

prisonnews

CAPTAINS OF LIVES
REHAB • RENEW • RESTART

OCTOBER 2025 ISSUE



Dear Readers,

Welcome to the October 2025 issue of the Prison News!

As we enter the final quarter of 2025, this issue takes stock of the energy, innovation, and collaboration that has driven the Singapore Prison Service (SPS) forward into the future.

The SPS-Yellow Ribbon Singapore (YRSG) Corporate Advance 2025 was the first time that the event was opened to members of the public. Alongside internal discussions on strategic priorities and future plans, the event featured a public-facing recruitment exhibition showcasing the diverse career pathways and work of both SPS and YRSG.

Innovation and idea-sharing remained central themes. The latest iDARE Make a Pitch enabled Captains of Lives to propose ground-up ideas including technological solutions, to alleviate workplace challenges.

SPS continues to trailblaze as a leader in corrections by organising the inaugural Evidence-Informed Drug Rehabilitation and Prevention Workshop that brought together correctional professionals around the world to share best practices.

This issue also celebrates our people. Our heartiest congratulations to the Titans and Warriors who graduated from the Prison Officer Course, all newly promoted officers, Corporate Advance award winners, and the Singapore Prisons Emergency Action Response (SPEAR) Force for its strong performance at the Mock Prison Riot in the United States of America.

As we move towards the end of the year, I hope that this issue highlights all the fond memories and achievements we have made in our journey as COLs.

Wishing you a pleasant reading experience!

ASP1 Gan Zi Xing
Editor, Prison News Committee



**SINGAPORE
PRISON SERVICE**

CONTENT

Events and Initiatives

- p.02 SPS-YRSG Corporate Advance 2025
- p.06 SPS – YRSG Corporate Advance 2025: Award Winners
- p.10 iDARE-Make-A-Pitch Goes Digital
- p.13 Evidence-Informed Drug Rehabilitation and Prevention Workshop 2025

Staff

- p.16 SPS Promotion Ceremony 2025
- p.19 Prison Officer Cohort Graduation of Cohorts 1/2024 (Titans) and 2/2024 (Warriors)

International Engagements

- p.22 From Singapore to the World: Singapore Prison Service at the Mock Prison Riot 2025
- p.24 Visit by Irish Prison Service

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SPS-YRSG Corporate Advance 2025



Group Photo after the successful completion of SPS-YRSG Corporate Advance 2025

SPS-YRSG Corporate Advance 2025

Bringing together our staff, partners, and distinguished guests, the annual SPS-YRSG Corporate Advance 2025 was held at SUTD on 15 April. The event featured an inspiring opening address by Guest-of-Honour, then-Second Minister of Home Affairs, Mrs Josephine Teo, launch of the enhanced Halfway House Service Model, SPS’s new technological initiatives, and a recruitment fair.



Reported by HTS12 Li Yixuan Renee

Forward Corrections: Innovate and Collaborate

The annual SPS-YRSG Corporate Advance was held on 15 April 2025 at the Singapore University of Technology and Design (SUTD) – with staff of SPS, YRSG, distinguished partners and guests in attendance.

The event sparked with numerous engaging segments – featuring an inspiring opening address by Guest-of-Honour, Minister for Digital Development and Information and Minister-in-charge of Cybersecurity & Smart Nation Group, Mrs Josephine Teo¹, along with the launch of the new Halfway House Service Model (HSM+).

Attendees were then treated to a unique talk show – “*Teh with the Bosses*”, where Commissioner of Prisons, Ms Shie Yong Lee, and Chief Executive Officer of Yellow Ribbon Singapore, Mr Sunny Lee, shared valuable perspectives on the future of the correctional landscape.

The event ended off with a vibrant exhibition that showcased SPS’s latest technology and initiatives, coupled with a recruitment fair that brought about new opportunities for those interested in becoming a part of the SPS & YRSG family.

¹ Mrs Josephine Teo attended SPS-YRSG Corporate Advance 2025 in the capacity of the Second Minister of Home Affairs, an appointment that she held until 23 May 2025



Opening Address by Guest-of-Honour, Minister Josephine Teo



“Teh with the Bosses” Talk show Segment, hosted by our very own Deputy Director (Psychological Services & Policy Planning), Psychological & Correctional Rehabilitation Division (PCRD), Dr Melvinder Singh

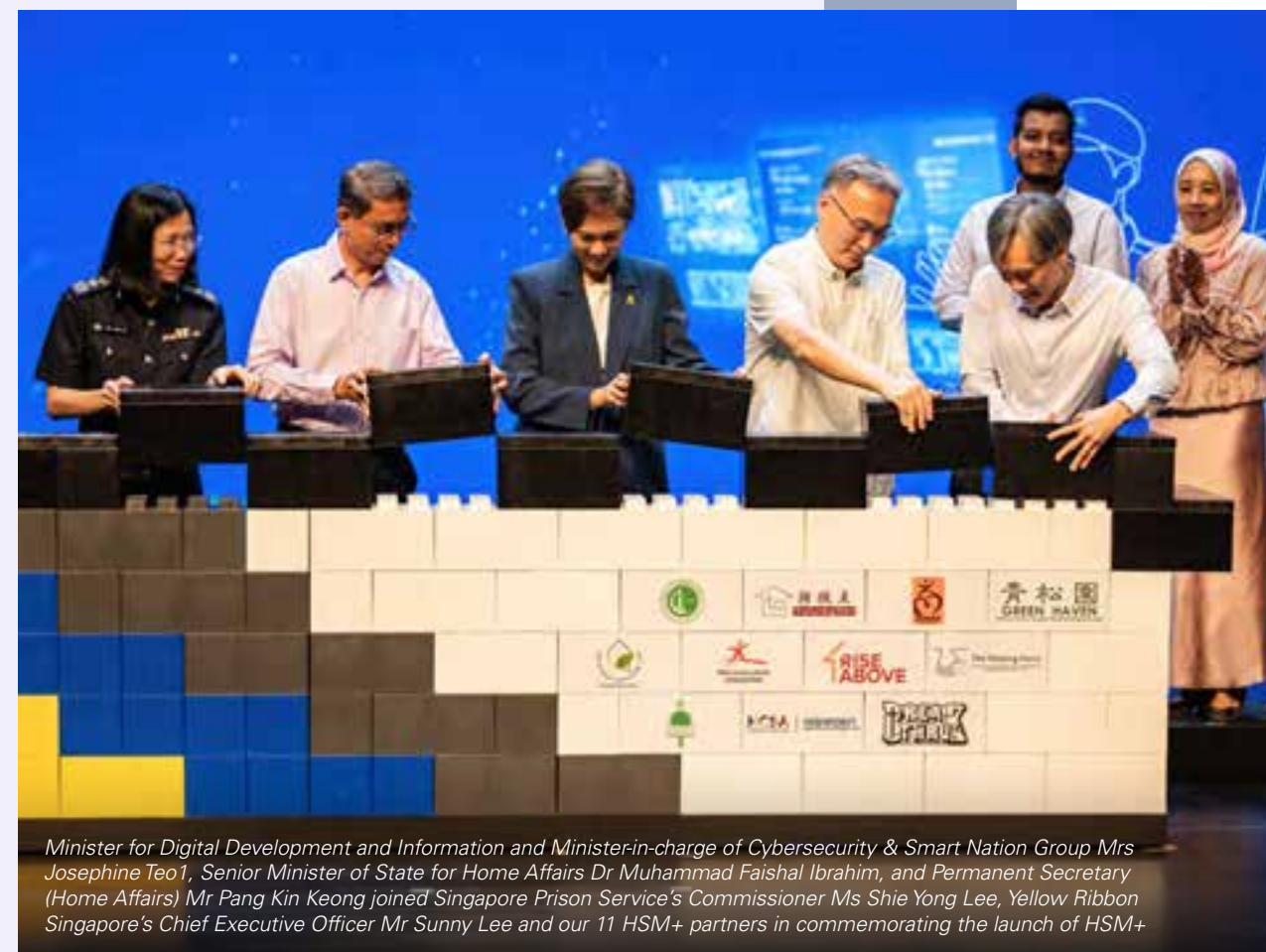
Enhanced Halfway Service House Model (HSM+)

