

prisonnews

JANISSUE 2020

CAPTAINS OF LIVES
REHAB • RENEW • RESTART

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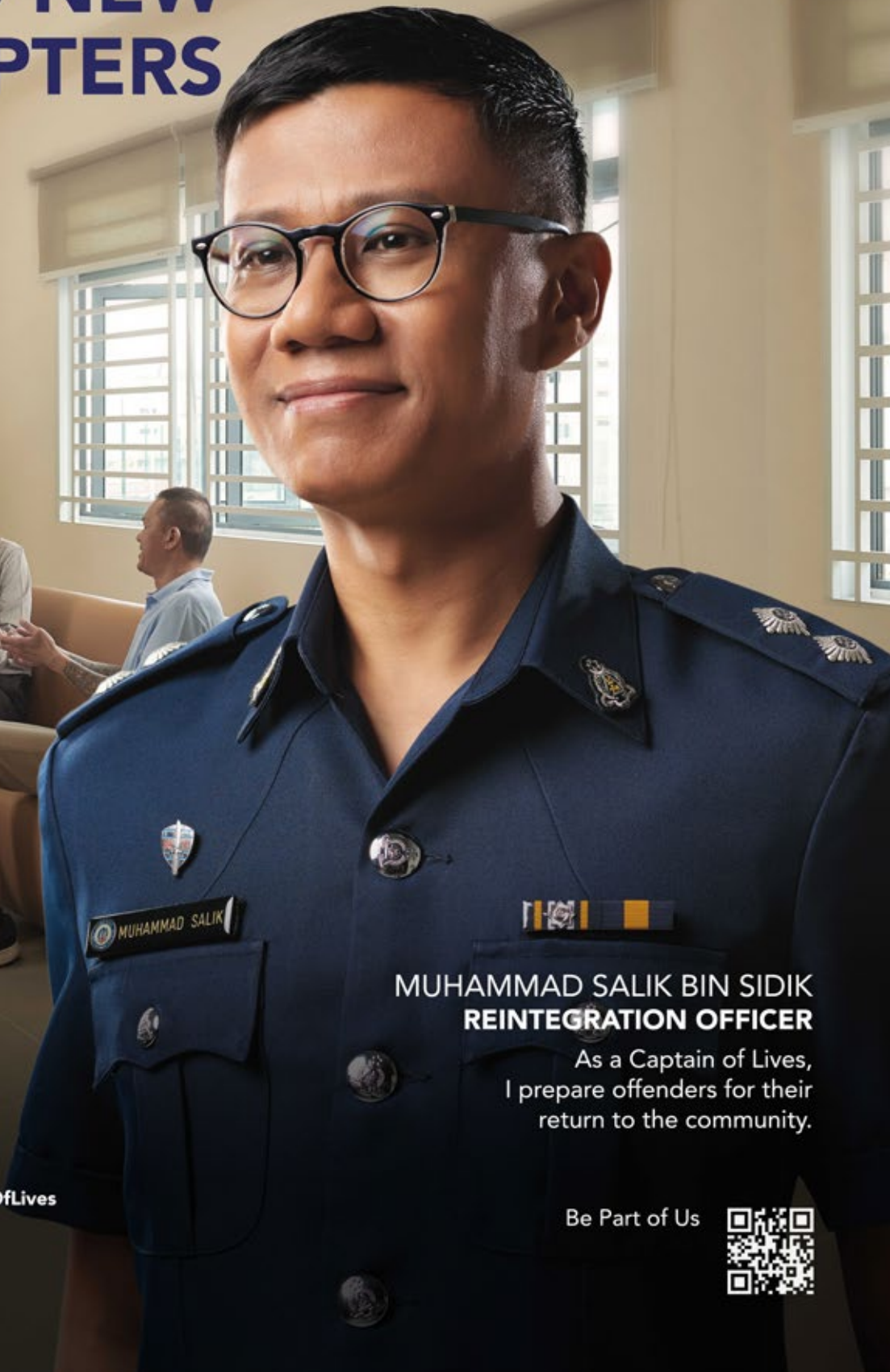
A DAY IN THE SHOES OF...
PRISON OFFICER COURSE TRAINEES

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**SINGAPORE
PRISON SERVICE**

TURNING SENTENCES INTO NEW CHAPTERS



MUHAMMAD SALIK BIN SIDIK
REINTEGRATION OFFICER

As a Captain of Lives,
I prepare offenders for their
return to the community.

Follow us @CaptainsOfLives



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EDITOR'S NOTE

Dear Readers

In the blink of an eye, 2019 has passed and we have entered a new decade. Even as we make new resolutions, we review some of last year's events in 2020's first issue of *Prison News*.

The Singapore Prison Service (SPS) won the pinnacle **Singapore Quality Award with Special Commendation (SQASC)** for the second time. SPS previously clinched this award in 2012, and winning it again last year recognises our commitment to organisational excellence. *Prison News* highlights the journey our Captains of Lives (COLs) had undertaken from the preparation to the on-site assessment, leading up to SPS being conferred the award on 8 October 2019.

The SQASC journey was led by SPS' Strategic Planning Division (SPD), our organisational planning and development arm. *Prison News* took the opportunity to have a chat with **Director of SPD**, who shared her thoughts on the culture of learning and innovation within SPS.

