



SINGAPORE
PRISON SERVICE



ADVANCING

THROUGH CARE

TOGETHER



ANNUAL REPORT 2012

Let us press on together with our partners,
in the **Home Team** and among our
community, to **achieve**
more purposeful collaborations
in **our mission** to keep Singapore safe.

DIRECTORATE MEMBERS

LEADING
THROUGH CARE



(LEFT TO RIGHT)
CHIAM JIA FONG
DIRECTOR, PROVOST

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SOH WAI WAH
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(LEFT TO RIGHT)
CHANDRA KUMAR
COMMANDER, CLUSTER A

SHIE YONG LEE
COMMANDER, CLUSTER B

CHEW HOCK MENG
COMMANDER, CLUSTER C

VINCENT CHEW
COMMANDER, OSC

DIRECTOR'S NOTE



I was extremely heartened. To know that more and more offenders have remained crime-free was most splendid and a great encouragement for all of us at the Singapore Prison Service. This spurs us to play our part further so that we can keep recidivism rates low.

I will describe 2012 as a year of many new births. Many meaningful projects were carefully considered and successfully carried to fruition. I will name a few here. In enhancing our capabilities, we commissioned the Operations and Security Command and the Prisons Negotiation Unit. A new Security Control Office was also built for Cluster A to support our current measures in enforcing a safe and secured environment. Along with these new additions, we boosted our manpower pool to efficiently staff rehabilitation and reintegration initiatives. I am pleased to welcome 368 new Captains of Lives into our family last year. Many of them are deployed to provide casework for drug offenders who are released under the supervision of the Central Narcotics Bureau. This marked the first-of-its-kind Home Team collaboration. At Cluster B, we instituted the Pre-Release Regime, where extensive innovations in how inmates are managed and counselled were introduced. This is part of our holistic programme to prepare inmates for the support that they would receive after their release.

Piecing together the collaborative corrections efforts among our community, volunteers were invited to befriend inmates and to provide them with emotional support after they complete their sentence in prison. Our resolve to garner stronger community support drove the revamp of our corporate communications and relations branch. Enhanced media engagement initiatives have contributed to stronger public support for the Yellow Ribbon Project. This was reflected in the record participation of 10,000 enthusiasts in the Yellow Ribbon Run in 2012.

We do not rest on our laurels. After receiving the Singapore Quality Award in 2006, we decided to

be in the running again last year to attain a higher level of achievement. Our motivation was principally to seek continuous improvement on the never-ending journey of excellence. We were assured once again that we were on the right track when we were honoured with the coveted Singapore Quality Award (Special Commendation) last year, a feat made possible by our concerted commitment to keep Singapore safe and secure, every day.

Winning this award would have been the pinnacle achievement of the year until I received updates that the recidivism rate for 2012 (for the cohort released in 2010) had fallen to 23.6 per cent, the lowest in Singapore so far. I was extremely heartened. To know that more and more offenders have remained crime-free was most splendid and a great encouragement for all of us at the Singapore Prison Service. This spurs us to play our part further so that we can keep recidivism rates low.

Looking forward to the year ahead, we will keep a close eye on creating synergy and developing our new projects. As a forward-looking corrections organisation, we need to plan ahead by creating new and effective ways to safeguard inmates in our charge and to provide suitable rehabilitation. Let us press on together with our partners, in the Home Team and among our community, to achieve more purposeful collaborations in our mission to keep Singapore safe.

SOH WAI WAH
Director of Prisons
Singapore Prison Service



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REGISTRY UP-STREAM

@ SUB-COURT LOCK UP

Cluster B Registry functions as the admission centre for convicted and remanded male persons-in-custody (PIC) from Subordinate Court as well as various Law Enforcement Agencies. On average, Cluster B registry processes over 16,000 admissions per year.

Due to our high admission rates, the admission process at B2 Registry was time-consuming and resulted in long working hours for Registry staff.

A golden opportunity to enhance the admission process presented itself when Prisons took over Courthouse Lock-up escort duties in October 2011 from Singapore Police Force. With

Subordinate Court Lock Up (SCLU) directly under the purview of Prisons, the idea to upstream our registry processes at SCLU was conceived. A working group comprising Officers from Cluster B Registry and SCLU was formed to look into the possibilities of up-streaming the admission processes in SCLU.

BRINGING REGISTRY FUNCTIONS TO SCLU

The up-streaming process was implemented in two phases. In the first phase, weekly coordination meetings were held to explore how the admission process could be incorporated into SCLU premises and work processes.



After careful study and planning, SOPs and workflows were drafted to provide clarity on the admission flow in SCLU.

The second phase was renovation works and enhancement of Prisons Operations and Rehabilitation System (PORTS). In Feb 2012, one of the cells in SCLU was converted into a satellite Registry Office which could process up to 3 PICs at any given time. PORTS was also enhanced to create temporary numbers to identify specific PICs.

COMMENCEMENT OF SUB-COURT REGISTRY

On July 2012, Sub-Court Registry officially started its operations. Although there were teething issues encountered such as technical difficulties and shortage of storage space, they were resolved promptly. Sub-court Registry is now able to process two-thirds of the daily fresh admissions. This has translated into shorter processing time when inmates arrived in B2 admission centre, achieving greater efficiency.

In June 2012, Changi Women Prison (CWP) started to up-stream its admission processes at SCLU whenever there were more than 10 new female admissions. This has enabled CWP reception staff to complete their entire admission process half an hour earlier.

The upstreaming of admission processes to SCLU is a prime example of how SPS continues to innovate at every point in throughcare to increase its efficiency and ensure optimal use of resources.