As part of SPS’s Corrections 2030 Strategy, SPS aims to mobilise community resources to improve the reintegration for ex-offenders.

The enhanced Halfway House Service Model (HSM+), launched in January this year, aims to enhance HWH staff competencies, reinforce corporate governance standards, and enhance accessibility features at HWHs. This diverse partnership network strengthens the rehabilitation ecosystem, bringing together organisations with unique expertise and capabilities to better support ex-offenders.

HSM+ also welcomed Highpoint Community Services Association and Yellow Ribbon Industries, who in addition to our current

partners – Breakthrough Missions, Green Haven, HEB-Ashram, Jamiyah Halfway House, Pertapis Halfway House, Rise Above Halfway House, Teen Challenge, The Helping Hand and The Turning Point, will work alongside SPS in this journey of reintegration.



Minister for Digital Development and Information and Minister-in-charge of Cybersecurity & Smart Nation Group Mrs Josephine Teo¹, Senior Minister of State for Home Affairs Dr Muhammad Faishal Ibrahim, and Permanent Secretary (Home Affairs) Mr Pang Kin Keong joined Singapore Prison Service’s Commissioner Ms Shie Yong Lee, Yellow Ribbon Singapore’s Chief Executive Officer Mr Sunny Lee and our 11 HSM+ partners in commemorating the launch of HSM+

Driving Innovation: Our Latest Technological Initiatives

One of the innovations showcased at the Exhibition was SPS's Autonomous Tele-Visit System – which allows SPS to enhance visit security through real-time monitoring of unauthorised handphone usage, and pick up signs of emotional distress. The system is currently being piloted at Institution B1 for lawyer visits, with plans to expand inmate pods to other institutions. Family pods will also be trialled at New Life Stories, with possible expansion to other locations such as Family Service Centres.

Another technological initiative targeted at improving processes at the Changi Prison Complex Medical Centre was also introduced to attendees at CA 2025. This innovative system enables the swift detection of medical emergencies like irregular or abnormal heart rates and falls, enhancing the quality of medical care given to inmates under SPS's custody.



Guest of Honour, Mrs Josephine Teo being introduced to the Automated Self-Registration and Identify Verification Features for Visitors



A Prototype of the Autonomous Tele-Visit System gave our guests and visitors a first-hand experience of SPS's innovations



Students and Members of Public attended Sharing Sessions to find out what inspired our staff to take on the mantle of becoming COLs



SPS Career Ambassadors engaging with Students and Members of Public to share more about our work in SPS

Expanding Public Outreach: Exhibition and Recruitment Fair

This year's Corporate Advance marked the first time where students and members of the public were invited to view the workplan exhibition and take part in the recruitment fair.

Our very own SPS Career Ambassadors were also on hand to share more about meaningful career opportunities in corrections and rehabilitation, and to inspire hopefuls to join SPS and YRSG.

Attendees not only witnessed the unveiling of the latest Captain of Lives campaign, but also received a limited edition Captain of Lives Blind Box to take home, commemorating the conclusion of a successful SPS-YRSG Corporate Advance 2025.



Limited edition COL Blind Boxes were given out to the attendees at SPS-YRSG Corporate Advance 2025



Notes of encouragement written by members of the public for our Captains of Lives

SPS – YRSG Corporate Advance 2025: Award Winners

At the SPS-YRSG Corporate Advance 2025, seven dedicated SPS staff were honoured with the prestigious Outstanding Captains of Lives (OCOL). These awards symbolise the pinnacle of recognition from SPS, honouring individuals who demonstrate exceptional performance and personal excellence.

The OCOL recipients are inspiring role models to us all – embodying SPS's Shared Values in Corrections: Synergy, Vigilance, Integrity, and Care. Now, let us hear from our award recipients and discover what being an OCOL recipient means to them, and their hopes for SPS as we move toward our future goals in Corrections 2030.



Reported by RO2 Muhammad Haziq Bin Abdul Razak



Commissioner of Prisons, Ms Shie Yong Lee with the Outstanding Captains of Lives (OCOL) award winners



DSP2 Lim Hoe Leong

*Officer-in-Charge (OC) of
Correctional Unit, Institution A3,
Cluster A*

I serve as the Officer-in-Charge of a Correctional Unit (OC CU) in Institution A3, ensuring the secure custody of inmates, along with their rehabilitation. I am dedicated to creating a safer work environment for my team and fostering their growth to achieve success in their current and future endeavours.