75 of our COLs were also recognised at last year's **National Day Awards**, receiving awards across 5 categories for their outstanding contributions to the Public Service. *Prison News* spoke with some of them to find out more about what motivates them to strive for excellence.

The development of motivated and proficient staff in SPS does not happen by chance, and the Singapore Prison Training Institute (SPTI) fulfils the role of our 'corporate university' by building a strong foundation for new officers and sharpening the skills of in-service staff. *Prison News* had an exclusive look at the **rigorous training that our COLs-to-be go through**, before their graduation to become full-fledged Prison Officers.

Mr Wong Ci Yi
Editor, Prison News

Cover Photo: The trainees from the 01/19 Prison Officer Course training cohort at Home Team Academy's Training Village, where scenario-based training are conducted.

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OUR SQASC JOURNEY

Reported by
Chua Yi Gang and Ng Kia Yi (Prison News Reporters)



On 8 Oct 2019, SPS was conferred the prestigious Singapore Quality Award with Special Commendation (SQASC) at the Business Excellence Awards Dinner organised by Enterprise Singapore. The award reaffirmed our sustained efforts in pursuing business excellence (BE). Read on as Prison News traces SPS' journey towards SQASC renewal!



The **Business Excellence Awards** are awarded by Enterprise Singapore, recognising Singapore companies which have demonstrated high standards of performance and organisational excellence.

SQASC is the pinnacle award for business excellence, and recognises past SQA and Niche Award winners for scaling greater heights of excellence and sustained global leadership.

SPS was awarded the SQA in 2006, and subsequently awarded the SQASC in 2012 and 2019.

Find out how the BE framework has helped SPS achieve organisational excellence here!

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SPS directorate members and the SQASC renewal team receiving the award at Business Excellence Awards Dinner 2019

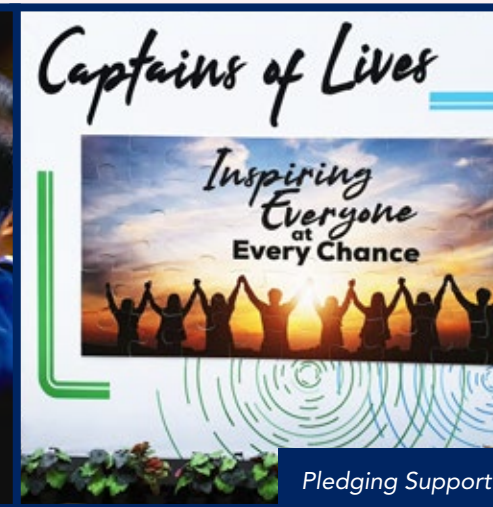
APRIL - JUNE 2019

SPS-Score Corporate Advance & SQASC Rallies

The annual Corporate Advance served as a rallying call to our Captains of Lives (COLs) as we embarked on our SQASC journey. Subsequently, the SQASC Rallies brought them through SPS' progress over the years and encouraged them to continue to strive for excellence.



Commitment Cards



Pledging Support



Engaging staff during the rallies



The hardworking team behind the rallies

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JULY 2019

Site Visit by the Assessors



Leveraging technology as a force multiplier
to automate routine processes and enhance operational capabilities



Prison Without Guards

OCTOBER 2019

Conferred SQASC Award



Mr Desmond Chin, Commissioner of Prisons, addressing the audience at Business Excellence Awards Dinner 2019

“

This award reaffirms the direction we had taken almost two decades ago – that rehabilitation and reintegration is the way to go for the long-term good of our offenders, their families and our society.

SPS must and will remain committed to our vision – to transform the lives of our offenders, not just for better, but for good.

Mr Desmond Chin
Commissioner of Prisons

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05



Learning Prison

Motivating inmates towards positive change
and empowering them to take greater ownership of their rehabilitation



Our Captains of Lives

Our people are our greatest strength
and the key to the success of our correctional efforts



arang Halfway House



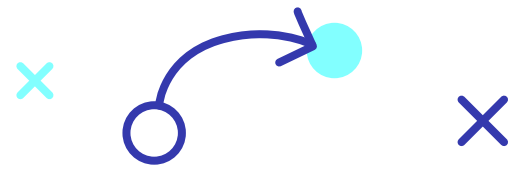
Prison Without Walls

Enhancing community corrections
to facilitate seamless throughcare in reintegrating ex-offenders

CONVERSATION WITH...

DIRECTOR OF STRATEGIC PLANNING DIVISION:

MS FOO EE LIN



Reported by
Crystal Seet (Prison News Sub-Editor)
and Chen Shuyi (Prison News Reporter)

The Strategic Planning Division (SPD) in the Singapore Prison Service (SPS) oversees organisational planning, organisational development, resource planning and data science. Prison News checks in with Director SPD, Ms Foo Ee Lin, to find out more about her work and the key initiatives in SPS.



Deputy Assistant Commissioner (DAC)
Foo Ee Lin
Director, Strategic Planning Division
19 Years in Service

Q1 TELL US MORE ABOUT YOUR ROLE AS DIRECTOR SPD.

My work in SPD is interesting, as the portfolio involves organisational planning using insights gained from data analytics, coordinating efforts to track SPS' strategic plans, and creating new ones to address future challenges and opportunities. Through various Organisational Development initiatives, we galvanise our leaders and staff to shape the desired future and the organisation's culture. We also manage relations with our foreign correctional counterparts.