The upstreaming of admission processes to SCLU is a **prime example** of how SPS continues to **innovate** at every point in **Throughcare** to **increase** its efficiency and ensure optimal use of resources



JAILCRAFT

THE BUSINESS OF MANAGING INMATES

JAILCRAFT TRAINING

Prior to 2009, Jailcraft principles were not documented formally and existed only as tacit knowledge of experienced officers, passed down informally from one generation of officers to the next.

Since then, various in-house courses have been developed and conducted to reinforce officers' understanding and application of the Jailcraft principles, e.g. Jailcraft coaching workshops, Jailcraft Competency And Readiness Evaluation (JCARE) and e-learning modules. An annual online e-test on the application of the Jailcraft principles is also mandatory for all officers.

WHAT IS JAILCRAFT?

In the domain of prison work, Jailcraft is something fundamental that every prison officer should be competent in. It is a combination of "hard skills" and "soft skills" that are essential to the business of managing inmates.

WHY WERE JAILCRAFT PRINCIPLES CREATED?

In 2009, SPS undertook an exercise to document the essential principles of Jailcraft. Research and interviews were conducted, leading to the articulation and codification of 6 Jailcraft principles which will serve as a guide for prison officers.

WHAT ARE THE JAILCRAFT PRINCIPLES?

- ☆ Be security-minded and tactically proficient
- ☆ Understand inmate subculture
- ☆ Be firm but fair
- ☆ Take charge and be in control
- ☆ Show genuine interest in inmates' well-being and rehabilitation
- ☆ Be a positive influence



**RO2 LUO SHUZHENG
INSTITUTION B5,
HOUSING UNIT OFFICER**

As a Housing Unit Officer, I have the power to impact the lives of inmates under my charge in many ways. With this power also comes the responsibility to help them cope with issues peculiar to incarceration.

The responsibility of managing the lives of hundreds of human beings never really set in until I was posted to a Housing Unit as a HUO in 2011. From the sharing of experienced officers, I knew that resolving issues in the artificial environment of a prison required 'skill'. How the officers handle situations affect both the inmates

concerned and their perception of me as an officer of SPS. I was grateful that this 'skill' was taught to me during my Basic Officer Course (BOC) in PSTS. That 'skill' was Jailcraft.

During the first few times when inmates came to see me, principles of Jailcraft naturally flashed across my mind to guide me. Almost instinctively, they became my internal references and mental checklist.

Now, it is a habit for me to run through the following before I begin my shift each day: When I interact with inmates, I treat them in a neutral and fair manner, according them due respect as fellow human beings. When processing requests, I am mindful of the inmates' subculture and their background to empathize with

and understand them. When making decisions, I stand firm on my ground which must be fair and sound. When an inmate approaches me for a request, I take the request seriously, as it is the basis for building rapport and mutual respect between the inmate and I. Finally, I tell myself that this is my Housing Unit, my home ground, so I am in charge and in control.

Jailcraft principles have served me well in my daily work as a HUO and have helped contribute to a safe living and working environment for inmates and staff. I have come to realise that the path to Jailcraft mastery is as endless as our operational environment is dynamic. With the experience gained through operational work at the HU, my learning and self-mastery of Jailcraft continue to grow. This is the product of the effort of experienced officers, and the work done to codify the hard and soft skills of Jailcraft into guiding principles for Captains of Lives.



**DSP1 SERENA LIM
CHANGI WOMEN'S PRISON,
DUTY OPERATIONS OFFICER**

In my first posting to the Reformative Training Centre (RTC) in 2003, my coach told me that one of the most important aspects of working with inmates was to understand their subculture. A strong rapport was also needed before we could engage the inmates better. This was not easy as inmates could sense our sincerity (or lack of it). It was important to show genuine interest in their well-being

before they could trust us with their hopes, dreams, fears and worries.

We were also told to be security-minded. During our tour of duty, simple but critical actions such as standing at the 'correct spot' with the best vantage point while supervising inmates showed our level of security-mindedness and put us in control of the situation.

At that time, these points were snippets of advice from experienced teammates and my coach. When



CW2 MOHAMED SAFRIN SAPTU
INSTITUTION A5,
ICC OFFICER

More than 7 years ago, I met my most 'difficult' inmate in my career as a Captain of Lives. However, it became my most treasured moment as the experience taught me about what skills I required as a Captain of Lives. Inmate X had a reputation for being difficult, was quarrelsome and complained about many things. I was not sure what prompted me to start speaking regularly with him, but slowly, I gained his trust. The rapport built was effective for rehabilitation as it was based on mutual trust and respect. It was later that I found out that the 'skill' or 'tool' that I used was not anything extraordinary, it was actually our core skill – Jailcraft.

Back then, Jailcraft was not codified neatly into principles. Younger officers inherited practices from more experienced staff about ways to effectively interact with inmates. However, since 2010, we have codified Jailcraft Principles to guide us in managing and interacting with inmates effectively.

Each Jailcraft Principle applies to our ever-changing environment. We must be security-minded and tactically proficient to be prepared for threats to prison security. An understanding of inmates' subculture coupled with high levels of control and discipline are vital in ensuring a high level of safety and security.

As the incident with inmate X taught me, without firmness and fairness, it is impossible to gain the trust of inmates. Where there is trust, not only is security enhanced, rehabilitation can also be more effectively carried out.

We are also agents of change by showing genuine care and concern for their well-being, and offering positive encouragement. Prison officers exert a positive influence that is vital to the inmates' rehabilitation.

With proper understanding and application of the Jailcraft principles, I am empowered to help my charges to be the best that they can.

Jailcraft Principles were first introduced in 2010, the concepts articulated were essentially not new to experienced officers. Jailcraft as a skill to manage inmates effectively and professionally was already being practiced by these officers; only that they were not formally codified into guiding principles.

