

prisonnews

JULYISSUE 2023

CAPTAINS OF LIVES
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SPS - YRSG CORPORATE ADVANCE 2023

**FORWARD CORRECTIONS:
STRENGTHENING PARTNERSHIPS**

Guest-of-Honour
Mr K Shanmugam
Minister for Home Affairs & Minister of Law



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FORWARD CORRECTIONS: STRENGTHENING PARTNERSHIPS

MAIN FEATURE

COVID-19 safe management measures were adhered to. Some photos in this issue were taken prior to COVID-19.



**SINGAPORE
PRISON SERVICE**



02

**A CAREER THAT CALLS FOR
NERVES OF STEEL
AND A LOT OF HEART.**



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Embark on a highly meaningful career in corrections. We enforce safe and secure custody of offenders. We rehabilitate and reintegrate offenders for a safe and inclusive Singapore. We are firm and fair, yet nurturing at heart. Join us to make an impact in transforming lives. Theirs and ours.

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EDITOR'S NOTE

Dear Readers

Welcome to the latest edition of Prison News!

In this issue, we shine the spotlight on the strong collaboration between the Singapore Prison Service (SPS), Yellow Ribbon Singapore (YRSG) and our esteemed partners who journey with us to support the successful rehabilitation and seamless reintegration of our inmates, supervisees and ex-offenders.

This issue features our annual **SPS-YRSG Corporate Advance**, which includes the launch of a book titled *“Correctional rehabilitation and psychological interventions in Singapore: practitioners’ experiences in Singapore Prison Service”* written by our very own Psychologists and Correctional Rehabilitation Specialists! This captivating book shares powerful stories of rehabilitation work with different groups of offenders, showcasing the transformative work of SPS and the evolution of the correctional rehabilitation landscape over the years. The event also introduced the exciting **Volunteer Case Officer (VCO) Scheme** and showcased our commitment to equip inmates with the necessary tools for success through the **TAP (Train and Place) & Grow Initiative**.

In addition, we shed light on the work of our prison staff and volunteers across different work domains. We feature a **Nurse Manager** who plays a crucial role in providing our inmates with quality and adequate healthcare. We also speak to a **Senior Assistant Director** who shares her insights on leadership while managing two different teams from the Community Corrections Command. Lastly, we hear from a passionate **volunteer** who reveals his motivations and commitment behind supporting second chances.

As we unveil these remarkable stories and initiatives, we hope you will better understand the meaningful work done by Captains of Lives in helping to create a safer Singapore for all of us.

Thank you for your continued support and dedication in championing for offender rehabilitation and reintegration, and I wish you a joyous read.

Justine Mok
Editor, Prison News

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SPS-YRSG Corporate Advance 2023

Forward Corrections: Strengthening Partnerships

Reported by
HTS12 Charmaine Ch'ng

Held on 10 May 2023, the annual SPS-YRSG Corporate Advance showcased the achievements and key workplan initiatives of the Singapore Prison Service (SPS) and Yellow Ribbon Singapore (YRSG). Themed 'Forward Corrections: Strengthening Partnerships', this year's Corporate Advance emphasised the importance of community partnerships in supporting inmates and ex-offenders in their journey towards long-term desistance after their release from prison. Read on to find out more about the highlights of the event!

Over 600 SPS and YRSG staff, stakeholders, and community partners gathered at Suntec Convention Centre to exchange insights on Singapore's correctional approach. Graced by Guest-of-Honour, Mr K Shanmugam, Minister for Home Affairs and Minister for Law, the event also marked the launch of a book by SPS's Psychological and Correctional Rehabilitation Division (PCRD).



Mr K Shanmugam on a tour at the SPS-YRSG Corporate Advance Exhibition to learn about SPS's achievements and key workplan initiatives.



POSITIVE RESULTS FROM THE HOME TEAM PUBLIC PERCEPTION SURVEY (2020 – 2022)

Strong partnerships and collaborations have translated to improved outcomes which in turn helps to maintain public trust in SPS. SPS was rated highly on two indicators:

90.8% ENFORCING SAFE AND SECURE CUSTODY OF INMATES

88.6% REHABILITATION OF INMATES

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INTRODUCING THE VOLUNTEER CASE OFFICER (VCO) SCHEME

As part of SPS's ongoing efforts to facilitate the smooth reintegration of inmates into the community, SPS has been placing more inmates on community corrections. The number of supervisees has increased from approximately 2,000 in 2018 to 3,000 in 2022. In addition to the Desistor Network that was launched in April 2023, SPS has embarked on a pilot programme to recruit VCOs to assist with supporting community corrections work in the areas of case management and providing prosocial support for supervisees emplaced on Community-Based Programmes.

Under this scheme, volunteers with a background in social service or who possess relevant knowledge (e.g., counsellors, retired prison officers, students doing post-graduate studies in social work, psychology, or counselling) may take on the role as case officers. VCOs will help guide, coach, and mentor supervisees to lead prosocial lives. Through the VCO Scheme, SPS targets to expand the supervisees' network of support in the community during and beyond their programme placement, thereby lowering their risks of reoffending.

To ensure that volunteers are equipped to work effectively with the inmates and supervisees under their care, SPS is committed to expanding training capacity and improving the learning experience for volunteers. As VCOs receive enhanced training, they will gradually move from supporting supervisees with a lower risk of reoffending to those with a moderate risk.

We are excited about the VCO Scheme and look forward to welcoming dedicated individuals who are passionate about contributing to the successful reintegration of inmates into society.



Passionate table discussions between SPS staff, YRSG staff, community partners and stakeholders on workplan initiatives.

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HIGHLIGHTING THE REDUCTION IN THE TWO-YEAR RECIDIVISM RATE

Mr K Shanmugam affirmed the work done by SPS, YRSG, community partners and volunteers in reducing the two-year recidivism rate to about 20 per cent, one of the lowest globally. The collective efforts and unwavering commitment of SPS, YRSG, community partners and volunteers, including desistors, have helped to shape the public's trust in SPS and maintained a stable two-year recidivism rate.