I appreciate the acknowledgment of my contributions, which motivates me to continue striving for excellence. I am grateful for the patience and support of my colleagues as we work towards mutual growth and improvement – their feedback is always welcome in my pursuit of becoming a better version of myself.



RO2 Ewen Thai Chee Yong

*Senior Correctional Unit Officer,
Institution TM1, Cluster C*

I began my career in 2003 as a Corporal at Sembawang Drug Rehabilitation Centre/Prison, working in various staff and operational roles. Since 2021, I have served as a Senior Correctional Unit Officer at the Reformative Training Centre (RTC). In this role, I oversee the safe custody of the boys and facilitate rehabilitation programmes, spending significant time engaging them in activities such as physical training, foot drills, music, and discussions about their backgrounds and future plans.

I am deeply grateful for the mentorship from past and present officers. This award is not mine alone; it reflects the life lessons and support from my colleagues. To my teammates—RO Karthig, CW Santhiran, CW Benjamin, CW Moy, Sgt Sandeep, Sgt Faresh, Sgt Zul, and others — together we can achieve miracles through courage and perseverance.



CW2 Ismail Sham

*Correctional Unit Officer,
Institution B3, Cluster B*

In my current role, I focus on maintaining discipline and supporting inmates in their rehabilitation and reintegration into society.

I am incredibly honoured to receive the OCOL Award, which holds significant personal and professional meaning for me. Personally, it reaffirms my commitment to positively impacting the lives of my colleagues and the individuals in our care. Professionally, it serves as a reminder that the hard work, dedication, and often unseen efforts we put in are valued and acknowledged by SPS.

SGT3 Joel Ng Teh Yuan

*Asset Management Officer,
Corporate Services, Cluster C*

My current role involves ensuring all assets belonging to Cluster C are accounted for. I am both delighted and surprised to receive an award for my efforts. While I have always aimed to work hard, and enjoy life – this recognition motivates me to strive for even greater heights. I will display the award on my wall as a daily reminder to continue working hard!

As an asset management officer, I support Corrections 2030 by accurately tracking and maintaining assets which are essential in creating a safe prison environment that supports rehabilitation programmes and the SMART Prison initiative. My role ensures that technological tools and essential equipment function effectively, allowing frontline staff to deliver interventions smoothly.





DSP2 Tham Ai Jie

Officer-in-Charge (OC) of Trans-Tech Sustainment, Transformation & Technology Division, Cluster B

I am deployed as the OC for Trans-Tech Sustainment in Cluster B since 2023. Receiving the OCOL award is truly humbling; it reflected not just my efforts, but also the dedication and collaboration of my exceptional team.

What excites me most about Corrections 2030 is the SMART Prison initiative, which leverages technology to enhance operational readiness, contingency response, and intelligence capabilities for secure and efficient prison operations. These innovations help optimise resources, streamline processes, and improve overall effectiveness.

As the OC of Trans-Tech Sustainment, my team and I support this by maintaining and upgrading systems, integrating new technologies aligned with strategic goals, and providing training to ensure users can effectively operate these tools. We also monitor system performance to identify areas for improvement, upholding high standards and enabling support for new initiatives like COLBot, Digitalisation of Inmate Rehabilitation and Corrections Tool (DIRECT) 2.0, and the Life Signs Monitoring system.



ASP2 Mohamad Faizal Bin Noh

Senior Reintegration Officer, Community Corrections Command, Cluster C

I am a Senior Reintegration Officer from the Community Corrections Command (COMC), overseeing supervisees placed in Halfway Houses. My role involves ensuring that supervisees comply with their supervision conditions and supporting them in their reintegration journey back into society.

Our work in COMC extends beyond direct interactions with offenders, creating profound ripple effects that support Corrections 2030's goal of long-term desistance. Through professional relationships and targeted interventions, officers help offenders develop crucial life skills and positive mindsets while strengthening family support systems essential for successful reintegration.

This impact cascades into the community, where rehabilitated offenders become contributing members of society, inspiring others and shifting public perceptions. Together, we strive to create a supportive environment that fosters growth, accountability, and a brighter future for those we serve.



MX11 Suffirah Binte M Mansor

Senior Executive (Professional Development & Professional Training Branch), Psychological & Correctional Rehabilitation Division

I am in the Professional Development & Training branch of PCRD. We focus on the career development of specialists across SPS by holding training and clinical supervision sessions. This is my third year in the branch. I am deeply appreciative of my colleagues' support, which allows me to perform the work that I am entrusted with. I would also like to extend my thanks to all COLs who have helped me in one way or another.

I feel that as long as we have people at the heart of what we do (whether it is fellow COLs or our beneficiaries) — we are fulfilling our role in contributing to Corrections 2030. I feel privileged to contribute significantly to Corrections 2030, through caring for my colleagues and enabling them to perform their work effectively, and I hope to inspire others to do the same.

Alongside the individual accolades, the prestigious CREST award, introduced in 2022 to recognise the most improved unit, was presented to Institution A1 and S1 for their remarkable progress and exceptional performance over the past year. Just as a crest is the highest point of a mountain, this award signifies the stellar achievements of the winning unit, based on criteria such as safe custody of inmates, rehabilitation program completion rates, people excellence, and staff who exceed their core values.

Let us hear from DAC Ong Choon Yong of Institution A1 and SUPT1A Neo Aik Wee of Institution S1.

“Congratulations A1 Warriors!

Your unwavering dedication and exceptional performance have led us to this remarkable achievement. This recognition is a testament to your professionalism, resilience, and commitment to maintaining the highest standards in corrections.

You face unique challenges every day in managing and rehabilitating inmates, often in demanding situations. Your ability to enforce discipline among inmates whilst showing firmness and fairness has been exemplary. You have managed difficult situations with professionalism and humanity without compromising on security.

It is never easy being an A1 warrior. The strength of A1 lies in your collective spirit and teamwork. Each of you plays a vital role in ensuring our institution runs smoothly and safely. This CREST Award belongs to every one of you. Let it serve as a reminder of what we can achieve together and motivate us to reach even greater heights as one. Continue to uphold our values and standards with pride.

Thank you for your vigilance, attention to detail, and commitment to our mission. Thank you for your sacrifices and dedication. You truly embody the spirit of Captains of Lives.

FORWARD AS ONE!”