Jailcraft principles have enabled officers, new or experienced, to speak the same 'language' and to be 'on the same page'. In my current post as a Duty Operations Officer of CWP, I find this common 'language' beneficial.

New officers are taught the Jailcraft principles when they undergo their basic training and apply them when they are posted to the institutions. Experienced officers relate to these principles in their daily work and during discussions on inmate management with their teammates. Speaking the same 'language' allows greater consistency in the way we deal with inmates regardless of where we work. It is also easier to debrief officers during scenario-based or in-service trainings, where we help officers put such principles into perspective.

It is essential for every officer to understand the principles and how they can apply them in different situations on the ground in their daily interaction with inmates. In applying the Jailcraft principles in our daily work, we are performing more than just ensuring security. We are also facilitating the rehabilitation and reintegration of our inmates into society.



PRISON NEGOTIATION UNIT

INTRODUCTION

In the history of Singapore Prison Service (SPS), there have been no incidents of a hostage situation. However, there have been close calls. In 1984, a young warder was patrolling during night duty at the admission hall of Bedok Reformative Centre (BRTC). He observed shadows darting by and proceeded to investigate but was overpowered from the blind side by four Reformative Trainees (RTs) who were trying to escape. Although he was assaulted by his captors, he managed to blow his whistle and raise the alarm. This shocked the RT boys as their plan was to escape undetected. They quickly abandoned their escape plan once other prison officers arrived. During the incident, the inmates could have used that young warder as a hostage to obtain safe passage out of BRTC. In recent years, there was an inmate who threatened to use a prison officer as a hostage to trade for cigarettes. Throughout his incarceration, he repeatedly requested for cigarettes. The threat was treated seriously and although the prisoner never did have

a chance to carry out his threat, this incident reminds us that the threat of a hostage situation in SPS is not remote and there are prisoners who harbour such deviant intentions.

SPS' APPROACH TO HOSTAGE SITUATIONS

In SPEAR, SPS has developed over the years a highly trained and potent counter-hostage capability. As evident from various friendly and competitive interactions with similar forces in Prison institutions regionally and in North America, SPEAR can be relied upon to effectively resolve a hostage situation. With the set up of PNU, SPS now has an additional capability which will complement SPEAR in bringing about a safe and secure resolution to such incidents.

MISSION AND ORGANISATION STRUCTURE OF PNU

- The mission of the PNU is to engage the hostage takers for the purpose of the safe release of the hostages.
- PNU is headed by a Head PNU

who reports to Commander, Operations and Security Command (OSC). Currently, there are only a handful of PNU officers as it is still in its infancy but the eventual aim is to expand to numerous PNU teams. Officers can volunteer to be a negotiator, and hold the appointment concurrently with their core duties. PNU is also supported by psychologists from the Psychological and Correctional Rehabilitation Division (PCRD), who have undergone the basic negotiation course.

QUALITIES OF A NEGOTIATOR

Negotiators need to have a high level of self-control to be effective. They also need to have the ability to remain calm under stress and portray a calm and confident demeanour to reassure the Hostage Takers (HTs) and hostages. It is important that negotiators have excellent communication skills and work well in a team as negotiation is a team effort.

TRAINING THE NEGOTIATORS

The two teams of PNU negotiators first went through a 5-day basic negotiation course conducted by a retired Federal Bureau of Investigation (FBI) chief negotiator. The negotiators then advanced to a 5-day team-based negotiation course with numerous role-play exercises conducted by 2 retired FBI chief negotiators. These 2 training courses were also attended by Cluster Commanders,

Superintendents and SPEAR officers so they could better understand the roles of PNU. PNU negotiators were also sent overseas to attend courses by California Department of Corrections and Rehabilitation (CDCR) in USA, Pennsylvania Department of Corrections (PA DOC) in USA, and the United Kingdom’s Metropolitan Police Service (UK MPS) for further specialised negotiations training and knowledge sharing with their counterparts. Selected PNU officers also attended negotiator conferences in USA such as the National Tactical Officers Association (NTOA) Crisis Negotiator conference and the New York Tactical Officers Association (NYTOA) Crisis Negotiator conference to learn from their American counterparts as they shared their operational experiences.

TRAINING THE STAFF

PNU negotiators have shared their training experience with other Prison Officers by conducting first responder negotiation and hostage survival training during the Basic Officers’ Course (BOC) at the Prison Staff Training School (PSTS), and with ground officers during In-Service-Training (IST). This ensures that prison officers are aware of how to respond in hostage situations. Such training further enhances our operational capabilities and increases the officers’ chances of survival should they be taken hostage. PNU negotiators have also extended the hostage survival training to our new medical service providers.

CONCLUSION

The setting up of PNU heralds the development of a new operational capability in SPS which enables us to respond to a wider variety of situations where the safety and security of individuals are compromised. With the progress towards throughcare, SPS would need to continue to strengthen its core operational capabilities and skills to ensure we stay true to our mission of a safe and secure Singapore.

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Edna's Work
...
...
...
...

Lesson Object
Goal
Speech
Thoughts
Speech
Action
Habit



EXPANDING AFTERCARE

Drugs permeate into multiple levels of offending and only with proper scaffolding and relapse prevention plans can there be hope for a reduction in re-offending for such offenders upon release.

ADVANCING

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*"Many of life's failures are people
who did not realize*

how close

B4

PRE-RELEASE CENTRE

The B4 Pre-Release Centre (PRC) is a new initiative that has been adopted by the Singapore Prison Service since 1 April 2012. Drugs permeate into multiple levels of offending and only with proper scaffolding and relapse prevention plans can there be hope for a reduction in re-offending for such offenders upon release. PRC is thus developed for this purpose, being a therapeutic environment that would be centred on the principles of Risk, Needs and Responsivity. Its core program is the Integrated Criminogenic Programme that deals with criminal thinking and drug addiction, supplemented with skills development programmes from SCORE for work upon release. Inmates with high risk of offending are case-managed in the 10 months before release. Their progression is tracked and changes in mindsets, motivation and reintegration needs are followed up by caseworkers upon release, forming a proper Throughcare structure.





