Hon
DSP1  Muhammad Ibrahim Bin Abdul Rahman
DSP1  Tan Chap Yong
DSP1  Thio Kok Sing
ASP2  Ayub Bin Mohamed
ASP2  Robin Giam Heng Leong
ASP2  Mohamed Rusdi Bin Mohamed Esa
ASP2  Sulaiman bin Mohd Salleh
ASP2  Vincent Lim Chwee Howe
RO 1P  Muhammad Alphian Bin Hashim
SCW1  Wong Ying Kit
CW1  Adrian Tan Yu Hong
CW1  David Lee Kek Wee
CW1  Giam Mee Mee
CW1  Martin Liew Kok Seong
SSGT  Jasawirda Bin Wahid
SSGT  Joseph Lee Choon Hong
SSGT  Kirpal Singh
SSGT  Lim Boon Hwee Edmund
SSGT  Seah Chuan Heng
SSGT  Tan Aik Tong
SSGT  Tan Chee Keong

CLUSTER B MOVE (CS/KITCHEN)
CW 2  Charli Tan Hoon Hui
SSGT  Chia Meng Kuan
SSGT  R Tamich Velvan s/o Ramachandran
SGT  Leong Kok Sing
SGT  Mohamed Jaya Bin Daud
SGT  Ariandy Bin Abd Majid
SGT  Arivananthan s/o Retnam
SGT  Tan Boon Pheng
SGT  Zainal Bin Husain
SGT  John Selvam a/l Anthony Samy
SGT  Ravi s/o Thangavel
SGT  Puthenneswaran s/o Pakkiri

CLUSTER B MOVE (PLB TRANSPORT TEAM)
CW2  Zulkifli Bin Zakaria
CW1  Bohari Bin Suri
SSGT  Abd Rahim Bin Ahmad
SSGT  Imran Bin Mohd Arseki
SSGT  Konzan Bin Rosdi
SSGT  Mohamed Noor Bin Mohamed Ismail
SSGT  Wong Mui Leng
SSGT  Wong Sin Min
SGT Jojoe Lee Lea San
SGT Mazlan Bin Abdullah
SGT Mazlan Bin Mohd Zen
SGT Mohamed Barak Bin Hassan
SGT Mohd Rozman Bin Masuni
SGT Olaganathan
SGT Selvaraj s/o Karuppiah
SGT Toh Cheng Lai
SGT Zainal Bin Yahya
CPL Asha Devi
CPL Goh Boo Guan
CPL Kader Bacha Bin Abdul Wahab
CPL Rajandran s/o Asokkumaran
CPL Roselan Bin Buang
CPL Roszaidi Bin Johari
CPL Sapah Rudder Bin Abdullah

“WANT OUT” PROJECT
DSP1 Hanizamal S/O Mahmood
RO2 K Ragavan
RO1 Koh Han Kwang
SSGT Siti Suhailah Binte Saini
CW2 David Simon Retnam
SGT Suhaimie Bin Mohd Noor
SGT Wong Tze Min

MANAGING DIFFICULT INMATES @ A1
SSGT Saharudin Bin Abu
SSGT Sharin Bin Abdul Rahman

DIRECTOR’S AWARDS – TEAM TESTIMONIAL 2009

ANALYSING SMUGGLING PROJECT @ A3
RO2 Ganesh Kumar S/O Vendesan
SCW1 Gurmeet Singh s/o Santokh Singh
CW1 Garry Ho Jixiang

FIRE @ CWP SALLYPORT
ASP2 Yuen Mann Shy Diana
SCW1 Illamaran Thamizhkkothai
CW1 Constance Lee Al Lan
CW1 Norjehan Bte Mohammad Azhar
SSGT Mazirah Binte Abdul Rahman
SSGT Nur Fazila Binte Ibrahim

UNCOVERED HIDDEN DRUGS @ QRP
ASP2 Tan Weng Sin
CW1 Mohammad Faizal Bin Abdul Razak