Q2

SPD SUCCESSFULLY RALLIED AND PREPARED THE ORGANISATION FOR ITS RENEWAL OF THE SINGAPORE QUALITY AWARD WITH SPECIAL COMMENDATION (SQASC) IN 2019. HOW DO YOU FEEL ABOUT SPS RECEIVING THE SQASC AGAIN?

Definitely, a sense of pride. During the SQASC assessment, the interviewers asked us, "What are the wow factors of SPS?" We shared many game-changing initiatives, but one big wow factor we shared was our people. It takes good people to change people for the better — to transform lives. Our Captains of Lives (COLs) are definitely the everyday heroes who make the difference.

After our SQASC win in 2012, we did not stop seeking to do better. We went on to plan for Corrections 2025 to achieve our desired correctional landscape. We reviewed our Vision and Mission in 2013. We strengthened our correctional research capabilities, and leveraged technology and community partnerships extensively to augment our operational capabilities. We also rolled out initiatives to bolster our staff's knowledge, skills and competencies.

It has been 20 years since we embarked on our Business Excellence journey. We have been successful thus far because of the collective aspirations and hard work of our COLs.

Q3

DATA SCIENCE IS INCREASINGLY USED IN ORGANISATIONS TO IMPROVE WORK PROCESSES AND OUTCOMES. HOW DOES SPS MAKE USE OF DATA TO OPTIMISE OUR WORK PROCESSES?

In 2016, we developed our Data Science Branch to leverage the growth opportunities presented by digitalisation, and to make better data-driven decisions to optimise our limited resources.

Our data analytics capabilities have grown since then. It has helped us to spot trends, identify gaps and design solutions that can deliver better outcomes. We have gained new insights that helped to enhance our inmate management and rehabilitation outcomes. For instance, data analytics has helped us to understand our offenders better, so that we can be more targeted in our approach and deliver better interventions.

“IT TAKES GOOD PEOPLE TO CHANGE PEOPLE FOR THE BETTER — TO TRANSFORM LIVES. OUR CAPTAINS OF LIVES ARE DEFINITELY THE EVERYDAY HEROES WHO MAKE THE DIFFERENCE.”



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“
UNDER OUR CORRECTIONS 2025 TRANSFORMATION PLAN, WE HAVE INTRODUCED LEARNING PRISON, PRISON WITHOUT GUARDS AND PRISON WITHOUT WALLS, STRATEGIES DESIGNED TO HELP US ACHIEVE OUR MISSION AND VISION.
”

Q4 HOW DOES SPD NURTURE LEARNING AND INNOVATION IN THE ORGANISATION?

I would say that SPS has a dare-to-try spirit. Good ideas do not reside only with the leaders.

Many of our staff have good ideas. They know the ground issues and challenges. They can spot trends and issues early, and are in a good position to address them.

We have in place a 3i (ideas, improvement, innovation) Framework to support, facilitate, and affirm our staff's innovation efforts. Our Staff Suggestion Scheme provides a platform for officers to contribute their ideas. Excellent ideas are also recognised through the SPS, Home Team and Public Service awards.



Exemplary Innovator Award recipient CW Andrew Tay (first from left) and Exemplary SkillsFuture @ Public Service Award recipient CW Ramesh Christ Arokiamathan (first from right), with Ms Shie Yong Lee (Deputy Commissioner (Policy & Transformation) of Prisons) and Mr Pang Kin Keong (Permanent Secretary, Ministry of Home Affairs) at the Public Sector Transformation Ceremony 2020



Q5 WHAT ARE SPS' KEY CHALLENGES?

External factors, such as social, economic or technological trends, have a huge impact on the work we do in prisons, and our goal to prevent offending and reduce re-offending. An example is the legalisation of drugs in many countries, and the increasing liberal attitudes toward drugs use. We are doing our part to arrest this trend, by developing evidence-based programmes to rehabilitate and motivate drug offenders to lead a drug-free life. We are always seeking to do better in our interventions.

We are in the people business, and the work of changing mindsets and attitudes is never straightforward. It takes time, effort, perseverance and resilience. On top of rehabilitation work, we also have to ensure safety and security. To do all of these, we need to leverage on technology to transform our operations, free up our staff from routine tasks to perform higher-order work, be more data-driven and creative, and work more closely with the community.

Strengthening the public's support for our work is vital to our success. Inmates have to return to society at the end of their sentences. Therefore, co-creating solutions with the community to reintegrate ex-offenders is an important aspect of our throughcare framework.

Under our Corrections 2025 Transformation Plan, we have introduced *Learning Prison, Prison Without Guards and Prison Without Walls*, strategies designed to help us achieve our Mission and Vision. Our planning, however, does not end here. We have begun conversations on what we can do beyond 2030.

Q6 COULD YOU SHARE MORE ABOUT SPS' RELATIONS WITH ITS OVERSEAS COUNTERPARTS?

Over the years, SPS has built a strong reputation for evidence-based correctional practices. We also conduct learning visits for our foreign counterparts, and host international events, such as the Yellow Ribbon Conference and Asian Prisons Lockdown Challenge. This year, SPS will also be hosting the 40th Asian and Pacific Conference of Correctional Administrators. These international platforms and engagements allow us to interact with other correctional experts regularly, and strengthen our correctional knowledge and organisational excellence.

Q7 DO YOU HAVE ANY WORDS OF ENCOURAGEMENT FOR OUR FELLOW COLS?