SGT WILFRED ANG, PRC OFFICER

"In PRC, the therapeutic environment is centred upon 5 core values; Responsibility, Hope, Perseverance, Honesty and Respect with inmates progressing across three phases, Rehab, Renew and Restart. At each phase, they will experience a gradual drop in regimentation and be instilled with a higher sense of self-regulation as part of normalisation.

With increased autonomy, greater expectations of conforming to basic rules which ensure the safety and security of prisons are placed upon our inmates. A higher standard of discipline is a given as the inmate progresses through the stages, and his first indication of taking responsibility for himself is exhibited during his Declaration of Commitment to Change ceremony, done in the presence of family, officers and befrienders. As the inmate progresses across stages, his family and befriender are invited for debriefs on his progress, involving them in his change process. As PRC officers, we reward positive behaviour that are aligned to PRC values with privilege points. These can be used to redeem items for themselves or for loved ones during the open visits. These initiatives transform identities, from them being just inmates to someone that still plays an active role in supporting their families.

Re-initiating and rebuilding relationships with families is also a top priority in PRC. Inmates send back savings regularly to help out with household matters and communicate extensively with loved ones through letters, phone calls, tele-visits, face to face visits and open visits. It has been heartening to see some even using such



opportunities to give advice to family members on how to control negative emotions, or being the mediators for family conflicts or strife. PRC is definitely their first step to becoming responsible citizens once again."





With **tact and skills** learnt from weekly Case Circles, we deal with these issues head-on rather than sweeping it under the carpet and try to **give hope** to these inmates for a changed life.



**SSGT VIVIAN NG PHEI LING,
PRC OFFICER.**

"In PRC, besides it being a therapeutic environment, inmates also learn skills to find good jobs that provide stable income. SCORE assigns a Case Manager to each PRC inmate to arrange for them to access either service or non-service industries. These sectors include warehousing, waiting upon tables or budding chefs or cooks at restaurants, bistros or cafés. Upon completion of their training, they go through a job placement exercise and have job interviews arranged for them prior to release.

PRC officers also equip them with soft skills through coaching, mentoring and role-modelling. Officers spend long hours doing numerous interviews, progress reports, and building rapport. In PRC, one needs a paradigm shift. Every incident or offence is a teachable

moment. Time is spent making sure the inmate understands the mistakes of his choices, and they are even encouraged to look beyond themselves to restore order to the therapeutic system. After a fight or dispute between inmates, officers and counsellors conduct conflict resolutions, where big burly inmates actually stretch out a hand to each other to ask for forgiveness – truly a rare sight. For inmates, they find this change process a necessary but very painful one, having to share their shameful pasts with us officers and their peers.

With tact and skills learnt from weekly Case Circles, we deal with these issues head-on rather than sweeping it under the carpet and try to give hope to these inmates for a changed life. In all, it is definitely challenging to work in PRC, but the potential for us to be the difference, helps drive all of us towards the goal of reducing recidivism."

ENHANCED SUPERVISION





BACKGROUND

In 2012, SPS and Central Narcotics Bureau (CNB) collaborated to introduce a structured aftercare and supervision regime for repeat drug offenders with higher risks of re-offending. Starting in Nov 2012, the Enhanced Supervision for Long Term Imprisonment (LT) offenders with higher risks of re-offending was introduced. Upon their release from SPS, such high-risk LT supervisees will undergo mandatory counselling, electronic monitoring and curfew which will run concurrently during their 2-year CNB urine supervision. Officers from SPS and CNB will work closely together in their respective roles to provide the necessary aftercare and supervision to these supervisees.

COMPONENTS OF ENHANCED SUPERVISION

A supervisee emplaced on the Enhanced Supervision will be assigned a SPS Caseworker, known as Community Rehabilitation Specialist (CRS) and Reintegration Officers (RO) to supervise them and provide casework for up to two years after release. While the CRS focuses on their reintegration needs, the RO will focus on compliance to supervision conditions whilst on Enhanced Supervision. Both parties work in tandem to support and supervise the supervisee in his reintegration to the community.

The assignment of CRS and RO to the supervisee is based on a set of guidelines to ensure that the pair can complement one another in areas such as language and relational skills when engaging the supervisee in the community.

Three months prior to the supervisee's date of release, the assigned CRS and RO will engage the supervisee at the Pre-Release Centre to conduct a needs assessment and build rapport with the supervisee. The assessment of needs will be based on the Risks, Needs and Responsivity principle. Hence, before the supervisee's release from prison, the assigned CRS and RO would have sufficiently engaged him/her to chart out their reintegration needs.

In addition, the supervisee would be required during the supervision period to report to the assigned Central Narcotics Bureau (CNB) Supervision Division for urine supervision. Besides urine supervision, the supervisee would be required to attend mandatory counselling sessions and placed on electronic monitoring with curfew hours imposed.

To minimise disruption to the supervisee's daily life, the CRS and RO will interview or conduct individual counselling for the supervisees after their urine reporting sessions at the assigned CNB Supervision Divisions.

Generally, the interview and counselling sessions with the supervisees would be more frequent during the first few months. This is because supervisees tend to face more adjustment issues and challenges in securing accommodation, employment and financial assistance during this period. Hence they will require more support and scaffolding in the immediate period upon their release. The level of engagement would decrease after the initial adjustment period and efforts would then be channelled to address their other needs.