However, our focus extends beyond this achievement, and we need to work towards reducing the five-year recidivism rate. As the five-year recidivism rate is a measure of our offenders' long-term desistance from crime, reducing it requires a more sustainable and coordinated ecosystem of support. To do so, SPS and YRSG remain dedicated to forging new partnerships and improving efforts in these **five priority areas**:



ENHANCING OFFENDERS' EMPLOYABILITY

Providing greater access to education and skills training pathways



STRENGTHENING PROSOCIAL NETWORK

Increasing inmates and ex-offenders' access to prosocial peers and thereby practical resources in the community



EXPANDING COMMUNITY CORRECTIONS

Providing more scaffolding to offenders, for a seamless and integrated aftercare ecosystem



GALVANISING SOCIETY

Fostering strong community acceptance of ex-offenders, towards a well-knitted network of support



UPSKILLING AND KNOWLEDGE SHARING

Sharing by SPS, YRSG, community partners and volunteers on best practices, knowledge, and training opportunities, to ensure we remain at the forefront of effective rehabilitation practices

Desistance starts during the in-care phase and we **all have a part to play** in breaking the cycle of reoffending!

PCRD BOOK LAUNCH: CORRECTIONAL REHABILITATION AND PSYCHOLOGICAL INTERVENTIONS IN SINGAPORE: PRACTITIONERS' EXPERIENCES IN SINGAPORE PRISON SERVICE

This year's event also marked the launch of a book titled "Correctional Rehabilitation and Psychological Interventions in Singapore: Practitioners' Experience in Singapore Prison Service". The book is written from the perspective of Psychologists and Correctional Rehabilitation Specialists from SPS, who work with inmates and supervisees on their rehabilitation needs, and conduct research and evaluation studies on the effectiveness of SPS's correctional interventions.



Mr K Shanmugam, Minister of Home Affairs and Minister for Law, officially launched a book on SPS's interventions provided to inmates.

Co-edited by Mr Cheng Xiang Long, Principal Psychologist from SPS's PCRD, and Dr Gabriel Ong, previously an SPS Psychologist who has since been posted to the Central Narcotics Bureau, the book shares anecdotal experiences in rehabilitation work with different groups of offenders. It also outlines how the evidence-informed correctional rehabilitation landscape has evolved over the years, from when rehabilitation was largely provided only to inmates, to the present where rehabilitation is provided to both inmates and supervisees undergoing community corrections.

The book aims to provide insight into the robust and comprehensive rehabilitation work that SPS conducts, showcasing what has been found to be helpful in transforming the lives of our inmates. Correctional rehabilitation is important in keeping Singapore safe and secure. To further our commitment in this area, SPS will continue investing in research, evaluation, and the practice of effective corrections to better minimise the likelihood of reoffending.



“The area of correctional work is one area that's actually a very bright spot and it has been under-sold, I think, both locally and internationally because people only get to hear about our punishment framework. They do not realise the amount of effort that goes into helping people in the correctional framework. Corrections is not just law and order and justice. It's also rebuilding lives. And that part, I think, largely has been drowned out, not known, not understood.”

Mr K Shanmugam
Minister for Home Affairs and Minister for Law,
during his keynote speech

EMPOWERING THROUGH TAP (TRAIN AND PLACE) & GROW INITIATIVE

Launched in 2019, TAP & Grow involves setting up training academies inside prison which enables inmates to undergo industry-specific training and equipping them with skills to facilitate their recruitment into relevant industries and excel in their chosen fields and career after their release.

Following the successful implementation of TAP & Grow in the Precision Engineering, Media and Logistics sectors, a new 'through-train' initiative will be launched in the Food Services sector. This initiative is expected to benefit approximately 700 inmates, enabling them to commence their Food and Beverage (F&B) training while still in prison with potential employers and continuing to receive training on the job after their release.

Two other initiatives will also be introduced to support ex-offenders' career progression. The Grow Movement is a post-release partial training sponsorship scheme for ex-offenders to attend courses under the TAP & Grow career pathways and attain qualifications up to Diploma-level. As of April 2023, about \$220,000 has been pledged to support this initiative, which will help to support up to 300 ex-offenders. YRSG will also be exploring other partnerships through the YR Sandbox, a complementing place-and-train model, to offer career opportunities to inmates in emerging and fast-growing sectors such as the Digital economy, Green economy, Built environment, and Gig economy.



Let's deepen our partnerships so that we can do more good work for our fellow Singaporeans who depend on us.

What we do should reflect our shared aspirations and dreams as a society, and let's not be paralysed by our fears. It is up to us to be the change we want to see, to build a society that is more inclusive and without reoffending, and a nation beyond chances. Where one is not defined by his past, but by his actions now and his potential for a better future.

Let us continue to keep faith with each other, build on this deep reservoir of trust, forged through hard times, and together, strive towards a safer, more inclusive, and cohesive Singapore.”

Mr Matthew Wee
Chief Executive Officer of Yellow Ribbon Singapore,
during his welcome address

The TAP & Grow initiatives reflect our unwavering commitment to empowering ex-offenders and equipping them with the skills necessary for their future. Together with our partners and the support of the community, we work **towards a society without reoffending.**

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DID YOU KNOW ABOUT SPS'S OPS-TECH TRANSFORMATIONS?



Project Dragonfly's 100% CCTV coverage has enhanced staff supervision on the ground and expedited investigations. With digitalised images, analytics can be employed to train machines in detecting fights more effectively and accurately, which has helped staff to intervene and stop cases of bullying, improving safety in the inmate population.



Enhancement of applications on DIRECT e-Tablet has helped to cut work for officers, with one notable improvement being the sharpened letter screening algorithm for e-letters. This reduces the number of letters that require manual screening. Ongoing efforts are being made to enhance analytics and upgrades will be made to DIRECT to increase capacity and responsiveness.



In collaboration with HTC and NEC, the **Prison Automated Screening System (PASS)** was developed to help with urine screenings that are conducted by Community Corrections Command (COMC). With automation, staff can now supervise from the control room and intervene only when necessary. This significantly reduces time taken and alleviates the laborious and intrusive task. This frees up SPS officers to engage supervisees more purposefully to facilitate their reintegration into society. While still in the pilot phase, SPS is looking at scaling this up to community testing in due course.