NEW PASS & PLC
DSP1 Shepherdson Olivia Genevieve
ASP2 Chew Tee Seng
ASP2 Derrick Goh Chiung Yang
ASP2 Lee Kok Wee
ASP2 Siti Kairani Bte Basir
CW2 Ong Mui Lan
SGT Sakila Binte Abdul Rahman
MX11 Tan Chui Li
MX12 Delia Hui Mui Ping
MX12 Steven Loo Tiong Kheng
MX12 Tan Kai Qing
MX12 Wong May Ying
MSO GR III Leong Chung Pun

CORRECTIONAL RESEARCH SEMINAR
MX11 Melvinder Singh
MX12 Christine Goh Hui Ping
MX12 Liaw Sze Wei
MX12 Prasantti Philips Roy

CLUSTER B MOVE (CS)
CW2 Wong Kong Sang Kevin
CW2 Nasir Bin Mohamed Yusoff
CW1 Jacob Raja s/o Rajamani
CW1 Mohammad Iskandar Bin Abdullah@Sivan

CW1 Nur Faizal Bin Chamurir
CW1 Sim Choon Kwang
CW1 Siew Kent Fung
SSGT Low Chee Siong
SSGT Mohd Sam Bin Abdullah
SSGT Ruben s/o Rabendharen
SSGT Sanmugam s/o Balakrishnan
SSGT Tan Kim Tjin
SGT Arman Bin Salim

CLUSTER B MOVE (STAFF DEV)
ASP2 Leong Say Shen Anderson
RO2 Mohammed Taufik Bin Munawar
SSGT Edwin Lim Kim Hiong
SSGT Richard Koh Chor Kiat @ Gust
SSGT Shahirl Bin Mahnoh
SSGT Yeo Yan Ting
SGT Murali Dharian s/o N Gopal

CLUSTER B MOVE (B1)
DSP 1 Cheam Tiong Pheng
DSP 1 Liu Khek Yin
ASP 2 Ricky Eu Kok Keong
DSP 1 Soh Ming Koon
DSP 1 Pang In Tai Ronald
CW 1 Sasukumar s/o Sathiaseelan
CW1 Lee Chai Soon
CW 2(D) Suderman Bin Ali
CW 1 Wong Tin Seong
SSGT Mohamed Masri Bin Khairuman

CLUSTER B MOVE (B2)
DSP1 Quek Chun Ming
DSP1 Teo Huey Xiang
DSP1 Toh Wee Boon Jackson
ASP2 Gregory Savier
ASP2 Ho Kah Leong
ASP2 Norman Bin Mohd Zain
ASP2 Teo Huey Lip
RO2P Mohamed Firman Bin Mansoor
CW2 Loh Kok jeng
CW1 Elammaran s/o Marimuthu
CLUSTER B MOVE (B3)

ASP2  Chung Cher Chiang
RO2  Eddy Asmara Bin Rahman
CW  Bala Muraly S/O Anchang @ Muthu
SSGT  Ganeshwaraa @ Steven S/O Ponniah
SSGT  Liu Zhiqiang
SSGT  Mohamed Ridzuan Bin Mohamed Sani
SGT  Siti Hawa Binte Ahmad Salleh

CLUSTER B MOVE (B4)

DSP1  Lee Poh Huat Adrian
ASP2  Armand Abdul Aziz Bin Hj Rais
ASP2  Bertrand Goh Szer Lin
ASP2  Chan How Lee
RO2  Yong Ka Jun
CW  Yaacob Bin Johar

CLUSTER B MOVE (B5)

DSP1  Abd Razak Bin Ahmad
ASP2  Guoh Tjin Soon
ASP2  Lim Wei Kiat
ASP2  Lim Yong Khong
ASP2  Tan Wee Teck
ASP1  Koh Chong Tai
CW  Lee Teck Hwee
CW  Palanisamy Asogan
CW  Kong Wai Kean
CW  Kuldip Singh s/o Surat Singh
CW  Lee Li-Tsung
CW  Yao Chin Leng
SSGT  Ke Wei Choong
SSGT  Khairudin Bin Kamsan
SSGT  Liew Chee Keong
SSGT  Ng Jacky
SSGT  Shahin Binte Kamaluddin
SGT  Ramu s/o Krishnan
CPL  Muhammad Khairul Bin Jailani