- DAC Ong Choon Yong (Superintendent, Institution A1)



“Institution S1 has achieved a significant milestone in being awarded the prestigious CREST award. This recognition stems from a strong camaraderie and sense of purpose demonstrated by every officer in our institution.

Our correctional unit officers are truly committed to maintaining security while advancing our rehabilitation goals. Our PCRD colleagues, alongside our Rehabilitation and Reintegration Division colleagues and dedicated volunteers and vendors, have implemented highly effective rehabilitation programmes, yielding concrete improvements in rehabilitation outcomes. The vital contributions of our Intelligence, Investigation, Corporate Services, and Staff Development colleagues have strengthened our institution’s security, enhanced our operational capabilities, and created an environment conducive to professional growth.

This CREST award validates not just our operational excellence, but our collective commitment to transforming lives while ensuring public safety. To every officer, volunteer, and partner who has contributed to this achievement: your dedication has set a new standard for correctional excellence. Let us build on this achievement and continue raising the bar.”

- SUPT1A Neo Aik Wee (Superintendent, Institution S1)



iDARE-Make-A-Pitch Goes Digital

On 27 March 2025, COLs gathered for a special digital edition of its annual innovation competition, dubbed as an “Aldeathon”. Thirty-nine teams rose to the challenge of identifying workplace issues and crafting innovative digital solutions, leveraging on Artificial Intelligence (AI) and Robotic Process Automation (RPA). After a gruelling selection process, 11 teams took the stage to pitch their ideas to a panel of senior management staff.



Reported by R02 Syazmeer Khan S/O Naseer Khan



This year's iDARE-Make-A-Pitch saw participants using Artificial Intelligence (AI) to come up with innovative and creative solutions



COLs from various units and divisions gathered to present their problem statements and innovative solutions to the panel of judges



iDARE-Make-A-Pitch invited HTX's Chief Innovation Officer, Mr Ng Pan Yong, along with Deputy Commissioner of Prisons (Policy & Transformation) Mr Rockey Francisco Junior and Director (Strategic Planning Division) Patricia Tung to form this year's panel of judges

This year's edition of iDARE-Make-A-Pitch marked an inaugural partnership between SPS and Home Team Science & Technology Agency (HTX) TIGER, the innovation arm of HTX, who worked with the teams in framing problems, ideating and prototyping solutions.

We caught up with this year's top three teams to find out more about their ideas and solutions that led them to success in this year's iDARE-Make-A-Pitch.

1st Place: Team FiFa

Clinching the top prize, Team FiFa won the judges over with their idea on streamlining inmates' photograph management process.

Mapping out the issues pertaining to the management of inmates' photographs, Team FiFa proposed to digitalise the submission of photos (e-photos) through an application, along with using AI content moderation tools to screen and curate the photos, ensuring that the submitted photos are aligned with guidelines. Inmates will then be able to view their photographs using their Digitalisation of Inmate Rehabilitation and Corrections Tool (DIRECT).

It is estimated that staff will be able to save up to 832 hours a year. Moving forward, the team will continue testing out their prototype, along with liaising with external stakeholders to further improve their prototype – bringing them one step closer to implementing their idea to benefit SPS.



Team FiFa impressed the judges with their quick reactions and using a back-up video when faced with technical issues during their live demonstration



Team FiFa – DSP2 Ang Jin Jian (Officer-in-Charge, Institution A5), ASP1 Firdaus Bin Sumarti (Team Leader Correctional Unit, Institution A5), SGT3 Muhammad Shiddiq Bin Mohd Shafie (Correctional Unit Officer, Institution A5), along with Mr Argel Rebancos (HTX) receiving their award from Commissioner of Prisons, Ms Shie Yong Lee. Not in Picture: CW2 Mohamad Haikal Bin Mohamad Aliffi (Correctional Unit Officer, Institution A5), CW1 Mohd Zahri Bin Sinin (Correctional Unit Officer, Institution A5)

2nd Place: Team CEMS

Having managed about 3500 Community Based Programme (CBP) emplacements in 2024 alone, Team CEMS sought to find a more effective way to streamline their processes and reduce the potential for errors. They proposed introducing the **CBP Emplacement Management System (C.E.M.S.)** – a one-stop tool that hosts multiple features aimed at simplifying the data management process.

Describing their current processes as time-consuming, the CEMS system allows for automation of more than a third of a full-time staff's workload. The panel agreed with the improvements and manpower savings brought about by CEMS – and asked the team to work with other departments in SPS to consider the possibility of integrating this solution into SPS's existing inmate management systems.



Team CEMS – DSP2 Wu Peishan (Staff Officer – Community Based Programme), ASP2 Foo Xiao Wen Giebert (Staff Officer – Community Based Programme) from the Community Reintegration Branch, Reintegration and Reintegration Division (RRD), along with Mr Nicholas Leong (HTX) receiving their award from Commissioner of Prisons, Ms Shie Yong Lee. Not in Picture: Team CEMS members ASP2 Muhammad Miqhayil Khan (Staff Officer – CBP Screening & Control), CW1 Muhammad Fazzil Bin Sapie (CBP Screening & Control Officer)



Team CEMS sharing with the judges about their proposed solutions to cut work when managing the Community Based Programme emplacements of inmates