SPS has developed as many as **53 Robotic Process Automation (RPA) bots** to automate tasks and processes to cut down time on routines or mundane tasks.



HAVE YOU HEARD ABOUT SPS'S NEXT-GEN CU ConOps?

SPS's Operations Division is looking into enhancing future operations through **four focal areas**:

Enforcing safe and secure custody of offenders through leveraging technology and enhancing the safety of staff and inmates.

Collaborating with community stakeholders to promote prosocial relations to enhance offenders' community and social capital.

Inspiring offenders to become self-driven individuals through building a culture and environment based on operational processes and practices informed by theories of behavioral change.

Increasing offenders' readiness for reintegration into the society as contributing citizens by equipping them with well-intentioned initiatives.

Through these focal areas, SPS hopes to achieve a reduction in inmate violence rate, increased touchpoints with community stakeholders and a reduction in long-term reoffending.



We may not make a difference to everyone, but it is enough to make a difference to this one; that is before me. Impacting one person at a time, be it an inmate, a family member, a colleague, a partner, one day at a time. Each ripple we create, can become waves in our teams. Power in our teams and collective impact, influencing our inmates, families, and partners too. More are for us, than against us. Smooth seas never made a skilled sailor. We will grow stronger and more skilful as we weather the storms together. Our work is impactful and has far reaching consequences.

Ms Shie Yong Lee
Commissioner of Prisons,
during her closing address



OF A SENIOR NURSE MANAGER



Reported by
RO2 M Saddiq Mohamad



MR JEREMY SNG

Senior Nurse Manager from the Department of Correctional Health at Changi General Hospital (CGH). His role involves managing and ensuring the smooth nursing operations of Cluster A.



Ever wondered how the healthcare needs of inmates are addressed? Correctional Medicine encompasses a range of services designed to meet the unique challenges and complexities faced by our inmates. By addressing their physical, mental, and social well-being needs, Correctional Medicine plays a crucial role in social rehabilitation, supporting our inmates on their journey towards positive change, personal growth, and eventual reintegration into society. In this edition of Prison News, we go behind-the-scenes with Changi General Hospital (CGH) Senior Nurse Manager, Mr Jeremy Sng, to find out more about his experience working with the Singapore Prison Service (SPS).

DESCRIBE YOUR DAILY WORK AS A SENIOR NURSE MANAGER IN SPS.

As a Senior Nurse Manager from the Department of Correctional Health at CGH, my primary responsibility revolves around overseeing the day-to-day nursing operations which are tailored to the unique healthcare needs of the inmates under SPS's custody. My core objective is to ensure that each inmate receives quality medical care. We manage a wide spectrum of conditions, ranging from psychiatric ailments to chronic diseases such as hypertension, diabetes, and various heart conditions.

My involvement extends beyond direct patient care in the field of Correctional Medicine. I actively engage in the planning, development, and implementation of operational policies and procedures that play a crucial role in promoting holistic and coordinated care for patients within the correctional setting. For example, I collaborate closely with SPS to actively review and refine the medical Standard Operating Procedures (SOPs) implemented within the prisons. Through these collaborative efforts, we identify areas for improvement, address emerging healthcare challenges, and implement necessary changes to ensure optimal patient care.

Furthermore, as part of our commitment to providing comprehensive care, I am actively involved in conducting ward rounds at the prison medical centres. This allows me to actively engage with patients and gain valuable insights into the ongoing clinical operations within the prisons. This also enables me to assess the utilisation of resources, identify areas that may require additional support, and ensure optimal allocation of resources to meet the healthcare needs of the inmate population.

WHAT ARE SOME UNIQUE CHALLENGES YOU FACE WORKING IN SPS AND HOW DO YOU OVERCOME THEM?

Unlike a hospital care setting, working within the unique care setting of correctional healthcare requires a continuous balance between providing patient care and vigilance in adhering to the security protocols in the prison environment to ensure a safe environment for all. In addition to possessing clinical expertise and demonstrating care for patients, our nurses must also possess a heightened sense of security and awareness of their surroundings. These include following protocols for the stringent monitoring, surveillance, and control over inmate activities and being trained to manage individuals who exhibit disruptive or potentially harmful and aggressive behaviour. Therefore, we are required to possess not only clinical expertise and demonstrate care to our patients but also the mental resilience and the ability to think on our feet, as we constantly adapt to the dynamic and ever-evolving nature of care within this environment.



CARING BEHIND BARS: Mr Jeremy Sng engaging an inmate during a routine check-up.

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FOSTERING SYNERGY: Mr Jeremy Sng sharing about the need to establish regular and open communication with SPS in this unique correctional health environment.

Additionally, as correctional health nurses, we undergo training that equips us with diverse skill sets. These skills enable us to effectively identify potential issues, navigate challenging situations, and provide comprehensive nursing care to inmates with complex medical conditions. We are experienced in managing a wide array of healthcare needs, including chronic diseases, mental health disorders, and infectious diseases.

Working in the prison setting, it is not uncommon for us to encounter inmates who exhibit reactive or aggressive behaviour. Disruptive behaviour normally arises when inmates perceive a sense of neglect or experience longer waiting time before receiving the necessary attention and medication. In these cases, we collaborate closely with the Correctional Unit Officers to employ