CLUSTER B MOVE (AWP)

DSP1  Lim Tee Hock
ASP2  Lim Wei Kiat
ASP1  Chiang Mui Chin
ASP1  Tan Yeok Seng
RO2  Paul Tan Suan Lim
CW1  Rosalie Chai
SSGT  Audrey Lee Hui Hoon
SSGT  Eddie Tan Kyim Hong
SSGT  Mohamed Zuandi Bin Mohamed Zubir
SSGT  Wai Fook Choy
SSGT  Wei Kim Chye
SGT  Eswaran s/o P Muthusamy
SGT  Mohamed Abdullah
SGT  Wendy Wong Mun Choo
CPL  Nora’aini Binte Razak

CLUSTER B MOVE (AWP ESCORT)

SSGT  Jasni s/o Abdul Rayman
SSGT  Musafir Lara Bin Selamat
SSGT  Ramakrishna s/o Appa Rao
SSGT  Roslee Bin Yahaya
SGT  Khairil Bin Khairudin
SGT  Michael Devraj s/o Logharaja
SGT  Mohammad Rashid Bin Mohd Jailani
SGT  Mohd Rozman Bin Masuni
SGT  Olaganathan
SGT  Suhaimi Bin Achim
SGT  Tan Yew Hock
CPL  Roszaidi Bin Johari

CRISIS VOLUNTEER BEFRIENDERS PROGRAMME

ASP2  Ho Kim Teck
MX10  Karam Singh
MX11  Salina Bte Samion

JOINT HOUSE VISIT PROGRAMME

ASP2  Ayub Bin Mohamed
ASP2  Jean Chiang Hwee Yen
RO 2P  Jusani Bin Juri
SCW1  Wong Ying Kit
MX10  Karam Singh
MX12  Huang Zhang Jin

OJT PROGRAMME BY PSTS – PILOT @ AWP

DSP1  Kalaivanan s/o Visvalingam
ASP2  Mohammad Fadly Bin Safie
ASP1  Jeffrey Yeo Kim Chye
SCW1  Borhan Bin Md Noor
SCW1  Chan Weng Kay
CW  Chan Kok Hua
CW  Rahim Bin Manap
CW1  Anthony Peter Chia Boon Kong
CW1  Mason Lum Kok Choong
CW1  Thean Nyoong Kong
CW1  Wong Lee
CW1  Jusni S/o Abdul Razak
SGT  Chua Ah Kng

PERFORMING ARTS TRAINING CENTRE

DSP1  Mohamed Farik Bin Omar
ASP2  Teo Khim Hong Mike
CW2  Toh Siew Choo
SSGT  Sahari Bin Muntahar
SGT  Cheng Xini
SGT  Mian Bin Mohamed
SGT  Mohamad Hakim Bin Haron
SGT  Ng Cheng Koon Darren

TRANSIT CENTRE TRANSITIONAL TEAM

ASP2  Chew Sheng Meow
ASP2  Chew Tee Seng
ASP2  Low Hwee Huang
ASP2  Simon Ng Kay Choen
Because we can