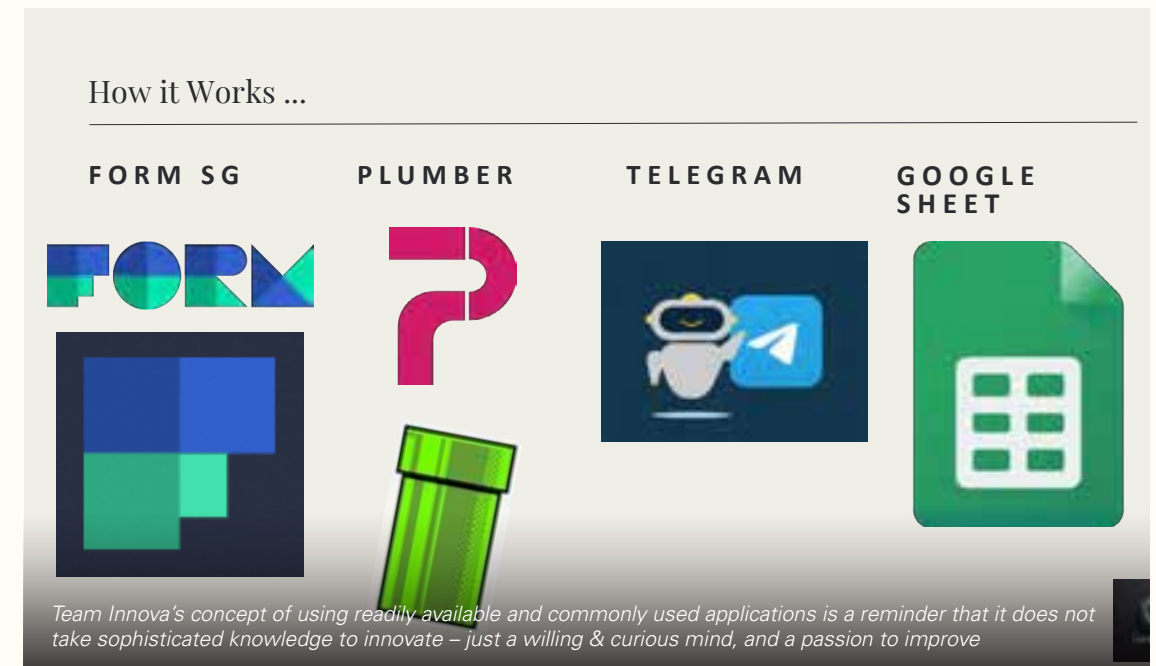
3rd Place: Team Innova

Lastly, to streamline the process of tracking hours by frontline officers, Team Innova proposed a solution based on a combination of everyday technology used by the masses – Online Forms, Google Sheets and Telegram.

Currently, officers would have to go through layers of endorsements using hardcopy sheets to claim their hours, which can be burdensome. The Clear & Earn Hours Automation project has officers input their data directly into FormSG, which in turn updates a cloud-stored Google Sheet. Following which, a notification will be sent to approving Team Leaders via a messaging application, Telegram, for their necessary endorsement and information.

Leader of Team Innova, ASP1 Chan Qiwen (Staff Officer – External Operations Management, Prison External Operations) shared that their team's biggest worry was not being able to get users on board with the Earn and Claim Hours automation project.

"We knew that even the best systems would fail if people did not want to use them. So, we made sure to talk to our users early on and showed them how the system would make their work easier and save them time. We were really happy to see how open they were to the changes - they could see how useful it would be for their daily work. Working closely with our users from the start really helped make this project work."





Correctional practitioners across 14 jurisdictions attended the inaugural Evidence-Informed Drug Rehabilitation and Prevention Workshop organised by SPS

Evidence-Informed Drug Rehabilitation and Prevention Workshop 2025



Reported by MX12 Adlyna
Adly Azamin

SPS hosted the inaugural Evidence-Informed Drug Rehabilitation and Prevention (ERP) Workshop from 14 to 16 May 2025, bringing together international correctional experts to exchange knowledge on best practices from their respective jurisdictions and learn from one another.

The event welcomed 26 participants from 14 jurisdictions including Armenia, Bangladesh, Cambodia, Czech Republic, Fiji, Hong Kong, Indonesia, Japan, Malaysia, Mongolia, Nauru, Papua New Guinea, Thailand and Vietnam. Strong bonds were forged as correctional practitioners from around the world participated in the three-day programme.

On the first day, the workshop featured sharing sessions by our COLs on SPS's evidence-informed rehabilitation and reintegration approach, including psychology-based correctional programmes and practices in the field of community corrections. These sessions sparked engaging discussions among delegates where they explored how these elements contribute to effective drug rehabilitation efforts.

Delegates learned about psychology-based correctional programmes that address inmates' criminogenic needs through targeted interventions. These were complemented by insights into SPS's community corrections practices, which include a structured aftercare regime with halfway house programmes, mandatory reporting, and electronic monitoring. The sessions also highlighted how community partners and volunteers play crucial roles in supporting ex-offenders through initiatives like the Yellow Ribbon Community Project and Community Action for the Rehabilitation of Ex-Offenders (CARE) Network.



Senior Assistant Director (Rehabilitation Planning & Development Branch, Rehabilitation and Reintegration Division) SUPT1A Koh Kheng Loong Kenneth shared about the Singapore Correctional Model including rehabilitation programmes



Assistant Director (Correctional Rehabilitation Services Branch, Drug Rehabilitation Centre) MX11 Katherine Peh shared about drug rehabilitation, including assessment of needs, psychology-based correctional programmes and theories on desistance and Risk-Need-Responsivity



Delegates, including our very own SPS staff, shared best practices and challenges faced by their respective jurisdictions



Coordinating Minister for National Security and Minister for Home Affairs Mr K Shanmugam delivered the opening address for the APFAD conference

The second day saw delegates joining the Asia-Pacific Forum Against Drugs (APFAD) conference, where they explored preventive drug education and community partnerships.

The conference, organised by the Singapore Anti-Narcotics Association (SANA), featured prominent speakers including Coordinating Minister for National Security and Minister for Home Affairs Mr K Shanmugam, who delivered the opening address.

International experts shared valuable insights, with Ms Amy Ronshausen, International President of World Federation Against Drugs, speaking on global challenges and shared responsibilities in creating a drug-free future. Delegates participated in concurrent workshops exploring topics ranging from preventive drug education to youth drug abuse, gaining a comprehensive understanding of regional anti-drug efforts.



International President of World Federation Against Drugs Ms Amy Ronshausen spoke about global challenges and shared responsibilities in creating a drug-free future



Delegates attended the APFAD organised by SANA

The final day brought theory to life through facility visits, where delegates were given the opportunity to visit one of three sites: (1) Drug Rehabilitation Centre S1, where drug abusers arrested for consumption of controlled drugs undergo rehabilitation through structured programmes; (2) Community Rehabilitation Centre (CRC), a community facility where young drug abusers aged 16-21 years old undergo rehabilitation, along with a visit to Green Haven Halfway House; or (3) Jamiyah Halfway House. Both Green Haven Halfway House and Jamiyah Halfway

House are halfway houses under the Halfway House Service Model which provides shelter, counselling, and rehabilitation programmes for supervisees, helping them rebuild their lives through spiritual guidance, skills training, and employment assistance.

Delegates also attended the Drug Victims Remembrance Day organised by the Central Narcotics Bureau (CNB), where they witnessed powerful testimonies that highlighted the impact of drugs on families and society.