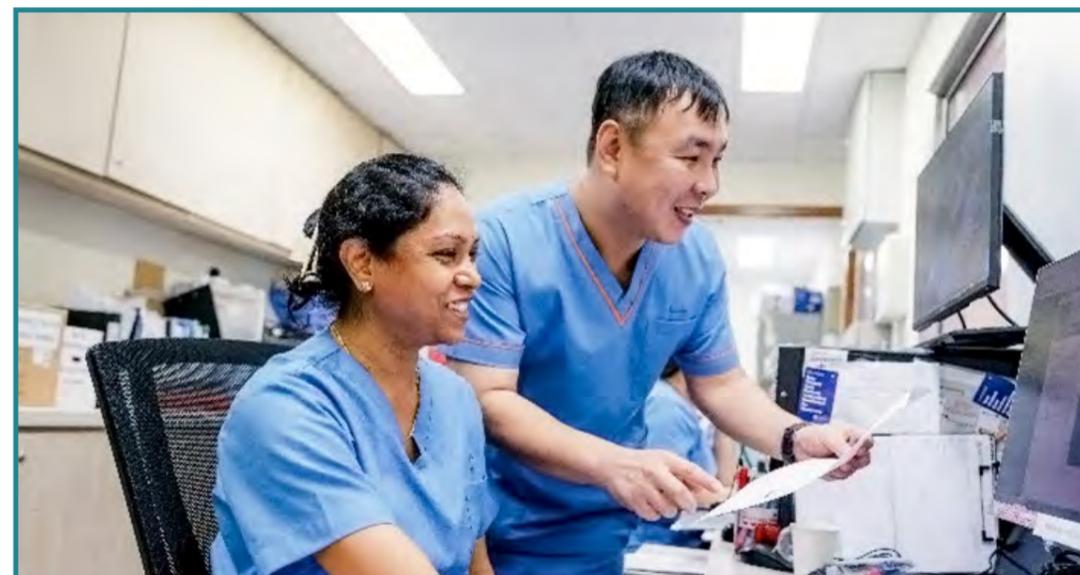
WHAT KEEPS YOU GOING?

The distinctive work environment of a prison has served as my inspiration, leading me to pursue a career in this field since 2006. Although the work in a prison setting may seem daunting to some, I firmly believe that it is in these challenging circumstances that we have the greatest potential to make a profound impact. By providing quality healthcare and fostering a supportive environment, we have the power to influence the lives of those who find themselves within the confines of the prison system. Embracing the challenges and opportunities allows me to effect meaningful change and contribute to the rehabilitation and transformation of individuals. Through every interaction, every act of empathy and understanding has the potential to sow the seeds of change and rehabilitation.

The opportunity to collaborate closely with a dedicated nursing team as well as SPS also serves as a strong motivation for me. We are committed to providing the inmates with the essential tools and resources, contributing to their physical capital, which are needed for them to lead healthy and fulfilling lives beyond their time in prison. This shared objective ensures that inmates are equipped with the necessary support systems, skills, and opportunities to navigate their post-incarceration journey and achieve positive outcomes, contributing to their desistance.

“ Being part of the inmates’ journeys and contributing to their overall health and well-being is an incredibly exciting and rewarding experience. ”

It is also inspiring to witness the transformative power of healthcare within the correctional setting. As inmates prepare to embark on a new phase of life, we strive to ensure that they are well-equipped with the medical care necessary to maintain their well-being. The opportunity to provide healthcare support to inmates and supporting their successful reintegration is what motivates me and my team to perform our duties as nurse clinicians at CGH and SPS. We find immense satisfaction in knowing that our efforts have a lasting impact on their lives and contribute to building a healthier and more resilient society.



NURTURING STRONG BONDS: Mr Jeremy Sng maintains day-to-day interaction with his fellow correctional health nurse to cultivate a supportive and cohesive team environment.

strategies that de-escalate such situations. It is crucial for us to maintain professionalism while demonstrating empathy and respect towards the individuals in our care.

To ensure that the evolving needs of the inmates are effectively met, it is essential for us to establish regular and open communication with SPS and create a framework that allows us to address the challenges and complexities within this unique environment. By adopting a collaborative approach, we can ensure that the provision of care remains aligned with any improvements and changes in the standards and guidelines set forth by SPS. For example, the presence of a dedicated X-ray facility in the women’s prison enables women inmates to undergo internal X-ray procedures within the prison institution instead of needing to escort the inmates to the medical centre. This arrangement offers several advantages, including enhanced efficiency and improved security, as there is no requirement for inmates to leave the correctional institution.

UNIQUE HEALTHCARE FOR INMATES

In partnership with Changi General Hospital’s Correctional Healthcare team, and SingHealth Polyclinics, Singapore Prison Service has been developing expertise in correctional medicine and providing quality primary and specialist care to inmates in prison. A multi-disciplinary care team which consists of doctors, nurses, allied health professionals and administrative and operations staff from various fields oversee the holistic healthcare delivery to inmates based on their healthcare needs.

DID YOU KNOW?



Singapore Prison Service
Apr 15, 2023

The Desistor Network (DN)

The Desistor Network (DN) was launched on 15 April 2023 by Associate Professor Muhammad Faishal Ibrahim, Minister of State for Home Affairs & Minister of State for National Development. Over 200 guests and community partners came together to mark this significant milestone.

Discover more about this collaboration between the Singapore Prison Service, community partners and desistors. Together, we create an empowering ecosystem of prosocial support through activities and programmes for ex-offenders.



Singapore Prison Service
April 21, 2023

Selamat Hari Raya!

Click on the post to hear from our beloved Captains of Lives as they share their preparation excitement for the Hari Raya festivities this year. Dive into their heartfelt sentiments and embrace the spirit of celebration together!



Singapore Prison Service
May 14, 2023

Happy Mother's Day!

Celebrating Mother's Day! In this feature, we shine the spotlight on the remarkable mother-son duo who are united by their shared passion and unwavering dedication to transforming lives. Supt Won Tien Li, with her 23 years of dedicated service, takes charge of strategic planning for inmate rehabilitation. What is more fascinating is that her son, Danial, is currently interning in the same division, making them not just family but also colleagues in their noble mission! Click to learn more about this incredible duo!



Singapore Prison Service
June 1, 2023

SPS Family Partner's Day 2023

Exciting news! SPS Family Partners' Day was a huge success! SPS held the inaugural SPS Family Partners' Day on June 1, 2023! The event brought together community partners who have expertise in supporting families affected by incarceration, fostering collaboration and innovation. Participants shared updates, resources, and support mechanisms for inmates and their families. Find out more about this event and our efforts to reduce intergenerational offending and preventing future re-offending. #MakingADifference



Singapore Prison Service
June 5, 2023

World Environment Day

Let's embrace the spirit of World Environment Day! Join our incredible Captains of Lives, as they show us how to lead sustainable lives, champion sustainability in their daily routines and make a positive impact on our planet. Let's come together and unleash our eco-warrior within! #SustainableLiving



Singapore Prison Service
April 18, 2023

The Bluebird Bros Podcast with our Prison Officers

Exciting Podcast Alert! Watch our #CaptainsOfLives, ASP Miko Ho and ASP Ahmad Naufal, who recently took the spotlight on The Bluebird Bros podcast alongside hosts Simonboy and Luke Chan! In this insightful episode, they shared their experiences and perspectives as prison officers. From discussing daily routines, operational procedures, and intriguing encounters, to establishing meaningful connections with inmates, the duo candidly shared about the challenges they face and fulfilment they get from their work.