COMMON CHALLENGES FACED BY SUPERVISEES

As of 30 Mar 2013, 92 supervisees have been emplaced on Enhanced Supervision. To better illustrate the reintegration challenges faced by the supervisees and the CRS and RO support for them in their reintegration journey, the following story describes the reintegration journey of a supervisee undergoing Enhanced Supervision Regime:

"I have been in the system since 12 years old when I was first sentenced to reside in Singapore Boys' Home (SBH). My parents are divorced since I was young and I was fostered out by Ministry of Community Development, Youth and Sports (MCYS) as both my parents are not able to care for me.

I have learnt along the way through the school of hard knocks and had to fend for myself since young. I got acquainted with a group of "friends" during my various incarceration stints at SBH and





the various prisons. My various run-ins with the law include drug consumption, rioting and property-related crimes to support my drug habits.

Every time I am released from prisons, I feel assured as my “friends” would always be there for me from my day of release. They would take care of needs ranging from accommodation, financial and companionship, etc. That said, I must also admit that I have already got accustomed to the notion that my day of release could also be the day I return back to the prison institutions.

I have never had the opportunities to participate in structured pre-release programmes. Hence, when I was selected for the Enhanced Supervision, I was sceptical at first as I have always found it difficult establish a positive relationship with the staff during incarceration.

Through the initial and subsequent engagements of the CRS and RO, I was motivated by them that I have the

capacity to remain crime-free as long as I put my mind to it. The CRS and RO assured me that they would be with me throughout my new journey.

Frankly, I still keep contacts with my old “friends” but no longer participate in any of their activities. I am now beginning to recognise my own strengths and plan to reconcile with my family members whom I have not contacted for many years due to my incarceration.

Although, I have yet to complete the regime, I am confident that I am able to remain crime and drug-free provided I stay grounded and listen to the counselling advice provided by the CRS, RO, and the various services provided by the Volunteer Welfare Organisation such as SACA and SANA”.

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 as **SACA and SANA.**





TOGETHER WITH
**COMMUNITY
PARTNERS**

In 2012, **257 community partners** came forward to support the YRP. The support came in the form of **volunteerism, donations, sponsorship** for events, and joint collaborations. There were also **120 companies** who **expressed interest to offer employment opportunities** to ex-offenders through the campaign.

ADVANCING

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ENGAGING THE COMMUNITY

YELLOW RIBBON PROJECT

As one of CARE Network's key initiatives, the Yellow Ribbon Project (YRP) was launched in 2004 as a community engagement campaign aimed at changing society's mindset in giving ex-offenders a second chance in life.

Over the years, the YRP has grown considerably beyond a community engagement campaign into a national level campaign that has garnered a significant level of awareness and community support.

Each year the YRP engages different sectors of the community to garner their support for the work to reintegrate ex-offenders. These sectors include corporations (public and private), grassroots organisations, community organisations (religious groups, clubs and societies), schools, and also well-meaning individuals.

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Mdm Jenap Said embarking on a 12 hours marathon

Themed “Will”, the 9th year of the YRP strung together a series of meaningful activities to generate public acceptance and inspire community action. As a result, the YRP reached out to 31,887 members of the public.

YELLOW RIBBON PRISON RUN 2012

The highlight of the year was the Yellow Ribbon Prison Run that saw a record turnout of 10,000 participants since its inception. Themed “The Road to Acceptance”, the unique run route led runners to a carnival at the end point, where they were joined by fellow supporters from Fajar Secondary School and corporations like Tiger Balm Active, Pokka and Gold 90.5fm.

Yellow Ribbon Champion, Mdm Jenap Said also pledged her support for ex-offenders by embarking on her “Dusk Till Dawn Challenge” – an overnight 12 hours marathon before the official flag-off at Yellow Ribbon Prison Run 2012.

Through her inspirational effort, she raised \$120,000 for the Yellow Ribbon Fund.

YELLOW RIBBON COMMUNITY ART EXHIBITION 2012

The Yellow Ribbon Community Art Exhibition provided a platform for inmates and ex-offenders to express their hopes and aspirations through art. Held at the Singapore Art Museum for the fourth time, the exhibition featured 51 original artworks by inmates weaving their creativity to illustrate the struggles faced on the path to reintegration through the theme “Will”.

Making a difference in this exhibition, ex-offender Kim Whye Kee led a group of volunteers and residents from the Singapore Boy’s Home to create a 44 tile art installation titled “Paradigm Shift”. The artwork describes the artists’ search for freedom and relief through a key.

YELLOW RIBBON CULINARY GRADUATION 2012

The Yellow Ribbon Culinary Programme Graduation Ceremony marks the end of an outcome-based training programme that leads to a professional certification endorsed by SHATEC Institutes. For a select group of talented inmate participants, this programme aims to prepare the inmates for life after release. On March 2012, the 16 inmate trainees successfully completed and graduated from the course. At the graduation ceremony, family members of the graduates were also present to celebrate this special moment with them.

INSPIRING THE NEXT GENERATION

Inspired by the message of second chances after attending the Yellow Ribbon Community Art Exhibition, a group of students from Raffles Girls School adopted Yellow Ribbon Fund (YRF) as their beneficiary through the Citi-YMCA Youth for Causes programme. The team organised a charity concert and other activities and raised a total of \$13,465.00 for the YRF.

NEW MEDIA ENGAGEMENT

The YRP utilises a multitude of media platforms to maintain mindshare and outreach to the community. To date, there are more than 60,000 followers on the YRP facebook page. Leveraging on the popularity of mobile phone applications, the YRP launched its first mobile application for smart phone users to get the latest updates and information on the YRP.