Delegates during the visit to the Drug Rehabilitation Centre at Institution S1



Delegates attended the Drug Victims Remembrance Day organised by CNB



Ms Hetty Widiastuti, Coordinator of Special Healthcare and Rehabilitation from the Directorate General of Corrections, Indonesia

This lasting impact was best captured by Ms Hetty Widiastuti, Coordinator of Special Healthcare and Rehabilitation from Indonesia's Directorate General of Corrections: "The ERP workshop really gave me much food for thought. In particular, about the policies and the management of integrated drug rehabilitation programmes and how it can be applied into the prison services, which was very helpful in my line of duty as a policy maker. I feel much more confident to be able to adapt the key strategies of a successful drug rehabilitation based on the context and situation of my home country after attending this workshop."

Behind every successful event are the people who make it happen. For the inaugural ERP Workshop, a small but dedicated team of five core members worked tirelessly to bring together correctional practitioners from around the world. As the presentations and site visits unfolded over three days,

something heartwarming happened professional connections blossomed into genuine friendships. ASP2 Miko Ho, Co-Chairperson of ERP 2025, shares his reflections about the workshop.

"We organised this workshop to bring together expertise and experience in drug rehabilitation and prevention," Miko recalls, "By bringing together local and international experts, we helped to foster a shared commitment for safer communities through evidence-informed drug rehabilitation and prevention policies." Miko added that it was a memorable moment for him as he felt that the committee's efforts and worries organising this workshop had paid off with the participants forming strong bonds during their learning process.

Through such exchanges of ideas and best practices, the inaugural ERP Workshop has laid the foundation for stronger international collaboration in drug rehabilitation, creating ripples of positive change that extend far beyond Singapore's shores!



SPS Staff involved in the organising committee for the ERP workshop. From the left, MX10 Ong Chee Khoo, Chavez, ASP1 Aaron Tan Yu Xuan, MX11 Soh Jun Hao Jonathan, ASP2 Ho Zhi Rong, Miko and ASP2 Lim Jing Jie



SPS Promotion Ceremony 2025

A Group Photo of the SPS Family to cap off the SPS Promotion Ceremony 2025



Reported by RO2
Muhammad Nur Remy
Bin Kamsani

The SPS Promotion Ceremony 2025 was held to recognise the hard work, dedication and accomplishments of 273 Captain of Lives (246 Uniformed Staff & 27 Civilian Staff). Attendees enjoyed a variety of engaging activities prior to the ceremony, including a claw machine, live shadow cutting, 360-degree photo booth, along with a static photobooth—making the day both meaningful and memorable for our COLs and their loved ones alike.



Commissioner of Prisons, Ms Shie Yong Lee giving her Opening Address to the attendees

This year's event was graced by Commissioner of Prisons, Ms Shie Yong Lee. In her speech, she celebrated not just the individual milestones of officers attending the ceremony, but also commended the collective strength and commitment of the SPS family. Commissioner also thanked loved ones and guests for their continuous support for each one of our COLs.

Organising this year's Promotion Ceremony was definitely no easy feat – let us take a moment to go behind the scenes and hear some heartfelt reflection by MX12 Lim Xin Hui from the organising committee.

MX12 Lim Xin Hui

*Correctional Rehabilitation Specialist,
Reformative Training (Incare)*



What was your specific role and responsibilities in organising this year's promotion ceremony?

Being part of the Reception Sub-Committee was both an honour and a rewarding learning experience. My main role was to usher the promotees and later assist with distributing their stage photos—simple tasks, but ones that allowed me to connect personally with each moment of the event.

How long did the planning process take?

Preparations for the event began in January 2025, though the main committee had already been laying the groundwork months earlier. While most see the polished ceremony, what they do not see are the behind-the-scenes efforts—from guiding emcees through name pronunciations to huddling together in a freezing ballroom after countless rehearsals (then ironically celebrating with bubble tea afterwards!).

What's the funniest or most memorable moment you shared with your committee members?

A particularly memorable moment was when a printing glitch mixed up the photo sequence. But thanks to the collective knowledge and networks within the SPS community, we matched the photos correctly, showing how teamwork truly helped us overcome the hurdle smoothly.

What would be our secret ingredient that made everything come together?

It would be intentional storytelling. It was the stories—through speeches and shared journeys—that gave the event its emotional depth. Seeing the joy on everyone's faces reminded me why the effort was all worth it. I left the event proud, not just of what we accomplished, but of the heart behind it all.



A joyous and proud day for many COLs, and once again – we would like to thank all the SPS Promotion Ceremony committee members for ensuring the success of the event

We also took some time to catch up with some of our newly-promoted COLs to find out more about their feelings towards being promoted, and some words of wisdom that they would like to share with their fellow COLs.



CW2 Ragini Anpazhahan

*Correctional Unit Officer,
Institution Tanah Merah 1 (TM1)*

How long have you been with Singapore Prison Service?

I have been with SPS for 11 years now, starting out as a Correctional Unit Officer at Changi Women's Prison. Working with female

inmates was a meaningful experience, and now, I am in my current posting with young male offenders in RTC.

What inspires you to keep doing your best at work, and what advice can you give to someone who is just starting out their career in SPS?

What keeps me going is seeing my inmates successfully reintegrate into society. It reminds me that what we do has a real impact. To anyone just starting out in SPS, I would say: keep an open mind and learn as much as you can from your seniors. Now that I have stepped into this new role, I hope to guide and support my teammates through their journey, just as others have done for me.



MX11 Soh Sheng Chao

*Senior Correctional Rehabilitation Specialist,
Reformative Training (Release on Supervision)*

How long have you been with SPS, and what was your first role?

I have been with SPS for six years, starting out at Institution B5 facilitating group sessions for DRC drug offenders. It was an eye-opening start—not your typical 9-to-5 job—but I was lucky to be surrounded by colleagues who were open and generous with their guidance.

Can you share a time when you felt, “Yes, this is why my work matters”?

One moment that really reminded me why my work matters was seeing a supervisee—who had fell out of touch with his parents during his incarceration—finally reconcile and reunite with them after months of effort. We were genuinely surprised by how the parents came around, and that moment really hit us that this is why we do what we do.

What inspires you to keep doing your best at work, and what advice can you give to someone who is just starting out their career in SPS?

It is the unpredictable, dynamic nature of the job—everyday is a different episode, sometimes even multiple episodes within the span of a few hours! To those just starting out in SPS: Be open to learning and trying new things. It will not always be easy, but just know that you are not alone in this journey!