Changing hearts, behaviours and attitudes is not easy. It takes exceptional people to sign up for this job, and to stay on. There will be disappointments, but there are also heart-warming success stories.

Stay focused on our Mission. Our work contributes to a larger objective, which is to create a safe and secure best home for all. Let's press on!

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Captains of Lives
December 21, 2019 at 11:00am

Life in SPS: Prison Officers Answer 8 Questions
Join us in conversation with Varian, Mangalesvary and Sophan, as they share about their careers as **#CaptainsOfLives**, their motivations for joining SPS, and what continues to inspire them!

Varian Staff Officer
Mangalesvary Personal Supervisor
Sophan Staff Officer

CLASS 95 **Mediacorp Class 95**
November 22, 2019 at 8:13am

People in Our Neighbourhood — SUPT Dominic Fernandez
SUPT Dominic Fernandez, Senior Assistant Director of the Transformation and Governance Branch, shared about his experiences as a Senior Prison Officer with the Muttons on Class 95!

Captains of Lives
November 22, 2019 at 7:07pm

Our COLs at Home Team Fest 2019
At Home Team Festival 2019, our **#CaptainsOfLives** demonstrated the use of the Human Behaviour Detection System (HBEDS), DIRECT tablets for writing of e-letters, and Virtual Reality headsets for scenario-based training. We hope you enjoyed **#HTFest2019!**

Amrin Amin
December 19, 2019 at 11:59am

Quit Gang — AADiary
Since 2009, 1,700 inmates have renounced their gang affiliations in prison. Hear what one of them shared with Senior Parliamentary Secretary for Home Affairs and Health Mr Amrin Amin, on what made him take this brave step.

If you do not want to leave the gang and change right now,

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

Follow us! **@CaptainsOfLives**



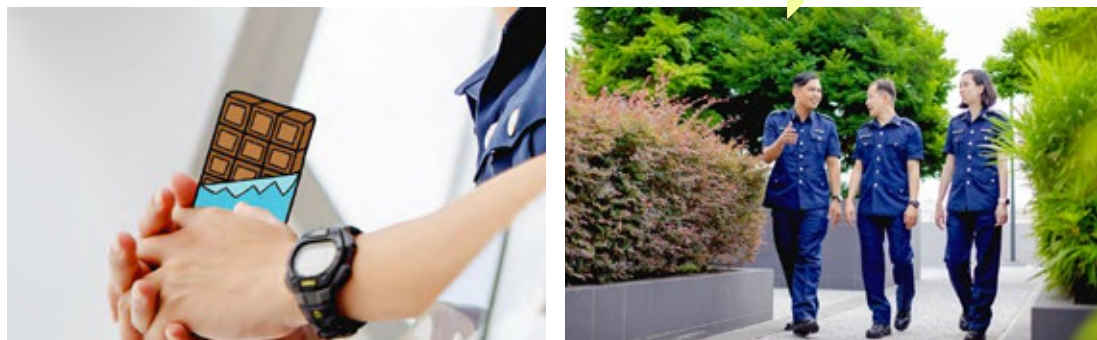
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Careers@Gov
November 12, 2019 at 6:13pm

Oh My Boss! — Melvin Seah (Singapore Prison Service)

"I have not met anyone who can eat the amount of chocolate that he eats. I can only assume that's where he gets his energy from!" Learn how ASP Melvin's creativity and empathy make working in the Singapore Prison Service a sweet experience for his team.



Captains of Lives
October 9, 2019 at 11:02pm

S'pore prison officer, who never felt like quitting job in last 30 years, once talked ex-inmate out of suicide

CW Helen Lim has been with SPS for over 30 years, and is currently a Reintegration Officer at the Community Corrections Command (COMC). Learn about her experiences and challenges in this feature by Mothership.



The Straits Times
October 11, 2019 at 3:00pm

How the prison handles a riot

Swift. Accurate. Powerful. United. Check out how our Singapore Prisons Emergency Action Response (SPEAR) Force responded during a contingency exercise in the video feature by The Straits Times!



PRISON OFFICER COURSE TRAINEES

Reported by
Joey Low and Sheena Tay
(Prison News Reporters)



Trainees at the Inauguration Ceremony to mark the commencement of their training to be Captains of Lives.

COURSES OFFERED

Prison Officer Course (POC)

Duration

Direct-Entry Sergeant (Sgt):
22 weeks

Direct-Entry Rehabilitation
Officer (RO): 29 weeks

The POC consists of residential and on-the-job training designed to equip new entrant officers with the prerequisite functional and leadership competencies for their foundational roles as Housing Unit Officers and Personal Supervisors.

Developmental Courses for Prison Officers

SPTI offers leadership development courses across various leadership levels based on the SPS Leadership Competency Model.

SPTI also conducts leadership and functional courses, such as the Prison Officer Supervisory Course and Superintendent Course, to equip officers with the necessary competencies to perform key operational roles required of their appointments. Experienced prison officers who are subject matter experts will conduct these courses.

LIFE AS A PRISON OFFICER COURSE TRAINEE

Prison News had the opportunity for two of its non-uniformed reporters to be attached to the 01/19 Prison Officer Course (POC) cohort to find out what a typical day as a PO trainee is like!



Daily pledge taking at the HTA

5.30AM — REVEILLE

Trainees start their day before daybreak, and prepare for the long day of training ahead.