YELLOW RIBBON FUND (YRF)

In 2012, the YRF garnered a total of \$1,214,375.02 through the generosity of its donors and its various fund raising efforts. \$819,610.62 was disbursed to programmes and services to help ex-offenders reintegrate into the society, reconcile with their families and find hope in a new beginning.



Over the years, the YRP had grown considerably beyond a community engagement campaign into a **national level campaign** that has garnered a significant level of **awareness** and **community support**.

(INMATE TESTIMONY)

MY MUM'S KITCHEN

The most important lesson any parent wants to impart to their child is being independent. I learnt that in my mum's kitchen.

I was a child with poor health. While other kids were out playing, I stayed indoors. I didn't mind - it was great being around my mum most of the time.

My fondest memories of childhood were going to the market holding, my mum's hand. What a great adventure for a four year old! The smells, the vibrant colours, sounds of people hustling attacked your every sense. The wet market to me, was the heart of my housing estate. In my house, it was the kitchen.

At first, I used to sit and watch my mum preparing ingredients, then watching her cook. I graduated to helping her light chores. Then, she got me involved in the cooking process. Little did I realise that she was teaching me an important lesson, to be self-sufficient.

This lesson was put into practice when my mum gave birth to my baby brother. She just told me "cook something for your father and your big brother." So the next day, I cooked a full pot of sambal sardine. That's what we had for the next few days. It was then that I also realised the importance of being independent. Being able to cook and feed yourself and others felt so good, especially for a ten year old. As I



grew up, I misjudged the capability of being independent. Foolishness and inexperience led me astray. I went through drugs thinking, "I'm self-sufficient - I don't need anyone. I can take care of myself."

When I was arrested, it wasn't for the first time, it was a long sentence. I had a lot of time to think about what happened in my life. Going through everything in the past, one image kept coming back to me. The image of my mum in the kitchen, cooking. In all her visits before my release, she always asked me, "What you want to eat when you get home?" I've never really been independent - she has always been there with me.

Even now, with me in here, she is imparting another important lesson - responsibility. Her responsibility to me makes me ashamed of my lack of responsibility towards her. I've destroyed chances I was given. This time I wanted to do something to change my life for the better.

Cooking has always been my hobby. My objective for going through this course is to turn my hobby to a stable career. I'm glad to be given this opportunity to help me work on a better future. Then I can truly be independent.



PRISON VOLUNTEERS

– CO-CAPTAINS OF LIVES

Rehabilitation and Reintegration: these are two key goals we hope to achieve for the offenders committed to our custody. Yet, these two words encompass a whole range of issues, programmes and concerted efforts by many partners. SPS has been tackling the many aspects of an offender's rehabilitation through various approaches - from our ground officers to the counsellors, working with many agencies, from SCORE to the various Family Resource Centres. While there are a number of partners that SPS works with, one of the most valuable and vital resources we have are our volunteers. They stand nothing to gain monetarily; but what their beneficiaries gain from them is priceless. There is a wide range of volunteers in SPS, contributing to society in their own ways, and these are the stories of five of them.



re•li•gion/rɪˈlɪdʒən/ noun: a set of beliefs concerning the cause, nature, and purpose of the universe, often containing a moral code governing the conduct of human affairs.

MS YASHO DHORISINGAM RELIGIOUS VOLUNTEER

Following the teachings of a religion helps to guide an offender as the faith imparts positive values and motivates the offender towards good behaviour. SPS facilitates religious counselling for major religions and an exemplary religious volunteer is Ms Yasho Dhorisingam. A lawyer by profession, Yasho has been a 'Mitra' (which means friend in Sanskrit) to our Hindu offenders for 5 years. Despite her busy personal schedule, Yasho conducts religious counselling sessions for the offenders with other volunteers from The Hindu Centre.

Yasho realised that even though the offenders came from varied educational

backgrounds and may not be conversant in English, the counselling sessions and written materials used were mainly in English. Taking personal responsibility for the counselling sessions, she worked with her fellow volunteers to painstakingly translate the materials into Tamil. If there were illiterate offenders in her group, prayers shared would be read aloud line by line so that everyone could hear, repeat, learn and participate. Her dedication has helped to allow Hindu counselling to become more accessible to all offenders, even if they were not educated.

Yasho shared that being a prison religious volunteer was not only about imparting religious knowledge, religious values, or sharing prayers and hymns - it is also about being a mentor and friend to an offender.



be•friend/bi'frɛnd/ verb (used with object): to make friends or become friendly with; act as a friend to; help; aid.

**MR LIM KAH KENG
BEFRIENDER**

The criminal thinking of offenders is often exacerbated and negatively reinforced by the behaviour and beliefs of their criminal associates. While most people would not think of associating themselves with known ex-offenders, SPS has been promoting Befriending – for the ex-offender to have a role model and pro-social support upon their release.

Mr Lim Kah Keng has been a long time volunteer with SACA, and took on the additional role as a Befriender in 2010. He was initially apprehensive about becoming a befriender, questioning if he would worsen situations instead of help his clients. Remembering his

very first visit to prison to make initial contact with his assigned inmate, his first thought was that it was depressing. However, with the training courses provided by SPS and SACA, as well as the guidance of a full time mentor, Kah Keng's confidence was boosted.

It may be easy for one to dismiss a befriender as a referral agent and expect the befriender to help link the ex-offender up with community resources such as getting gainful employment, However, Kah Keng believes that managing the ex-offender's desire to seek instant gratification and getting them to open up their minds to alternatives are more beneficial to the long term reintegration of the ex-offender than fulfilling their every fancy. Even when faced with difficult and resistant clients, Kah Keng hopes that during their befriending sessions, he would be able to plant many seeds in their lives that would someday bear fruit.



out•reach/ ʌʊt,ri:tʃ/ noun: the act of extending services, benefits, etc., to a wider section of the population, as in community work.