SSGT George Ong Sai Hooi
SSGT Wendy Chia Mei Cheng

PLCC MANAGING CLUSTERS A & B VISITS
DSP1 Zai Siew Leong Thomas
ASP2 Ho Kim Teck
ASP2 Jean Chiang Hwee Yen
ASP1 Ngo Kau Wee
ASP1 Soh Hwee Fun Ivy
R02 Chong Kah Hin Eugene
CW1 Ling Geok Wah
CW1 Mohamad Hazlan Bin Mohd Said
CW1 Tan Ting Kang Edwin
CW1 Voon Min Yock
SSGT Chai Chee Uei
SSGT Koh Hui Nee Alice
SSGT Koh Nyok Lan
SSGT Lim Bee Hong
SSGT Lucian Dhamasena s/o Jayathilaga
SSGT Nahur Mydin Bin Mastam
SSGT Nirmaladevi d/o V Gurunathan
SSGT Phung Yin Lei
SSGT Tiang Siok Ting
SSGT Toh Chee Leong
GT Asmah Binte Abu
GT Jeremiah Aloysius Colin
GT Lai Kong Chan
GT Lee Mun Wah
GT Lin Sze Hang
GT Nor Zahriaturraihan Binte Sonny
GT Nur Razadilah Bte Mohd Abdul Razib
GT Suhana Binte Johari
GT Thyakharajan s/o Ramasamy
CPL Azizah Binti Johari
CPL Maizatunisa Binte Mohamed
CPL Malwinderjeet Kaur d/o Karnail Singh
CPL Rohani Bte Adam

CONSTRUCTION AND MOVE OF DATA CENTRE
DSP1 Sebastian Liew Kok Keong
ASP2 Lee Kok Wee
ASP2 Lim Choon Tian Kenneth
ASP2 Low Hwee Huang
ASP2 Neo Aik Wee
MX 11 Yau Chen Hui
MX 12 Alvin Teo Guo Yang
MX 12 Jenesta Koh Lay Kuan
MX 12 Prashanth s/o Sankaran

MANAGEMENT OF HIGH PROFILE INMATE
ASP2 Gerard Edwin Gibson
ASP2 Teo Seng Boon Steven
CW2 Tan Siew Huat
SSGT Roslan Bin Ismail
SGT Lim Kian Peng

ANTI-SMUGGLING PROJECT
ASP2 Abdul Halim Bin Abdul Mu`min
CW2 Mohamad Isa Bin Ithnin
SSGT Ravichandran s/o Marimuthu
SGT Kuah Hung Huat
CPL Mark Wong Chee Leong
## Promotions

### SPO

**Promotion to the Rank of AC (P0)**
- Koh Tong Hai

**Promotion to the Rank of SUPT 1(A)**
- Lam Cher Soon

**Promotion to the Rank of Superintendent of Prisons (1)**
- Chow Chee Kin
- Kan Hsueh Yee Carolynn
- Loh Teck En @ Lu De’en
- Ong Pee Eng
- Quek Hong Choon
- Sakdiah Bte Narsi
- Soh Beng Koon
- Tan Eng Keong
- Tan Yeow Chong Simon

**Promotion to the Rank of Deputy Superintendent of Prisons (2)**
- Foo Ee Lin
- Goh Keng Chye Eugene
- Koh Wee Leng Estella
- Kuldip Singh S/O Nazar Singh
- Law Chee Kiang
- Ngian Tong Leng
- Poh Lye Imm
- Sze Chuck Huang
- Tan Hock Seng
- Tan Yew Teck
- Teh Phuay Hian Cammy

**Promotion to the Rank of Deputy Superintendent of Prisons (1)**
- Cheong Kum Foong
- Chew Xia Liang Adam
- Eu Kok Keong Ricky
- Goh Poh Kwang Paul
- Ho Hin Chang
- Kok Weng Chew
- Lim Geok Theng Cheri
- Ng Bee Goh Doris
- Sameeyul Ameen S/O Haji Sulaiman
- Shepherdson Olivia Genevieve
- Tan Hui Ping
- Tan Kay Lip Caleb
- Tung Kai Lee Patricia
- Zai Siew Leong Thomas