7AM — PLEDGE TAKING AND BREAKFAST

Trainees fall in for pledge taking before having their breakfast. This aims to inculcate a sense of duty and a reminder on the importance of their work as Captains of Lives.

9AM TO 4PM — MODULAR TRAINING AND LUNCH

Training consists of components that provide new officers with the requisite foundational skills and knowledge, via experiential learning and application of jailcraft principles. The curriculum covers four areas of development: Academic, Tactical, Fitness, and Personal and Leadership Development.



SPS' TRAINING ARM

The Singapore Prison Training Institute (SPTI), previously known as Prison Staff Training School, is the training arm of SPS, offering a wide variety of courses to support the training and learning of Captains of Lives.

LOCATION AND FACILITIES

Currently situated within the Home Team Academy, SPTI offers learning spaces for academic lessons and a simulated environment comprising mock prison cells to facilitate scenario-based training. Adopting the blended learning approach, SPTI leverages on technology, such as e-courseware and Virtual Reality (VR) to enhance the trainees' learning needs.



Utilisation of VR in training of Prison Officers

ACADEMIC



FITNESS



TACTICAL



PERSONAL & LEADERSHIP DEVELOPMENT



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SPTI adopts a 70:20:10 training methodology, where 70% of the training involves practical and hands-on components, 20% on mentoring and peer sharing, and 10% involves theories and academic lessons. For the hands-on component, trainees undergo scenario-based assessment to ensure their operational readiness prior to being deployed as Prison Officers.

Apart from learning the systems and processes involved in running a prison and its routines, new officers also undergo the '7 Habits of Effective Captains of Lives' Skillset Training. This training equips them with soft skills, such as motivational interviewing techniques and people management, which are necessary to facilitate the rehabilitation and reintegration of inmates back into society.



Daily physical training keeps trainees in top shape

4:30PM TO 6.30PM — PHYSICAL TRAINING

Trainees go through progressive physical training to build up their fitness. Prison Officers are also required to pass their Physical Fitness Test annually and maintain their physical fitness to be operationally ready.

6.30PM TO 10.30PM — DINNER AND PERSONAL TIME

As the sun sets, the trainees have their dinner and make their way back to their bunks to work on projects assigned to them. Such projects include the coordination of learning journeys, sports and bonding events. This provides them with the opportunity to practise their organisation and project management skills, while enhancing their training experience and strengthening their bonds through team-based activities.



Trainees in discussions for their upcoming event



Watch Chief Warden (CW) Rudy (SPTI Trainer) introduce the training at SPTI on MHA Facebook page

CW2 Rudy Khairon Daiman
Trainer, Singapore Prison Training Institute

HEARING IT FROM THE TRAINERS AND TRAINEES



CW IRWAN KURNIAWAN BIN RAHMAT

SPTI Trainer
15 Years in Service

What is most satisfying about being a Trainer?

Seeing your trainees developing into good Prison Officers with positive mindsets, by guiding them to reach their goals and be able to engage the inmates purposefully. It is also important to align their beliefs to that of SPS, for them to believe in second chances and the importance of rehabilitation.

If you were to describe the training in one word, what would it be?

It would be fun! We strive to make the training fun, as it would encourage the trainees to be more participative and enjoy the learning experience. We try to be innovative and tap on technology to provide engaging and relevant training.

What advice would you give to people who are keen to join as a Prison Officer?

I would definitely encourage them to give it a shot. This is a unique job where you get to learn more about human behaviour and broaden your perspectives. The job is challenging, yet fulfilling.



CW MUHAMMAD GAZALI BIN YAZID

Chief Personal Supervisor
Institution A1
SPTI Adjunct Trainer
19 years in service
(12 years as an Adjunct Trainer)

What is an Adjunct Trainer?

Adjunct Trainers support SPTI in conducting some of their training. As operational staff, Adjunct Trainers know the pulse on the ground. They are more familiar with what is happening in the institutions. They can thus value-add by sharing real-life scenarios, help the trainees to better understand and link what they learn to their work upon graduating.

How does being an Adjunct Trainer value-add to your development?

Under SPS' Trainer Competency Development Roadmap, Trainers can progress from being a Trainer to Specialist Trainer, Principal Trainer, and eventually, Master Trainer. My experience as an Adjunct Trainer has helped me hone my interpersonal skills. By conducting training, I have the opportunity to share my experiences and interact with more people.

What advice would you give to people who are keen to join as a Prison Officer?

To be a Prison Officer, you must be self-motivated, and driven to strive for excellence. You must also be positive, keep an open mind and be open to learning new things at all times.

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HEARING IT FROM THE TRAINERS AND TRAINEES



**TRAINEE SERGEANT (SGT)
JASMINE GOH**

**Current SPTI Trainee
Graduated with Diploma in Biotechnology**

Why did you join as a Prison Officer?

After graduation, I wanted to find a meaningful job with a purpose, and that led me to choosing this career. I was inspired to help the inmates and assist them in finding their second chances, which is why I decided to become a Captain of Lives. I also feel a sense of pride when I don the SPS uniform, knowing that I am contributing to making Singapore a safe and secure home.

What was your favourite and toughest part of the training?

Physical training was the toughest part for me as I had not been very active before training. It was initially challenging for me to catch up with the others, especially the male trainees who had a higher level of fitness. Thankfully, the training was progressive, helping me to build up my fitness level over time.