Don't miss out on this insightful conversation. Simply click on the post to watch the video!



Each issue, we select trending posts from our @SingaporePrisonService social media accounts to provide a peek at what our Captains of Lives are up to. #ICYMI

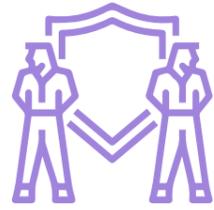
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LET'S TALK WITH...

SUPT1A IVY SOH



Senior Assistant Director,
Operations & Security
Branch & Institution S2

Reported by
RO2 Melvin Ng



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AN AUTHENTIC LEADER: Supt1A Ivy Soh manages the operations and security of Selarang Park Complex.

In this issue of Prison News, we speak to SUPT1A Ivy Soh to find out more about the work of a Senior Assistant Director (SAD) managing prison operations in a community setting, and the various challenges in managing two different teams – Operations & Security Branch (OSB) and Institution S2 in Selarang Park Complex.

Q1 TELL US MORE ABOUT WHAT YOU DO AS AN SAD, LEADING THE OPERATIONS & SECURITY BRANCH AND INSTITUTION S2.

As an SAD, my role involves overseeing the operations and security aspects of the Community Corrections Command (COMC) as well as the rehabilitation and reintegration process and journey of the supervisees housed at Institution S2.

The work has been challenging as it is not easy to balance between the security and rehabilitation of the supervisees. On the operations and security front, my responsibilities include ensuring that supervisees comply with their regular urine supervision requirements and maintaining the secure custody of those serving their sentence in the community. This involves implementing protocols to monitor their activities and ensuring their safety within the facility.

However, my role extends beyond security. I also work closely with our community partners and agencies to prepare supervisees for their reintegration into society. The collaborative efforts between the teams in OSB and Institution S2 is crucial in ensuring a seamless reintegration journey for our supervisees. By maintaining this balance between security and rehabilitation, we ultimately strive to facilitate our supervisees' successful return to society as law-abiding and contributing citizens.

Q2 WHAT ARE SOME OF THE CHALLENGES THAT ARE UNIQUE TO YOU AND YOUR TEAM, AND HOW DO YOU OVERCOME THEM?

One unique challenge faced by COMC officers is managing supervisees of both genders and supervisees of varying risk and needs. To overcome this, we strategically deploy male and female officers to meet the operational requirements of COMC. Additionally, COMC has started leveraging data analytics to analyse trends and efficiently manage deployment schedules.

Another challenge unique to COMC is adapting to the requirements of supervisees' employment schedules. Some supervisees work in job sectors that involve shift work, which means they may report back to Institution S2 after regular closing muster hours. Therefore, our night duty officers must remain vigilant in tracking the total muster of the supervisees housed at Institution S2 and ensure that proper security checks are conducted on supervisees who return late.

Balancing work and personal life is another challenge in COMC. I strongly believe in the holistic well-being of our officers, including their mental wellness. To support our officers, COMC has introduced several initiatives:



PROTECTED WORKING HOURS

Supervisees are briefed by their Reintegration Officers (ROs) to contact the Selarang Park Complex Security Control Centre (SCC) for non-urgent matters after 10pm. This allows the ROs to spend quality time with their loved ones without compromising the needs and security of supervisees.



TEAM BUILDING

COMC has implemented a range of activities to encourage team bonding outside of work. Weekly active hours are dedicated to exercising together, fostering camaraderie and a sense of unity among the team.



EXPLORING A NEW SHIFT PATTERN

To ensure that officers can spend quality time with their loved ones while accommodating the needs of our supervisees, we gathered feedback on shift patterns that would work best for our officers. Based on this feedback, we formed four teams and adjusted their working hours accordingly.



Supt1A Ivy Soh (second from the left) with her team of officers from Operations and Security Branch

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The work in COMC presents many unique challenges. Despite these challenges, I am proud of my team in OSB and Institution S2 for their dedication, resilience, and unwavering commitment to being Captains of Lives – ensuring the security, rehabilitation, and successful reintegration of supervisees into society.

Q3 COULD YOU SHARE WITH US HOW COMC BALANCES THE MANAGEMENT OF SECURITY, AND SAFE AND SECURE CUSTODY OF SUPERVISEES, WITH THEIR COMMUNITY REHABILITATION?

As Captains of Lives, it is our responsibility to maintain the highest standards of order and discipline, while providing rehabilitation opportunities to our supervisees.

To achieve this, we leverage technology to ensure the safe and secure custody of supervisees. Recently, we developed an electronic monitoring mobile application known as Electronic Monitoring System (EMS) 2.0. This innovative tool empowers the ROs to efficiently track the real-time status and location of their supervisees, as well as view their supervisee’s daily activity for electronic monitoring.

Additionally, in collaboration with the Home Team Science & Technology Agency, the Prison Automated Screening System (PASS) was developed to help in replacing the manual work required for urine testing. This system ensures accountability and minimises any accusations on wrongful management of urine testing. By leveraging PASS, we streamline the test process, enhancing efficiency and effectiveness. PASS is undergoing a trial at COMC and has the potential to be implemented island-wide, providing convenient options for our supervisees instead of requiring them to return to Selarang Park Complex for urine testing.



Supt1A Ivy Soh (top) communicating with Community Corrections Command (COMC) officers and inmates.