**Promotion to the Rank of Assistant Superintendent of Prisons (2)**
- Abdul Hadi Bin Mohd Amin
- Ang Beng Wee
- Boey Lai Hsia
- Giam Heng Leong Robin
- Goh Chiung Yang
- Harun Bin Sinen
- Haryana Bte Mohammed
- Joelle Tan
- Leong Say Shen Anderson
- Lim Tse Nan
- Mohamed Ali Bin Ismail
- Mohamed Azhar Bin Zailan
- Mohamed Nizar Bin Md Ibrahim
- Osman Bin Asparsi
- Poh Choon Chien Leon
- Ravichandran S/O Ambalavanar
- Tan Chang Wei Elgin
- Tan Poh Huay
- Tan Wee Teck
- Tan Weng Sin
- Tay Yan Lee Angeline
- Teh Hwa Yong Derry
- Tong Teck Hong
- Woo Choo Yan Louis
- Zainal Bin Asmore

**Promotion to the Rank of Assistant Superintendent of Prisons (1)**
- Chang Boon Leong
- Irwan Bin Abdullah
- Lai Voon Bin
- Lam Kiat Choong Edmund
- Lee Eng Hao
- Lee Khum Thong
- Leow Khee Siong Alan
- Ng Boon Aun
- Raemi Bin Arifin
- Sim Joo Peng
- Tseng Chay Heng

**Promotion to the Rank of Rehabilitation Officer (2)**
- Chua Wei Kuan
- Eddy Asmara Bin Rahman
- Eng Mei Ye
- Foo Kok Hun
- Goh Chun Peng
- Goh Shufen Charmaine
- Goh Wei Beng
- Hoo Hau Luen Ottilia
- It Yock Chian
- Jusani Bin Juri
- Kannaki
- Lai Yao Qiang Leonard
- Lim Wei Jiat
- Lin Shujan
- Loh Kain Liat
- Moganapriya D/O Sandiramogan
- Mohamed Fahmy Bin Mohamed Hanifah
- Mohamed Firman Bin Mansoor
- Mohammed Taufik Bin Munawar
- Mostarsiyah Binte Abdul Karim
- Ng Wan Xia Carol
- Ong Hock San
- Rossheema Binte Haniff
- Rudy Iskandar Bin Rahmat
- Ryon Tan Ser Leong
- Sun Kok Chin Aaron
- Theepan Prakash s/o Ravintheran
- Thong Kiang Yong
- Tony Immanuel Tan Kok Ping
- Wong Jin Wen
- Wong Mei Fen Joyce

**Promotion to the Rank of RO1**
- Ong Guan Hong Brandon
## EMPLACEMENT

### EMPLACEMENT TO THE RANK OF ASP 1
- Poh Siok Hoon

### PO

### PROMOTION TO THE RANK OF SENIOR CHIEF WARDER 2
- Azman Bin Tahir

### PROMOTION TO THE RANK OF SENIOR CHIEF WARDER 1
- Goh Kim Pok

### PROMOTION TO THE RANK OF CHIEF WARDER 2
- Anmah Binte Aziz
  - Bala Muraly s/o Anchang @ Muthu
  - Chan Choong Hoe Frank
  - Charli Tan Hoon Hui
  - Dahlan Bin Zainel
  - Kok Cheun Sing
  - Lee Teck Hwee
  - Rajendra Kumar s/o Ramasamy
  - Rajesh Rai
  - Sasikumar s/o G Sathiaseelan
  - Syed Romadhan Bin Syed Nazar
  - Wong Kong Sang Kevin
  - Yip Wai Keong