My favourite part of the training was also the physical training, as it was the time when our training cohort would come together and motivate one another. I am grateful to my trainers and cohort mates, who have been motivating and cheering me to push on.

What advice would you give to people who are keen to join as a Prison Officer?

You will have to be passionate in what you do, as it will build up your mental resilience for this challenging, yet meaningful job. You must also be willing to step out of your comfort zone and have a positive attitude towards learning.



**TRAINEE REHABILITATION
OFFICER (RO) N BALAKUMARAN**

**Current SPTI Trainee
Graduated with Bachelor of Arts
in Sociology**

Why did you join as a Prison Officer?

I have always been interested in the uniformed service, as both my father and brother are also uniformed officers. I decided to join as a Prison Officer as I wanted a job that would be meaningful and fulfilling. In my course of studies, I learnt about the importance of rehabilitation of inmates in breaking the re-offending cycle, so that they can become better citizens in society. Being a Captain of Lives allows me to be part of this meaningful mission.

What do you like about the training?

I feel that the training is very relevant to what we can expect in our actual job scope, and we have scenario-based training in a simulated prison setting. The trainers are also knowledgeable and the sharing of their experiences has been inspiring and given us a clearer understanding of what to expect.

What advice would you give to people who are keen to join as a Prison Officer?

You need to have an interest in this job, and it is important to have the right attitude. You have to be willing to keep learning and upgrading, and be adaptable to any changes. The right attitude would include taking the initiative to keep yourself physically fit and refreshing your skills regularly to continue doing well in your job.



The 01/19 Prison Officer Course training cohort

JOIN US AS CAPTAINS OF LIVES!

As Captains of Lives, we aspire to create a positive impact in the lives of offenders, and inspire everyone at every chance towards a society without re-offending.

UNIFORMED POSITIONS

Recruitment Criteria

- **Nationality:** Singaporean
- **Vision:** Good eyesight and normal colour vision
- **National Service (for males):** Good national service record and a PES status of A or B.

Recruitment Process

- Round 1:** Selection Assessment
- Round 2:** Interview Assessment
- Round 3:** Medical Screening

CIVILIAN POSITIONS

Available Schemes

- Management Executive Scheme
- Home Team Specialist Scheme — Psychologist






Keen to be a Captain of Lives?
Find out more at <https://www.sps.gov.sg/career!>

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NATIONAL DAY AWARDS 2019

Reported by
Ng Wei Ming (Prison News Reporter)

The Prime Minister's Office coordinates the annual National Day Awards (NDA), recognising outstanding Public Officers' service to Singapore. In 2019, 75 staff from SPS were awarded the NDA across five award categories:

CATEGORY/ RECIPIENTS OF	NUMBER OF AWARDEES
 The Public Administration Medal (Silver) (Bar)	1
 The Public Administration Medal (Bronze)	3
 The Commendation Medal	4
 The Efficiency Medal	18
 The Long Service Medal	49

Prison News had the opportunity to speak with some of our Captain of Lives (COL) awardees, to find out about their motivation and dedication in doing their best in their respective areas of work.

SUPT SOH YEN LI
Deputy Commander, Cluster C
The Public Administration Medal (Bronze), 2019

What motivates you to strive for excellence?

I am incredibly afraid of regrets. Some people fear not living up to expectations, but to me not living up to potential is more regrettable and I avoid it at all costs. This naturally leads to a pursuit of constant improvement and better ways of doing things.

What is a memorable experience as a COL?

While I was the Superintendent of the Drug Rehabilitation Centre (DRC) at Institution B5, I looked forward to going to work every day. Two achievements were particularly special to me.

Firstly, our staff took ownership of their work and seized every opportunity to make a difference in our inmates' rehabilitation journey. Our staff could be depended on to try new initiatives and pilot projects, and I always joked that the only place that has more 'pilots' than B5 was Changi Airport!

Secondly, we dared to dream as a team and took steps to pursue that collective dream. For the annual Cluster B Tri-Factor Challenge*, Team B5 improved a spot each year and in 2019, bravely challenged the long defending champions for the top spot.

*The Tri-Factor Challenge seeks to encourage Cluster B staff to adopt an active lifestyle through friendly competition, with the awarding of points for swimming, cycling and running.



SUPT Soh Yen Li (right) with SUPT Chua Cheng Wah (Superintendent TM1/TM2)

Who is your role model, and how has she inspired you?

I have deep admiration for Deputy Commissioner (Policy & Transformation) Ms Shie Yong Lee since her days as my Commander in Cluster B. What left an impression on me was not just the way she manages her duties, but also how she always treats people with grace and respect. Despite her command position, she remains humble, a trait that makes her so human and relatable.

Any words of encouragement for our COLs?

"Pleasure in the job puts perfection in the work" — Aristotle

Being a COL is a high and unique calling, and making a difference in others' lives is never easy. Without passion, every workday could be a struggle. Look for the pleasure and fulfilment in the job we do and success will ensue. While we are at it, enjoy the scenery that the journey offers!

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MR TROY JACK THEVATHASAN

Deputy Director (Correctional Rehabilitation Services)
Psychological & Correctional Rehabilitation Division
The Commendation Medal, 2019



Mr Troy Jack Thevathasan (middle) with Correctional Rehabilitation Specialist DSP Thomas Cheng (left) and Lead Specialist Ms Quah Feng Ling (right)

What are your thoughts on receiving the award?