**MR IMHAR SAID
YELLOW RIBBON CHAMPION**

The Community Outreach Project (COP) was started in 2010, adopting Dr Mohamad Maliki's pilot of the We-Care project which he initiated when he was the MP for Sembawang GRC (Admiralty). COP leverages on grassroots volunteers to reach out to an offender's family to assess their needs and provide assistance and link-ups to community organisations where required.

Dr Maliki became the MP for East Coast GRC in 2011, where he selected

Mr Imhar Said to be the Yellow Ribbon Champion for the entire East Coast GRC. Imhar feels that the COP provides a platform for the community to connect with residents who might be in shame or suffering from the stigma of incarceration. Feeling strongly about the children affected by their parent's incarceration, Imhar is patient and perseveres in reaching out to the cases assigned to him.

Sharing about his experiences on the project, Imhar believes that engaging the community is 'heart work'; one is required to be compassionate, empathetic and be willing to put in the time and effort to listen to their stories. Everyone has a story to tell and Imhar found that from their sharing, he is in turn enriched by their lives and even more grateful for his own.



Board of Visitors/noun: an independent body appointed by the Minister to advise and make recommendations to ensure that the health, maintenance, recreation and discipline of Drug Rehabilitation Centres (DRC) inmates are taken care of and that an efficient standard is maintained throughout each DRC.

MR PERIOWSAMY OTHARAM CHAIRMAN OF BOARD OF VISITORS

Mr Periowsamy Otharam, BBM (L) BBM PPA(P) PBM PBS, more affectionately known as Mr P O Ram, is the Chairman of the Board of Visitors and Chairman of the Institutional Discipline Advisory Committee/ Institutional Discipline Review Committee 3. Currently a Legal Consultant, Mr P O Ram has served as a Deputy Public Prosecutor and Deputy Senior State Counsel in the Attorney-General's Chambers in his younger days, and has seen through the setting up of the Board of Visitors, contributing patiently over these years.

Reminiscing the history and the development of the Drug Rehabilitation Centres, Mr P O Ram shared how in the old prison systems, the State was concerned with the alarming growth of drug abusers and rounded up these abusers by the hundreds and placed them in Centres. In the beginning, the concern was more of ensuring these offenders were denied drugs, and their welfare was less of a concern. Even Board members were treated as guests by the establishment. This is unlike today's situation, where the Board of Visitors is considered as a necessary part of the organisation.

On one occasion, Mr P O Ram asked for a thorough investigation after noticing that an offender had bruises on his body whilst in an isolation cell. Mr P O Ram and the Board followed through with the case thoroughly, ploughing through the investigation papers and interviewing the offender and the doctor, until they determined the cause of the bruises and were satisfied that they did not arise from wrongful actions of the staff. The passion to serve and the meticulous nature of Mr P O Ram and the Board of Visitors have contributed greatly to drive SPS to achieve higher standards in all aspects of our work.

vol•un•teer/,vɒlən'tiər/ noun: a person who voluntarily offers himself or herself for a service or undertaking. A person who performs a service willingly and without pay.



Board of Visiting Justice/noun: The Board of Visiting Justices, comprising Justices of Peace, is appointed by the Minister. Their main role is to ensure that the prison regulations are adhered to and to inform the Superintendent of any irregularity that may be observed in the working of the prison or reformatory training centre or in the treatment of any prisoner confined therein.

**MR TEO CHONG TEE
MEMBER OF BOARD OF VISITING JUSTICE**

Coming from a humble background, Mr Teo Chong Tee, JP, BBM started working at a tender age of 19 to contribute to his family's income, supporting his father, who was a trishaw rider, to provide for his family of 7. With his diligence and affable nature, Mr Teo served 41 years in the airline industry, while concurrently serving 20 years as MP of Changi Constituency from 1976 to 1996. Following his retirement from Parliament in 1996, Mr Teo was appointed a Justice of the Peace (JP) in October 1998 by President Ong Teng Cheong for a 5-year term. Subsequently, he was re-appointed on 2 other occasions by President S. R. Nathan in 2003 and 2008.

Being on the Board of Visiting Justices for more than a decade, and as the Vice-Chairman of the Home Detention Advisory Committee 1 and the Vice-Chairman of the Reformatory Training Centre Advisory Committee, Mr Teo said that it has been always his pleasure to contribute his services to society following his retirement from politics. In his experience with the offenders, Mr Teo always admired the types of skills that many offenders possessed when given the opportunities during their incarceration. He added that these offenders had good potential openings waiting for them upon their release.

Summing up the Prison system and our rehabilitation efforts succinctly, Mr Teo said that the offenders are in prison for their wrongdoings which could be corrected with proper counselling and guidance. He added that family support is vital in the offenders' rehabilitation. Collectively, the Singapore Prison Service, programme counsellors, volunteers, visiting justices, families and guardians must be supportive in all areas of the offenders' rehabilitation as their second chance given will undoubtedly minimise their return to their old ways and habits.



Director of Prisons receiving the SQASC trophy from Deputy Prime Minister and Minister for Finance Mr Tharman Shanmugaratnam

SINGAPORE QUALITY AWARD

WITH SPECIAL COMMENDATION 2012

2012 will be fondly remembered by SPS officers as the year where SPS was accorded the Singapore Quality Award (SQA) with Special Commendation (SC). The SQASC is the pinnacle accolade accorded to organisations that exemplify business excellence at the national level. Specifically, the SQASC recognises past SQA winners for scaling greater heights of business excellence and for demonstrating sustainable global leadership. The award is significant as it affirms SPS's vision and mission to create a safer Singapore and pushes us to achieve an even higher standing in the global corrections fraternity.