### PROMOTION TO THE RANK OF CHIEF WARDER 1
- Alan Koh Pon Young
  - Ang Joo Hiong
  - Asri Bin Noordin
  - Azni Bin Abbas
  - Chan Hai Peng
  - Chan Qwen
  - Chua Chiew Lian
  - Chua Chin Soon
  - Ebi Ang Chiew Har
  - Fauziah Bte Pareed
  - Goh Wei Xiang
  - Gunaseelan s/o Churian
  - Kumaras Ramasamy
  - Lee Kah Soon
  - Lee Kam Tang
  - Lee Yue Heong
  - Letchumanan Ashogan
  - Liew Sook Fun
  - Lim Chian Hong
  - Lim Sze Cheng
  - Mohamad Suhardi Bin Rahim
  - Muhamad Asfaddy Bin Aspar
  - Muhammad Irsham Bin Samat
  - Muhammad Salik Bin Sidik
  - Ng Peng Wai
  - Normala Bte Ruslan
  - Nur Hannah Wang @ Wang Yu Han Debbie
  - Ong Teck Meng Jesmond
  - Peter Martin D’Souza
  - Satvinder Singh s/o Suchar Singh
  - Tan Ngee Kng
  - Tan Wei Peng
  - Tay Liang Heng
  - Voon Min Yock
  - Wan Cheok Weng
  - Wong Kean Chung
  - Yeo Chok Yean
  - Firdaus Bin Sumarti
  - Ho Meng Chee
  - Hoo May Yee
  - Imran Wahyudi Bin Subehan
  - Junaidi Bin Abdullah
  - K.Kunalan s/o Karupayah
  - Kalwinderjeet Singh S/O Jaggeet Singh
  - Kam Yu Ling
  - Koh Lee Fang
  - Kuah Shiw Long
  - Kumaraguru s/o Subramaniam
  - Kwek Lian See Nancy
  - Lim Hui Yang Deborah
  - Lim See Chuan
  - Lim Yen Fung
  - Lu Siu Chi
  - Manimala d/o Latchmanon
  - Mastura Binte Abu Hassan
  - Mazuin Binte Musa
  - Mohamad Faizal Bin Mohd Rasip
  - Mohamad Faizal Bin Noh
  - Mohamad Syamil Akbar Bin Abdul Rahim
  - Mohammad Farhan Bin Roslan Samat
  - Mohammad Iskandar Bin Sahat
  - Mohammad Mahadi Bin Sumarti
  - Mohammad Redzuan Bin Mohd Ajis
  - Ng Kian Cheng Joseph
  - Ng Phei Ling
  - Ng Xiao Hui
  - Norizan Binte Mustafa
  - Ong Chen Chen Wendy
  - Ong Cheow Choy
  - Ong Sai Hooi
  - Pang Hee Teng
  - Rajkumar s/o Muthu
  - Ram Asray Misir s/o Gobbo Misir
  - Randep Singh s/o Jagindar Singh
  - Rino Iskandar Bin Mohamad Noor
  - Ronald Avery
Rubiana Binte Shamsul
Rudy Khairon Bin Daiman
Sahdarehan Bin Sanip
Sani Bin Samat
Shahmeer Haiqal Bin Rizal
Shaik Hafeez Bin Shaik Abdul Rahman
Shariffah Binte Sajali
Siow Wei Tuck
Siti Suhailah Binte Saini
Sng Thiam Hock Christopher
Sukhvinder Singh s/o Sarban Singh
Sunyanti Binte Mohamed Shahril
Syahina Bte Habib Elahi
Syed Muhammad Fuad Bin Syed Fathil
Tan Kim Tjin, Nicholas
Tan Kok Peng
Tan Norman @ Norman Abdullah Tan
Tan Swee Cheong
Te Cheng Fea
Toh Ching Raining
Too Lip Sam
Varadarajan s/o Annamalai
Vikness s/o Govinda Dras
Wai Fook Choy
Wong Soo Ping
Yap Yan Yong
Yeo Yan Ting

CIVILIAN OFFICERS

Mohammed Fairuz Bin Hamim
Mohammed Salihiin Bin Abdul Razak
Mohammed Shidiek Bin Salleh
Mu Weiqiang
Muhammad Azahar Bin Abdul Rahman
Muhammad Nazrul Bin Jamil
Muhammad Sufian Bin Mohamed Rafik
Muhammad Zulkarnain bin Abdul Hamid
Nor Aishah Binte Mohd Zanzi
Noridan Bin May
Nur Razidilah Bte Mohamed Abdul Razib
Salehuddin Bin Abu
Samir Bin Yazid
Selamat Bin Sarpin
Shahid Omar
Shalfin Bin Illias
Tamilselvan s/o Nalayappan
Yam Alvin
Yugeshwran s/o Maniam
Zulkifli Binti Mohammed Ali