Desistance is a long journey and in terms of community rehabilitation, we have adopted a desistance framework. This framework involves working closely with our supervisees to guide them through the process of abstaining from crime and drugs. Our COMC officers assess the severity of the offence committed by each supervisee, and based on this evaluation, we implement specialised regimes tailored to their diverse demographics and individual needs. This allows us to address their behaviours and provide appropriate support, rather than subjecting all supervisees to be recalled to prison when they flout the supervision conditions. These regimes include:



REFLECTION REGIME

Supervisees have the opportunity to reflect on their actions and mistakes, learn from their behaviours, and develop strategies for personal growth and change. Under this regime, supervisees participate in reflection circles, counselling sessions and classes aimed at instilling a positive mindset and guiding them in their reintegration journey in the community instead of recalling them back to prison institutions.



VOLUNTARY SUPERVISEE SUPPORT PROGRAMME

ROs and Case Managers (CM) will work closely with supervisees who face issues while on community supervision to address their reintegration needs and adjustment issues before the supervisees relapse. This is achieved through counselling, joint-family sessions, in-house programmes, and linking supervisees with community resources to support their reintegration and prevent re-offending.



EMPLACEMENT PREPARATION REGIME

At the onset of emplacement, supervisees will undergo preparation for employment and societal integration. During this regime, supervisees attend reflection sessions and receive support resources from our community partners. They will gain the necessary skills, knowledge, and confidence to adapt to the demands of their employment and society at large, facilitating a smoother transition and increasing their chances of successful reintegration.

Q4 WHAT IS LEADERSHIP TO YOU?

To me, a leader encompasses three essential qualities.

Firstly, a leader should stay hungry for knowledge and have a continuous learning mindset. When a leader has a learning attitude and seeks to learn from others, they can discover fresh insights and diverse perspectives which allow alternative approaches to problem-solving. This constant learning fosters adaptability and enables leaders to navigate the dynamic and ever-changing work environment that we face as Captains of Lives effectively.

Secondly, effective leadership is characterised by open communication. By fostering an environment of transparent and inclusive communication, leaders encourage collaboration among team members and other partners, which makes it easier to deal with daily operational issues.



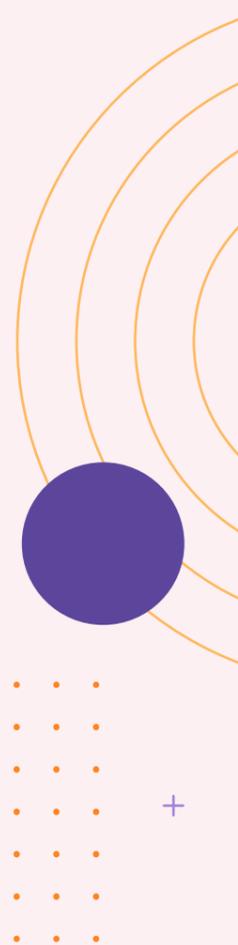
Supt1A Ivy Soh with her team of officers from Community Corrections Command (COMC).

Lastly, a leader should exhibit sincerity and authenticity. Leading with courage and empathy cultivates trust and respect within the team, and creates a supportive environment where staff feel valued and empowered. Only by genuinely seeking to understand each other’s strengths and weaknesses can leaders coach their staff, allowing them to achieve their maximum potential. By embodying these qualities, leaders can inspire their teams, promote collaboration, and foster a culture of continuous growth and success.



As Captains of Lives, it is our responsibility to maintain the highest standards of order and discipline, while providing rehabilitation opportunities to our supervisees. ”

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Presenting our Outstanding Captains of Lives (OCOLs)

Reported by
HTS12 Charmaine Ch'ng

The Outstanding Captains of Lives (OCOL) award is a prestigious award to recognise staff who have been exemplary at work, displaying SPS's core values of Synergy, Vigilance, Integrity and Care in their daily interactions with staff, inmates and their family, as well as community partners. This year, we celebrate the achievements of seven SPS officers. They share with us what does Captains of Lives mean to them.

Watch our OCOLs, YRSG's HOPE and CREST Award winners in the video here!



RO1 MOHAMED IFANOS DAULAI BIN ARSAT

Officer-in-Charge (Kitchen Operations),
Institution A5, Cluster A



“ Being a Captain of Lives is not as easy as it looks since we need to put on many hats depending on the situation. We need to be the guide, mentor, coach, teacher, as best as we can. At the same time, we need to always be ready to be a disciplinarian when a situation arises. So, to me, being a Captain of Lives is about being a good role model to both my colleagues and inmates, guided by the SPS values of Synergy, Vigilance, Integrity, and Care. What we do now will impact the future! ”

23 YEARS IN SERVICE

RO1 SHAHRIL BIN MAHNOH

Senior Correctional Unit Officer,
Institution B5, Cluster B



“ Being a Captain of Lives provides me the opportunity to impact the lives of inmates in so many ways. We work in an environment where we can put on various hats to perform our daily tasks – a disciplinarian, counsellor/trainer and trusted guardian. Lastly, I get the greatest fulfilment when inmates reintegrate well in the community, get a decent job and are not seen again in the system for good. ”

23 YEARS IN SERVICE

ASP2 KOH LEE FANG

Staff Officer (Staff Development),
Cluster C



“ As Captains of Lives, we need to be a good role model, mentor, and coach to inmates under our charge and also our fellow colleagues. A Captain of Lives also needs to be humble, empathetic, but firm and fair at the same time. I am grateful to be a Captain of Lives and will continue to do my best to uphold our mission and vision of achieving a society without reoffending. ”

16 YEARS IN SERVICE



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MX11 DAENG NORASHIDA BINTE SAHAK

Lead Specialist (Reformative Training), Cluster C



“ To me, being a Captain of Lives is about influencing and creating ripples of positive impact in the lives of inmates, their family and community at large. It is about having that powerful vigour of hope and belief that circumstances will get better for the lives of those who are under our charge despite the obstacles and challenges. Hope leads us to take bold actions, to impact lives. ”

9 YEARS IN SERVICE

CW2 MURALI DAREN S/O KRISHAN

Staff Officer (External Operations Inspection & Training), Prison External Operations, Operations & Security Command



“ Being a Captain of Lives is about helping people turn their lives around and believing that everyone deserves a second chance. It is a noble calling that gives us a priceless opportunity to make a difference and create a positive impact in the lives of inmates, as well as their family and friends.