I feel very honoured but at the same time, I could not have received this award without my team's efforts. This award reflects the combined efforts of all the Correctional Rehabilitation Specialists (CRSes), and their good work in contributing to SPS and the Home Team.

What is a memorable experience as a COL?

I was previously involved in the 'Revamping Rehabilitation' working group, where ex-Commissioner, Mr Soh Wai Wah, led us in envisioning new ways of carrying out rehabilitation. COLs from various units brainstormed on what successful rehabilitation should look like in SPS. My sub-group was looking at in-care programmes, and we managed to come up with new concepts such as psychology-based correctional programmes for high-risk inmates and transformational environments for special inmate populations. We got the needed resources and implemented programmes such as the Pre-Release Centre and 'Throughcare' approach to rehabilitation. It was an exciting time where many new programmes were implemented.

Who are your role models, and how have they inspired you?

Mr Chua Chin Kiat was the Director of Prisons when I joined the service, and he impressed me as a visionary leader. It really took somebody with a vision to see beyond the 'lock and keys', and to empower our staff as COLs. There were many other inspiring leaders along the way like our current Commissioner, Mr Desmond Chin, my previous supervisor Mr Karam Singh and my current supervisor Mr Timothy Leo. I look up to them because they are willing to see through hard times together with their staff, and are prepared to push good ideas through despite obstacles.

Any words of encouragement for our COLs?

We need to see the value of our work beyond the small day-to-day tasks we do. The simple things that we are involved in contribute to something bigger that can be achieved. We need to do our part well, so other parties can also do their parts well, so that eventually, we can achieve our shared vision to have a society without re-offending.

RO ELICIA PANG SUH LING

Staff Officer (Provost, Mandatory Aftercare Scheme Investigation), Provost Division
The Efficiency Medal, 2019



RO Elicia Pang (left) with fellow award recipient RO Yang Ling Yong (Staff Officer, Cluster Control Centre)

What are your thoughts on receiving the award?

This came as a surprise to me, as I did not expect to be nominated for this award. I am thankful to my superiors and colleagues for recognising the efforts that I have put in for the unit, and it is an honour to be receiving this award.

What motivates you to strive for excellence?

As a Provost Officer, it is my responsibility to ensure that investigations are carried out fairly. I also have the opportunity to help the inmates see things from a different perspective and react more positively when faced with a similar situation in future.

Who are your role models, and how have they inspired you?

When I first joined the service, I was attached to Changi Women's Prison, where the senior staff helped to build up and strengthen my foundation. Although the work that we do in SPS has transformed, this strong foundation has kept me rooted to my work and ensures that I treat the inmates firmly and fairly.

SCW ISMAIL BIN IBRAHIM

Intelligence Collection Officer, Cluster B
The Efficiency Medal, 2019



SCW Ismail Bin Ibrahim (middle) with fellow Cluster B Intelligence colleagues ASP Nizar Bin Tharama Baledram (left) and CW Tan Chee Keong (right)

What motivates you to strive for excellence?

Managing difficult inmates was a challenge in my previous stint as a Senior Personal Supervisor in Tanah Merah Prison. Seeing each inmate under my charge change for the better is a source of motivation. The esprit de corps amongst staff is also very important, and I am proud to work with a team with a positive outlook and a strong belief that all inmates have the potential to change.

What is a memorable experience as a COL?

I joined SPS in 1994, and was able to experience the evolution of SPS over the years. In the past, our core duties were minimal, such as the issuance of meals, locking and unlocking, and supervision of yard activities. In 2000, SPS embarked on the Housing Unit Management System, and we had to familiarise ourselves with technology and enhanced work processes. Some staff struggled to keep up initially, but with perseverance, all of us adapted to the shift in inmate management practices and the use of gadgets to streamline work processes.

Any words of encouragement for our COLs?

Stay humble, be yourself and most importantly, always be prepared and ready to keep pace with the times. To perform your best, you first need to nail the basics.

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SPS ATHLETICS MEET 2019

Reported by
Muhammad Ayub (Prison News Reporter)

The Prison Sports and Recreation Club (PSRC) was set up to encourage our Captains of Lives (COLs) to participate in sports, recreational and social activities to stay healthy and achieve a work-life balance.

PSRC Athletics is one of the 25 interest groups under PSRC. It promotes the sport through organising competitions and facilitating regular training for the athletes. In this issue, Prison News features our very own Athletics Meet, and speaks to some of our athletes.

The SPS Athletics Meet is organised once every two years and serves as a means for SPS and Singapore Corporation of Rehabilitative Enterprises (SCORE) staff to compete in track and field events. It is also an avenue for PSRC to talent-spot participants for the ASEAN Prisons Track and Field Championships, a biennial event involving our ASEAN correctional counterparts.

The 43rd SPS Athletics Meet was held on 19 October 2019 at the Singapore University of Technology and Design. To mark the start of the Meet, competing contingents of athletes marched in formation behind their respective unit flags and took the Athlete's Oath.

Other than the standard running events, this year's meet included the 8 x 100m Inter-Cluster Relay and a 50m 3-legged buddy race. Another highlight was the Tug-of-War finals, where the deafening cheers of supporters erupted at the sound of the umpire's whistle.

The SPS HQ/SCORE team emerged as the Overall Champions for the 43rd SPS Athletics Meet, with Cluster B trailing close behind. The second and third runners-up were Clusters A and C, respectively. The event successfully brought staff from various units together, and was a fun-filled day for participants and spectators alike.