PROMOTION TO THE RANK OF MX 10
Lum Lai Meng Agnes
Sandra Maresa Yip Mei Lan

PROMOTION TO THE RANK OF MX 11
Chong Teng Loong Dominic
Elijah Teo Tzee Siong
Fadilah Binti Hassan
Jasmin Kaur
Ng Kok Hoe
Nicholas Raphael Netto
Poh Cheng Siok (Qingshu Fu)
Yau Chen Hui

PROMOTION TO THE RANK OF MX 12
Chaw Jia Hui (Cao Jiahui)
Cheng Xiang Long (Zhong Xianglong)

Cheong Chye Yoke
Chiam Siew Lin Laura
"Goh Hui Ping Christine"
(Iwu Huiping, Christine)"
Ibrahim Bin Abdul Alim
Kausar Shaik Naina
Liaw Sze Wai (Liao Shihui)
Ling Hansheng Hansel
Lopez Nicole Marina
Mariam Binte Mohammad Mazlan
Muhammad Nur Firdaus Bin Abdul Ghani
Neo Chong Hwee (Liang Congwei)
Nur Faizah Binte Rosman
Prashanth s/o Sankaran
Rashida Binte Mohamed Zain
Ren Yan
Sathivaani d/o Gunaseelan
Tan Kai Qing
Thong Xijun Fionna
Toh Meng Cheng (Zhuo Mingqing)
Yam Koi Wing Danny
Zheng Liting Adeline