To inspire change, we must strive to be exemplary officers who embody a strong sense of moral and integrity in both our professional and personal lives. There is nothing more rewarding than watching people with a rough past desist, support their family and contribute to the society. ”

15 YEARS IN SERVICE

DSP1 CHEE YI TIAN FELICIA

Assistant Manager (Home Detention / Residential Scheme), Community Corrections Command



“ A Captain of Lives is like a hiking guide, who is out on a trail with hikers, experiencing and discovering the beauties and possibilities in the world. Like hiking guides, Captains of Lives are with our inmates and supervisees as they navigate terrains to reach the summit. Along the hike, inmates and supervisees may stumble and get lost from time to time. By being present with them, we provide a listening ear, encourage, and empower them to discover the strength in themselves. When they see their own light, they can push themselves to be at the summit which they desire. ”

10 YEARS IN SERVICE

CW1 VICKNESWARAN MARIAPPAN

Offender Administration Officer, Sentence Management Branch, Operations Division



“ To me, being a Captain of Lives means to always do my best and exemplify the SPS values both at and outside work. Our core values are Synergy, Vigilance, Integrity, and Care. Synergy - through how we collaborate with other law enforcement agencies in our daily work; Vigilance - to always be alert and look out for fellow colleagues and inmates under our charge; Integrity - to always behave honourably towards everyone, treating everyone with respect and assisting all those who need help; Care - to always listen and think from the perspective of others. Last but not the least, we need to take ownership of our role and give our best to inspire everyone at every chance. ”

13 YEARS IN SERVICE



A JOURNEY OF TRANSFORMATION AND SUPPORT

Reported by
RO2 Xavier Tan



Did you know that in our ongoing commitment to address the challenges faced by inmates with violence antecedents, there is a programme run by Institution B1 to address these issues? Led by a dedicated team of prison officers and supported by the Correctional Rehabilitation Specialists (CRS) from the Psychological & Correctional Rehabilitation Division (PCRD), the HERO programme is an initiative that is making a real difference in the lives of inmate participants. HERO stands for Honour, Empathy, Resilience, and Ownership which are the values the programme wishes to inculcate in participants by the end of the programme.

Collaboration with our key partners has always been at the forefront of our rehabilitation efforts. Together with the passionate staff and volunteers from Thye Hua Kwan (THK) Brotherhood, the General Violence Unit of PCRD and Institution B1 have collaborated to enhance the change process and support the aftercare needs of the HERO programme inmate participants through a transformative experience.

One remarkable individual who has played a pivotal role in this programme is Firdaus, a devoted volunteer from THK Brotherhood. Firdaus works closely with inmates, prison officers, and CRSs from PCRD's General Violence Unit as a volunteer in the THK Brotherhood programme. Balancing his responsibilities as a Hotel Front Desk Executive and being a father of six children, his dedication and passion have touched the lives of those he has worked with.

While it is not an easy undertaking, he finds it meaningful as it is always a joy to talk to the CRSs and prison officers, engage with the inmates and listen to the experiences and reflections from all inmate participants.



Firdaus
Volunteer from
Thye Hua Kwan (THK)
Brotherhood

WHAT IS ONE OF THE MOST MEMORABLE EXPERIENCES YOU HAD IN YOUR JOURNEY SUPPORTING THE THK BROTHERHOOD SEGMENT IN THE HERO PROGRAMME?



Firdaus (last row, third from the left) together with his fellow volunteers from THK.

Being part of a discussion circle with inmates was both challenging and memorable for me. Navigating discussions about sensitive issues posed a particular challenge, as some of the participants were not comfortable discussing them. I especially recall that during one of the circles, one participant courageously shared his life struggles. It was such a moving sight to witness the other inmates, whom we also refer to as 'brothers', listening empathetically and giving support and encouragement to him. Words cannot adequately describe my emotions when I saw the authenticity and shared experiences within the circle. There were no labels or judgement, only love and care.

During these circle sessions, there were also countless moments when inmate participants openly shared their vulnerabilities, mistakes, and regrets. This fostered a culture of learning, compassion, and support, where we all showed care and love for one another. I found myself gaining valuable life experiences and new perspectives from the inmates. By sharing their problems and experiences with us, they created a space for mutual growth and understanding. We all learnt from each other's experiences, fostering a sense of collective learning and personal growth.

WHAT MADE YOU VOLUNTEER FOR THIS PROGRAMME?

I have been incarcerated multiple times and attended programmes like this during my past incarcerations. I distinctly remember attending one of these circles and listening to a volunteer sharing his own experiences. That was when I made a silent promise to myself that one day, I would return to help inmates who need support, advice, and a listening ear. When this opportunity arose to volunteer and contribute to the programme, I took four days of unpaid leave without hesitation despite being the sole breadwinner of my family.



There were so many moments in the circle time where inmate participants share their vulnerabilities, mistakes and regrets. This fostered a culture of learning, compassion, and support in showing care and love to each other.

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Firdaus and his wife attending a pottery course. He shares that his wife is his pillar of support and motivation to persevere during challenging times and give back to others.

I am thankful that my wife and children are proud of me for doing this. I am also proud of the positive changes and transformation that I have seen within myself. I believe that if I can change, so can everyone else. I was helped and know how it feels when facing hardship. Now that I can contribute and give back to others, I will do my best. If I can make a difference to even one person, it will cause a ripple effect, and impact his entire family. That is enough motivation for me to give my best and continue volunteering.

WHAT IS ONE MOTTO YOU LIVE BY?

Confidence, Effort, and Time. These three pillars form the foundation of my personal transformation.

Firstly, it all begins with self-confidence. To believe that "I can change, and change is possible". When this is coupled with effort, determination, and perseverance, then only can change be attained. Lastly, even when faced with challenges, one needs to remain consistent to push forward no matter what. With time, we will see the changes within us.



Firdaus passionately at work, exuding confidence.