RO2 Rupini Anandha Krishnan

*Senior Correctional Unit Officer,
Institution B3*

How long have you been with SPS, and what was your reaction when you found out you were promoted?

I am still fresh into the service, with only a little more than a year in before receiving news of my promotion. Truth be told, I still have so much to learn! But nevertheless, I will do my best to carry the weight that rests on my shoulders.

What was your experience like in your first posting? Despite facing challenges, what inspires you to keep doing your best at work?

My first year was not easy. Stepping into a prison environment for first the first time was both intimidating and challenging, especially as a female officer in a male institution. Yet through meaningful engagements with inmates, I have discovered the impact of our work. One inmate had me showed appreciation for advice I had given him previously and hearing how that small gesture positively affected him really struck home.

How has your team/ colleagues supported you during your first posting?

I owe much to my fellow correctional unit officers who have shown me the ropes. Their years of experience have taught me how to excel and adapt to the role. Thus, to anyone just starting out in SPS, here is my honest advice: “Do not be afraid of saying ‘I do not know’ to your colleagues and teammates, so long as you ask the right questions to find the right answers.”



ASP2 Kuah Shiaw Long

Officer-In-Charge, Cluster Medical Centre (CLMC), Institution B1

How long have you been in service with SPS, and what was some of your postings in SPS?

I have been in service for 18 years. My past postings include the old Queenstown Remand Prison, Institution B2, Prison Staff Training School (renamed to Singapore Prison Training Institute now) and Institution B1.

What were your feelings & reactions when you found out you were promoted?

I did not expect to be promoted this year, and I am deeply humbled by the promotion. This means a lot to me, and this promotion has validated the hard work that I have put in in the past few years. I would like to thank B1 Management for their constant guidance and the great teamwork within CLMC!

What would you say to someone who’s just starting out in SPS?

Stay humble and learn from everyone around you – be it the junior or senior officers. Even today, I am still learning new things such as how to use Robotic Process Automation (RPA) and technology. I have witnessed so much transformation throughout my time in SPS, and my journey has truly taught that “Change is the only constant.”



Trainees reciting the SPS pledge as they mark the beginning of their career as full-fledged prison officers

Prison Officer Cohort Graduation of Cohorts 1/2024 (Titans) and 2/2024 (Warriors)

The Prison Officer Cohort Graduation for Cohorts 01/2024 (Titans) and 02/2024 (Warriors) was held on 28 May 2025. It marked a significant milestone for the two cohorts as they shared their achievements and reminisced about their training days with their friends and family members.



Reported by RO2
Sng Sok Hing



Trainees practiced the use of mechanical restraints as part of their tactical training

The Prison Officer Course signifies the start of a trainees' journey as a Captain of Lives, and it spans over 38-weeks and 30-weeks for Rehabilitation Officers (ROs) and Sergeants (SGTs) respectively. The training comprises a residential phase at the Home Team Academy (HTA), followed by an on-the-job (OJT) training at a prison institution.

The residential phase focuses on equipping them with the relevant skills to perform their duties within the prison institutions.

Physical and tactical training plays a crucial role in preparing trainees for the operational demands of their role. Trainees learn the techniques and principles on the safe use of force, allowing them to respond swiftly to high-risk situations, maintain order within prison institutions and safeguard the well-being of both officers and inmates when they are deployed on the ground.

Academic training also forms a vital pillar of the Prison Officer Course as trainees learn evidence-informed rehabilitation and reintegration approaches including the Desistance Theory, Risk-Needs-Responsivity Model, and the Good Lives Model. These frameworks help officers identify criminogenic risks, tailor interventions based on individual needs, and encourage inmates to build pro-social lives beyond incarceration.

In addition, trainees were imparted with coaching and skills on Restorative Practices, to help them better engage the inmates meaningfully and rehabilitate them, for a safer Singapore.

The outdoor leadership component of the Prison Officer Course is a key developmental experience designed to stretch trainees beyond their comfort

zones and hone their leadership potential. By taking on leadership roles in unfamiliar settings, trainees build confidence, resilience, and adaptability – core leadership qualities that are essential for prison officers entrusted with the safe and secure custody of inmates within SPS.

After the residential phase, officers continued to hone their practical skills during the OJT phase, putting what they have learnt into practice at the various prison institutions.

Despite the gruelling physical and mental challenges, as well as having to be away from family and loved ones during training, the trainees developed into capable prison officers ready to take on the mantle of a “Captain of Lives” with strong camaraderie and memories to last a lifetime.



Trainees had to adapt and come up with creative solutions to accomplish their missions



ASP2 Koh Hui Ting (far left) with graduands from Cohort 2/2024 (Warriors)

SPTI Trainers' Reflections

ASP2 Koh Hui Ting

Planning a combined graduation ceremony for two cohorts was not easy, and ASP2 Hui Ting was grateful for the experience and seeing both cohorts bond together. “It was definitely a unique experience — like choreographing a dance with twice the number of performers and only one stage. The beautiful part was seeing the different personalities, energies, and cultures of the two cohorts come together. One unexpected fun moment? Watching both cohorts unintentionally start moving logistics and working together and covering one another regardless of which cohort they came from.”

CW2 Norizan Binte Mustafa

Witnessing the growth of both cohorts, CW2 Norizan also reflected on her growth as a trainer. “Their words of appreciation gave me a deeper sense of purpose in my role as a Trainer. It’s in those moments that I’m reminded that

being a trainer isn’t just about teaching. It’s also about learning, growing, and understanding people better through their eyes.”



CW2 Norizan Binte Mustafa (far left) with graduands from Cohort 1/2024 (Titans)

Cohort 1/2024 (Titans)

RO1 Baratharam S/O Manogaran

A reliable and caring cohort mate, RO1 Baratharam was chosen as the best trainee of his cohort. "I am honestly grateful. Being named Best Trainee is something I did not expect, and I see it as recognition not just of my effort, but also of the people who supported me — my cohort mates, instructors, and loved ones. It is encouraging, but also a reminder to stay focused, keep learning, and be someone others can rely on in the field."

SGT2 Syafaat Bin Jamal

"I felt excited about the graduation as it marks a new chapter ahead as I progress through this meaningful career in SPS. It was a significant moment that I was able to share this happiness with my loved ones. I will definitely miss having maggie parties with my batchmates at night!" exclaimed SGT2 Syafaat as he looked back at his graduation and training days.