PROMOTION TO THE RANK OF MSO GR IV
Wong Jit Kwang

PROMOTION TO THE RANK OF MSO GR V
Chan Yin Ling
Heriati Binte Jaiz

PROMOTION TO THE RANK OF CSO GR III
Vimalathacheni d/o R Gopalan

PROMOTION TO THE RANK OF OSO GR III
Kannusamy Minachi
# Retirees

## List of officers retired in 2009

<table>
<thead>
<tr>
<th>DATE OF RETIREMENT</th>
<th>SUBSTANTIVE APPOINTMENT</th>
<th>NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>05.01.2009</td>
<td>Superintendent SUPT 1</td>
<td>Hoon Thye Meng</td>
</tr>
<tr>
<td>09.01.2009</td>
<td>Staff Sergeant (Prisons) SSGT</td>
<td>Tan Kok Kheong</td>
</tr>
<tr>
<td>12.01.2009</td>
<td>CSO Gr II</td>
<td>Ismail Bin Mohamed Alsagoff</td>
</tr>
<tr>
<td>13.01.2009</td>
<td>Staff Sergeant (Prisons)</td>
<td>Abas Bin Yunos</td>
</tr>
<tr>
<td>28.01.2009</td>
<td>Chief Warder CW1</td>
<td>Ibrahim Bin Sidik</td>
</tr>
<tr>
<td>01.02.2009</td>
<td>Staff Sergeant (Prisons)</td>
<td>Mohammad Miharja Bin Ismail</td>
</tr>
<tr>
<td>18.02.2009</td>
<td>Sergeant (Prisons) SGT</td>
<td>Radziah Binti Samadi</td>
</tr>
<tr>
<td>28.02.2009</td>
<td>Assistant Superintendent (2)</td>
<td>Choh Poh Tee</td>
</tr>
<tr>
<td>01.03.2009</td>
<td>Assistant Superintendent ASP 2</td>
<td>Yee Tong Heng</td>
</tr>
<tr>
<td>04.03.2009</td>
<td>Corporal (Prisons) CP 2</td>
<td>Suleman Bin Hussein</td>
</tr>
<tr>
<td>15.03.2009</td>
<td>Sergeant (Prisons)</td>
<td>Mohamad Ghazali Bin Abdul Aziz</td>
</tr>
<tr>
<td>22.03.2009</td>
<td>Assistant Superintendent (2)</td>
<td>Teo Bee Lam</td>
</tr>
<tr>
<td>12.04.2009</td>
<td>Operations Support Officer OSO Gr III</td>
<td>Siti Sariah Bte Sumani</td>
</tr>
<tr>
<td>24.04.2009</td>
<td>Staff Sergeant (Prisons)</td>
<td>Yeo Mui Tien</td>
</tr>
<tr>
<td>04.05.2009</td>
<td>Sergeant (Prisons)</td>
<td>Mohamed Noor Bin Gani</td>
</tr>
<tr>
<td>07.05.2009</td>
<td>Assistant Superintendent ASP 1</td>
<td>Saman Bin Ismail</td>
</tr>
<tr>
<td>25.06.2009</td>
<td>Rehabilitation Officer RO 2</td>
<td>Abd Adziz Bin Husein</td>
</tr>
<tr>
<td>20.07.2009</td>
<td>Staff Sergeant (Prisons)</td>
<td>Wee Teck Soon</td>
</tr>
<tr>
<td>31.07.2009</td>
<td>Chief Warder CW 2</td>
<td>Nasir Bin Abdul Khan Ibrahim</td>
</tr>
<tr>
<td>31.07.2009</td>
<td>Staff Sergeant (Prisons)</td>
<td>Hassan Bin Hashim</td>
</tr>
<tr>
<td>05.08.2009</td>
<td>Chief Warder (2)</td>
<td>Raflee Bin Sairi</td>
</tr>
<tr>
<td>07.08.2009</td>
<td>Corporal (Prisons)</td>
<td>Suhaimi Bin Zainol</td>
</tr>
<tr>
<td>09.08.2009</td>
<td>Staff Sergeant (Prisons)</td>
<td>Ismail Bin Nasir</td>
</tr>
<tr>
<td>11.08.2009</td>
<td>Senior Chief Warder SCW 2</td>
<td>Vijayarayan S/O Muni Rai</td>
</tr>
<tr>
<td>13.08.2009</td>
<td>Rehabilitation Officer (2)</td>
<td>Steven Bernard Bonaventura</td>
</tr>
<tr>
<td>14.08.2009</td>
<td>Assistant Superintendent (1)</td>
<td>Ek’huan Bin Sawal</td>
</tr>
<tr>
<td>18.08.2009</td>
<td>Sergeant (Prisons)</td>
<td>Sabaria Binte Mohd Tahir</td>
</tr>
<tr>
<td>03.09.2009</td>
<td>Sergeant (Prisons)</td>
<td>Abdullah Bin Abdul Wahid</td>
</tr>
<tr>
<td>04.09.2009</td>
<td>Assistant Superintendent (2)</td>
<td>Thilagavathi D/O Doraisamy</td>
</tr>
<tr>
<td>06.10.2009</td>
<td>Corporal (Prisons)</td>
<td>Johari Bin Jalil</td>
</tr>
<tr>
<td>08.10.2009</td>
<td>Sergeant (Prisons)</td>
<td>Ismail Bin Yacob</td>
</tr>
<tr>
<td>27.10.2009</td>
<td>Driver</td>
<td>Rahmat Bin Yusof</td>
</tr>
<tr>
<td>31.10.2009</td>
<td>CSO Gr III</td>
<td>Wong Jee Fang</td>
</tr>
<tr>
<td>07.11.2009</td>
<td>Sergeant (Prisons)</td>
<td>Lim Soon Huat</td>
</tr>
<tr>
<td>08.11.2009</td>
<td>CSO Gr III</td>
<td>Tan Kwee Huang</td>
</tr>
<tr>
<td>23.11.2009</td>
<td>Sergeant (Prisons)</td>
<td>Suppiah Jaganathan</td>
</tr>
<tr>
<td>12.12.2009</td>
<td>Chief Warder (1)</td>
<td>Mohammad Iskandar Bin Abdullah</td>
</tr>
</tbody>
</table>
Acknowledgements

The committee would like to thank all those who have helped in one way or another to make this Annual Report possible.

Editorial Board

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