As I reflect on my own transformation journey, and from my volunteering experience, my words of advice for the inmates will be "If I can change, so can you!". Help is everywhere but you need to seek this help and be willing to accept it. My motivational words to volunteers out there would be "If not you, then who?" Each of us possesses the power to make a difference in someone's life, to empower others to navigate their own reintegration journey. By taking the step to help, we not only uplift the individual but also impact their family and community.

THANK YOU!

We would like to thank Firdaus and all the THK Brotherhood volunteers for their unwavering commitment and contributions to the HERO programme. Together, we are transforming lives!



TURN YOUR PASSION INTO ACTION!

Join us as a volunteer today to be part of a transformational journey for our inmates', empower them to strive towards positive change, and create a positive impact on the lives of others. Find out more about how you can **contribute as an SPS volunteer** by scanning or clicking the QR code.

DID YOU KNOW?

THK Family Services offers multiple programmes that aim to build an inclusive society where families of incarcerated persons are embraced and empowered to be contributing members of society. THK Staff are supported by passionate volunteers who are also well-trained in counselling, group facilitation and conflict resolution. Click or scan the QR code to find out more about the **various support provided under THK's Programmes and how you can make a difference** today!

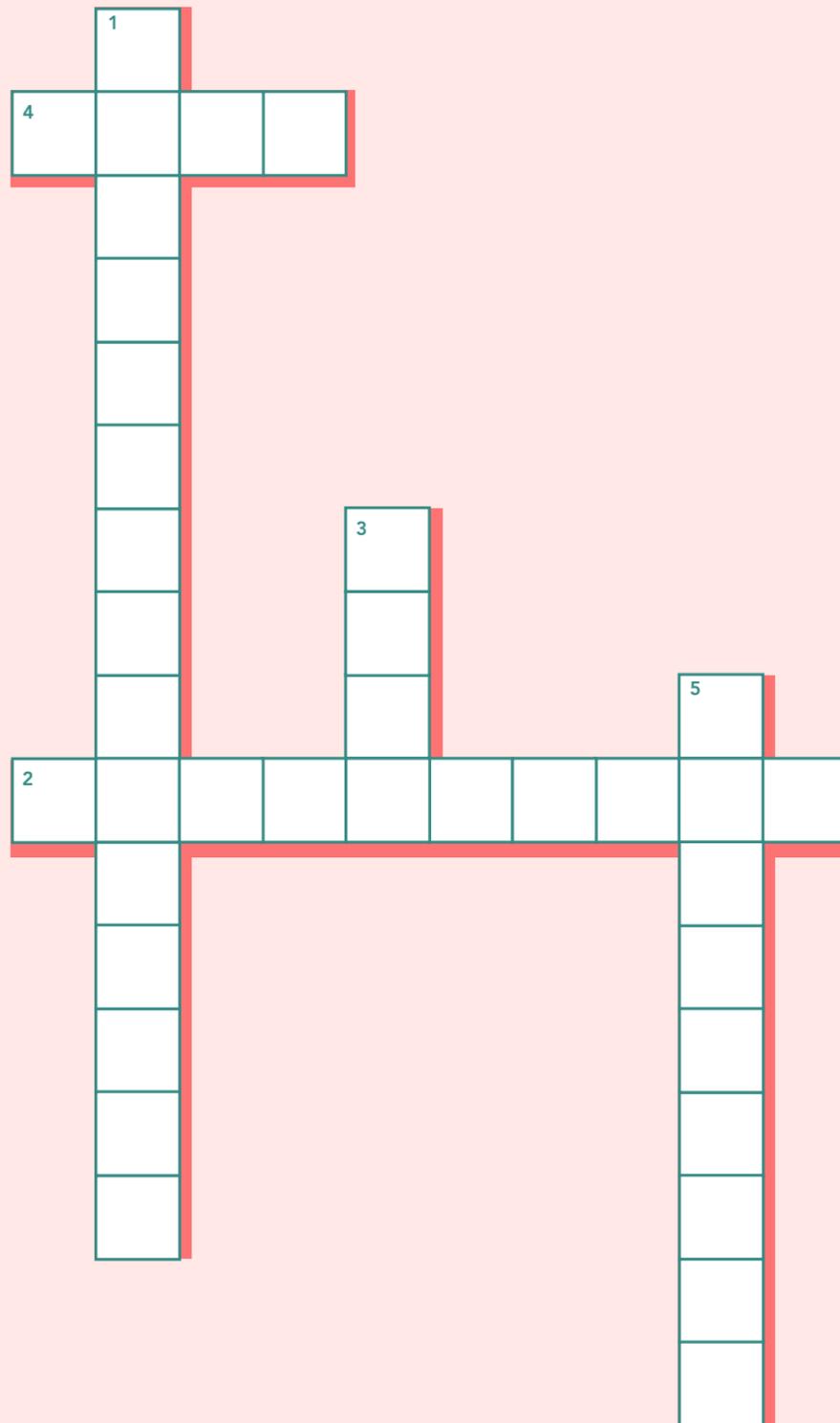


Training session organised by THK for the Brotherhood volunteers ensure their competency in Group Facilitation.

prisonnews

TRIVIA!

Test your knowledge of how well you know the work of SPS and our partners!



Submit your answers to the crossword through scanning or clicking the QR code by **31 August 2023** to stand a chance to walk away with our **limited edition** SPS Collaterals!

→ HORIZONTAL

- 4 As part of the Singapore Prison Service’s commitment to address challenges faced by inmates with violent antecedents, Thye Hua Kwan Brotherhood and the Generation Violence Unit from Institution B1 developed the _____ programme.
- 2 This regime allows supervisees to reflect on their actions, learn from their mistakes, and develop strategies for personal growth and change. What regime is this?

↓ VERTICAL

- 1 To create an empowering ecosystem of prosocial support through activities and programmes for ex-offenders, the Singapore Prison Service launched the _____ on 15 April 2023.
- 3 To be presented the Outstanding Captain of Lives (OCOL) award, officers must be exemplary at work and display the Singapore Prison Service’s core values of Synergy, Vigilance, Integrity, and _____.
- 5 The theme of SPS-YRSG Corporate Advance 2023 was “Forward Corrections: Strengthening Partnerships” which emphasised the importance of _____ partnerships.

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