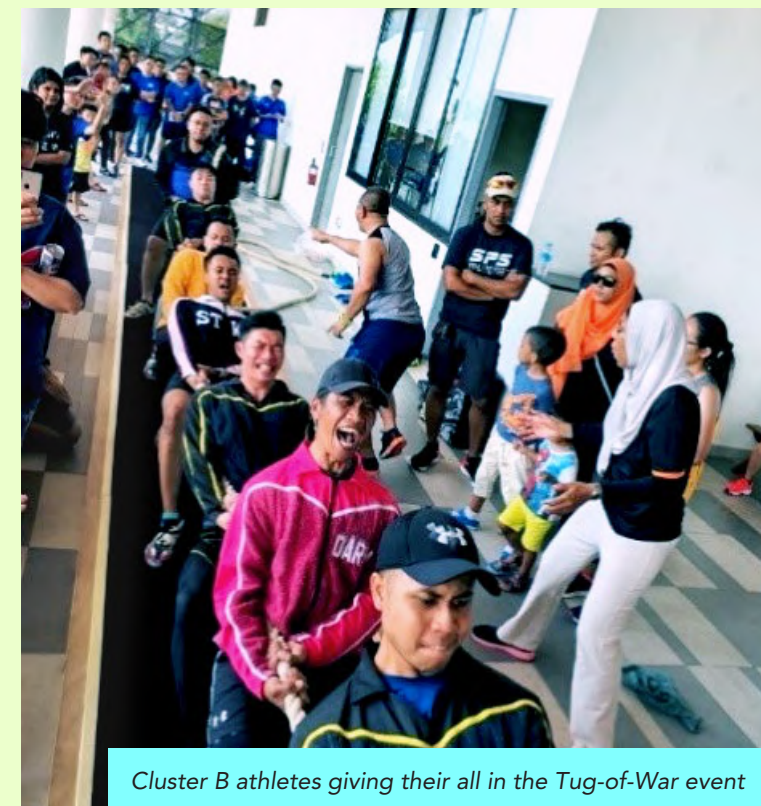
Representatives from SPS HQ/SCORE celebrating their championship win



Runners at the starting line for the 100m sprint finals



SGT Mubarak from SPEAR Force leading the oath taking



Cluster B athletes giving their all in the Tug-of-War event

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CONVERSATION WITH OUR ATHLETES

The accolades for Best Male and Best Female Athletes were awarded to SSGT Mubarak and RO Lee Fang, respectively. Prison News spoke to both of them to find out how they did it!

BEST MALE ATHLETE AT SPS ATHLETICS MEET 2019
SSGT MUBARAK BIN MOHAMED KHALID

Operator, SPEAR Force
9 Years in Service

INDIVIDUAL EVENTS

Champion for 100m sprint;
Champion for 200m sprint;
First runner-up for 400m sprint

TEAM EVENTS

Second runners-up for 4 x 400m relay

How and when did you start your journey with PSRC Athletics?

I first took part in SPS Athletics Meet in 2016. From then on, I was selected to represent PSRC Athletics in the sprint events — 100m, 200m and 4 x 100m relay.

How is your training regime like?

My training regime is guided by my colleague and coach, SSGT Yusof Alias. It consists mainly interval and weight training, with some explosive workouts. Explosive exercises improve strength and speed, and enhances physical performance in fast-paced sports such as sprints. Injury prevention is also important, as I must be ready to respond to contingencies at any time in my line of work.

What motivated you to perform well in the Athletics Meet?

When I see my coaches and colleagues putting in a lot of effort and believing that I can do my best, I really do not want to disappoint them. Track and field is also something new for me, so I want to challenge myself to be better.



Mr Terrence Goh, PSRC Chairman, presenting the Best Male Athlete Award to SSGT Mubarak

BEST FEMALE ATHLETE AT SPS ATHLETICS MEET 2019
RO KOH LEE FANG

Housing Unit Officer, Institution B3
13 Years in Service

INDIVIDUAL EVENTS

Champion for 100m sprint;
First runner-up for 200m sprint;
Champion for high jump;
Second runner-up for long jump

TEAM EVENTS

Champions for 4 x 100m relay;
Second runners-up for 4 x 400m relay

How many times have you participated in SPS Athletics Meet?

My first Athletics Meet was in 2007. After that, I was pregnant and got busy taking care of my children, followed by going for further studies for another 3 years. The 2019 Athletics Meet was my second time participating.

How do you feel about receiving the Best Female Athlete accolade?

I am happy as I never expected to win the award. I always try to perform to my best ability in any task given to me.

How did you train for the Athletics Meet?

I go jogging in my free time to keep myself fit, and did not train specifically for this meet. However, I have been involved in the Home Team Sports & Recreation Club's Female Basketball trainings and competitions, and the cross training may have helped with my physical performance.



RO Koh Lee Fang (second from left) with fellow podium winners of the 100m sprint event

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**SHE LOST TO
HER ADDICTION.**

**NOW SHE WINS
OTHERS WITH
HER PASSION.**

Lee Leng was given a helping hand to start anew through the Yellow Ribbon Project. She has extended hers in return by helping current offenders learn new skills and find employment. Now she pays it forward, inspired by the support and encouragement from the community. You too can play a part towards a safer and more inclusive society.

Lend A Hand. Make A Difference.
yellowribbon.org.sg/YR-Stories



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