RO1 Baratharam S/O Manogaran (third from right) with his cohort mates



SGT2 Arifrianna Binte Ramli (middle) with her cohort mates and trainer (on her right) during their scenario-based training

Cohort 2/2024 (Warriors)

RO1 Gayle Tan Sze Ning

As a fresh graduate, RO1 Gayle was unsure of the career path to take. However, her mother, who was a former prison officer, was the inspiration for her to take a shot and try out the SPS. "Growing up, my mother had shared a lot of stories about her time in prisons, and it was with a lot of fondness of her time in SPS. So when I was looking for my first full-time job, she was the one who encouraged me to consider working at SPS as she felt that I would enjoy the work too," she shared.

SGT2 Arifrianna Binte Ramli

Training was not easy, but SGT2 Arifrianna took away more than that. "One of the most valuable lessons I have learned through this training is the importance of perseverance. Whether it was physical exhaustion, mental stress, or personal challenges, staying committed and pushing through helped me grow stronger."



SGT2 Syafaat Bin Jamal shared many fond memories, such as night meals together, with his batchmates



RO1 Gayle Tan Sze Ning's mother (middle) and her family at her graduation ceremony

From Singapore to the World: Singapore Prison Service at the Mock Prison Riot 2025



SPS's Team – comprising of officers from SPEAR in Moundsville, West Virginia, USA to compete in the Mock Prison Riot 2025

Held annually in West Virginia, USA, the Mock Prison Riot (MPR) brings together teams from all over the world for a realistic, high-intensity challenge of one's tactical abilities. On top of being a global competition, the MPR is also a global platform for learning best practices, putting tactical knowledge to the test, and strengthening operational readiness.



Reported by RO2 Lum Hong Wei Lloyd

In May 2025, SPS sent a team comprising of six officers from the SPEAR Force, the elite tactical unit within SPS that is trained to quell prison riots, relocate violent inmates, and conduct high-risk escorts. SPEAR Force's participation in the MPR helps to sharpen tactical capabilities, allowing our SPEAR officers to exchange valuable knowledge and skills with some of the best practitioners from around the world.



Congratulations to the team for your achievements in MPR 2025 (from Left to Right) – CW2 Muhammad Azri, SGT3 Muhammad Irsyad Nurfaiz, SGT3 Wong Ik Kee, CW1 Toe Hengli, CW1 Salihin Bin Hasan, SGT3 Zainul Ariffin



A job well done to Trainer (SPEAR Force), CW1 Toe Hengli – who led SPS to success in two team events and also achieved first place in Super SWAT Cop (Individual) Event

SPS clinched two first places in Team Events – namely in the Team Obstacle Course and Hostage Rescue (Respond and Rescue) Relay. In the Super SWAT Cop (Individual) Event, SPS also took home the first placing.

We had the chance to speak to Trainer (SPEAR Force), CW1 Toe Hengli – one of the participants in this year's MPR 2025.

This year, SPEAR made history by taking the top five spots in the Super SWAT competition. What do you think contributed most to this extraordinary achievement?

This achievement is the result of disciplined training and team dedication, strengthened by the valuable lessons passed down from previous MPR participants. It reflects the combined efforts of both past and present officers.

What made it even more special was that most of our team comprised of young officers with little experience, yet they rose to the occasion and delivered exceptional results.

What was your experience like competing with elite teams from various countries on unfamiliar ground during the MPR 2025?

Competing against elite international teams on their home ground came with challenges — from tough opponents to unfamiliar climates, time zones, and logistics. However, I was also grateful for the opportunity to be able to observe these elite teams in action. This allowed me to pick up some new strategies and tactics, to better prepare ourselves for MPR 2026.

What would you say to younger officers who aspire to one day attend international competitions like this?

Always remember; train hard, train smart, and master the basics first. Build from there, and what once felt impossible will become achievable.



SPS Team Members taking a light-hearted photo on the Obstacle Course during MPR 2025



SPS Team Members showcasing their various achievements and accolades from the MPR 2025, along with Deputy Commanding Officer (SPEAR Force), SUPT1 Lawrence Lee Boon Kiat (3rd from Left)

Visit by Irish Prison Service

Bilateral visits between SPS and its foreign counterparts helps to solidify SPS's commitment towards being a contributor in global corrections. SPS had recently hosted the Irish Prison Service, who were able to learn more about SPS's "throughcare" approach towards meeting correctional healthcare needs.



Reported by RO2 Chua Chong Shan

In March 2025, SPS hosted the Governor of the Midlands Prison, Mr David Conroy, and National Nurse Manager, Mr Edna Kelly, from the Irish Prison Service (IPS). SPS shared about its rehabilitation and reintegration approach, correctional healthcare, and brought the guests on a tour of the Assisted Living Correctional Unit and the Complex Medical Centre.

Healthcare experts from the Changi General Hospital (CGH) and Chief Medical Officer Office shared various throughcare initiatives during the tour, highlighting how these programmes effectively bridge the gap between institutional care and successful community reintegration.



Deputy Commissioner of Prisons (Operations and Rehabilitation) SAC Gr 9 Mr Matthew Wee hosted IPS Governor of Midlands Prison Mr David Conroy and IPS National Nurse Manager Mr Edna Kelly, who visited the medical facilities within SPS and discussed best practices and the unique challenges in correctional healthcare

For example, CGH coordinates appointments for inmates with primary care at the polyclinic and/or specialist clinics at the Public Healthcare Institutions prior to the inmate's release. This enables a continuity of medical care that continues when the inmate is when the inmate is released.

This patient-centred approach, focusing on continuity of care, community partnerships, and long-term health outcomes, helps inmate patients continue to stay supported even after their release.

The visit enabled SPS and the IPS to have meaningful exchange on the management of drug inmates and elderly inmates, as well as correctional healthcare. Previously in June 2024, SPS visited the IPS on a study trip to learn more about IPS's integrated approach in addressing inmates' criminogenic needs and mental health issues.

Bilateral exchanges like these serve as a vital platform for knowledge sharing in the field of corrections and strengthen SPS's networks with our international counterparts.



Healthcare experts from CGH shared about the operations of providing healthcare to inmates in SPS's correctional setting



SPS delegates and IPS staff during a study trip hosted by IPS in June 2024