Director of Prisons (DP), Mr Soh Wai Wah, was presented with the SQASC trophy by Mr Tharman Shanmugaratnam, Deputy Prime Minister and Minister for Finance, during the Business Excellence Awards Ceremony held on 20 November 2012

at Shangri-La Hotel. The fact that SPS is only the sixth winner since the award was introduced in 2007 highlights the exclusivity of the SQASC.

During his acceptance speech, DP paid tribute to the Captains of Lives whose commitment, professionalism and passion positively influence the lives of the inmates under their care, the inmates' families, and the community. Indeed, the recognition was apt given the important role played by the SPS staff in achieving its mission of safe and secure custody and the rehabilitation of inmates.

CONCEPTUALISATION AND OPERATIONALISATION OF SQASC 2012

Planning and preparation for SQASC 2012 started in early 2010 with the review of the areas for improvement (AFIs) identified during our earlier Business Excellence (BE) certifications, namely the Singapore Quality Award (SQA) application in 2006, and the re-certification of People Developer, Innovation Class and Service Class in 2008. A dedicated SQASC Secretariat spearheaded by SD&I Branch was formed with the mission of mobilising the entire organisation to address these AFIs.

Our preparations were guided by the Business Excellence (BE) Framework which offers a holistic approach in managing an organisation's systems and processes to achieve breakthrough improvements. SPS has adopted the BE Framework since 2001, when we first attained the Singapore Quality Class. We found the BE Framework useful and have since continued to apply it to our work processes. As we work towards our goals, the BE Framework provides guidance for us to enhance key organisational systems and processes to achieve higher performance and



SPS Officers group photograph with GOH, Deputy Prime Minister and Minister for Finance Mr Tharman Shanmugaratnam



SPS staff undergoing briefing on the SQASC Application Report

value creation, while allowing us the opportunity to compare ourselves against best-in-class standards of performance and systematically take stock of and assess our organisational goals.

In ensuring that the AFIs are adequately addressed, and to ascertain implementation efficacy, a decision

was made to re-certify the BE niche certifications in 2011 prior to the SQASC application. To do so, SD&I Branch worked in close coordination with the various Clusters and Divisions. Directorate members were appointed as Category Owners to oversee specific categories of the BE Framework and ensure the various AFIs highlighted previously were aptly addressed,



Hanging mobiles and info-graphics poster used as part of the SQASC communications



SQASC Big Group Rally – Opening address by Director of Prisons

supervised at the highest level by the Business Excellence Steering Committee (BESC). We managed to validate and refine our gap closure efforts, which in turn put us in good stead in our march towards the SQASC objective.

Among the many AFIs addressed included the following key areas – identifying opportunities to leverage on customer-focused and innovation strategies to enhance operational capabilities and efficacy; setting clearer long term goals to better measure the effectiveness of our rehabilitation, operations and support initiatives; employing benchmarking to further enhance key rehabilitation processes as well as to set stretch goals and targets to drive the organisation to a higher level of excellence; and enhancing results comparison with international corrections to better articulate the extent of SPS’s global leadership.

The SQASC application was conceptualised and executed in 2 phases.

Phase 1 – Pre-Site Visit

The Pre-Site Visit Phase saw the Secretariat organised into teams overseeing the Editorial, Communication, and Data & Documentation aspects of the application process. The Editorial Team was charged with delivering a compelling and succinct SQASC Application Report which highlighted SPS’s global leadership efforts and key improvements since winning the SQA in 2006.

As part of internal communications, briefing sessions, styled “SQASC Rallies”, were conducted by the Communications Team for all staff on the contents of the SQASC Application Report. While various staff would be aware of the different AFIs addressed

The SQASC is the **pinnacle accolade** accorded to organisations that **exemplify business excellence** at the national level. Specifically, the SQASC **recognises** past SQA winners for **scaling greater heights** of business excellence and for demonstrating sustainable global leadership. The award is significant as it affirms SPS's vision and mission **to create a safer Singapore** and pushes us to achieve an even higher standing in the global corrections fraternity.

in the course of the years, having these improvements briefed in a single briefing session to the staff allowed them to have a holistic understanding of the changes made. The morale of the staff was raised as they realised the great strides that SPS had made over a broad front. The Communications Team conceptualised the communications collaterals to better facilitate staff understanding and appreciation of the BE journey SPS has undertaken.

Phase 2 – Actual Site Visit

Following the completion of the pre-site visit commitments, the SQASC Secretariat was re-organised to oversee the smooth planning and execution of the 3-day SQASC site visit by assessors from SPRING Singapore.

The SQASC site visit was planned in a manner that allowed the assessors to experience SPS through the eyes of an inmate undergoing various imprisonment phases - from admission to incare and aftercare. As such, the assessors were hosted in Institutions B2, B4, A3 and Tanah Merah Prison School where they got to appreciate the extent and vigour of our security and rehabilitative efforts.

KEY WINNING FACTORS

While the hard work put into

conceptualising and executing the 3-day SQASC assessment contributed to the SQASC success, SPS's commitment towards continuous improvement was the key winning factor. Since embarking on the BE journey, SPS has conscientiously addressed the AFIs identified during the BE assessments and beefed up on areas we were found to be lacking. In fact, such a practice has been ingrained in our systems and processes. We therefore appreciate the BE assessment process and view it as a value-add to our organisational progress. Furthermore, having qualified BE practitioners assess and do a health check on our organisation provides us with the opportunity to scale greater heights of excellence.

Success would also not have been possible without the contribution of every prison officer. Everyone worked together as a team in addressing the AFIs for continuous improvement. Co-ordinated by the Secretariat, officers also went the extra mile during the site visit in furnishing information to the assessors

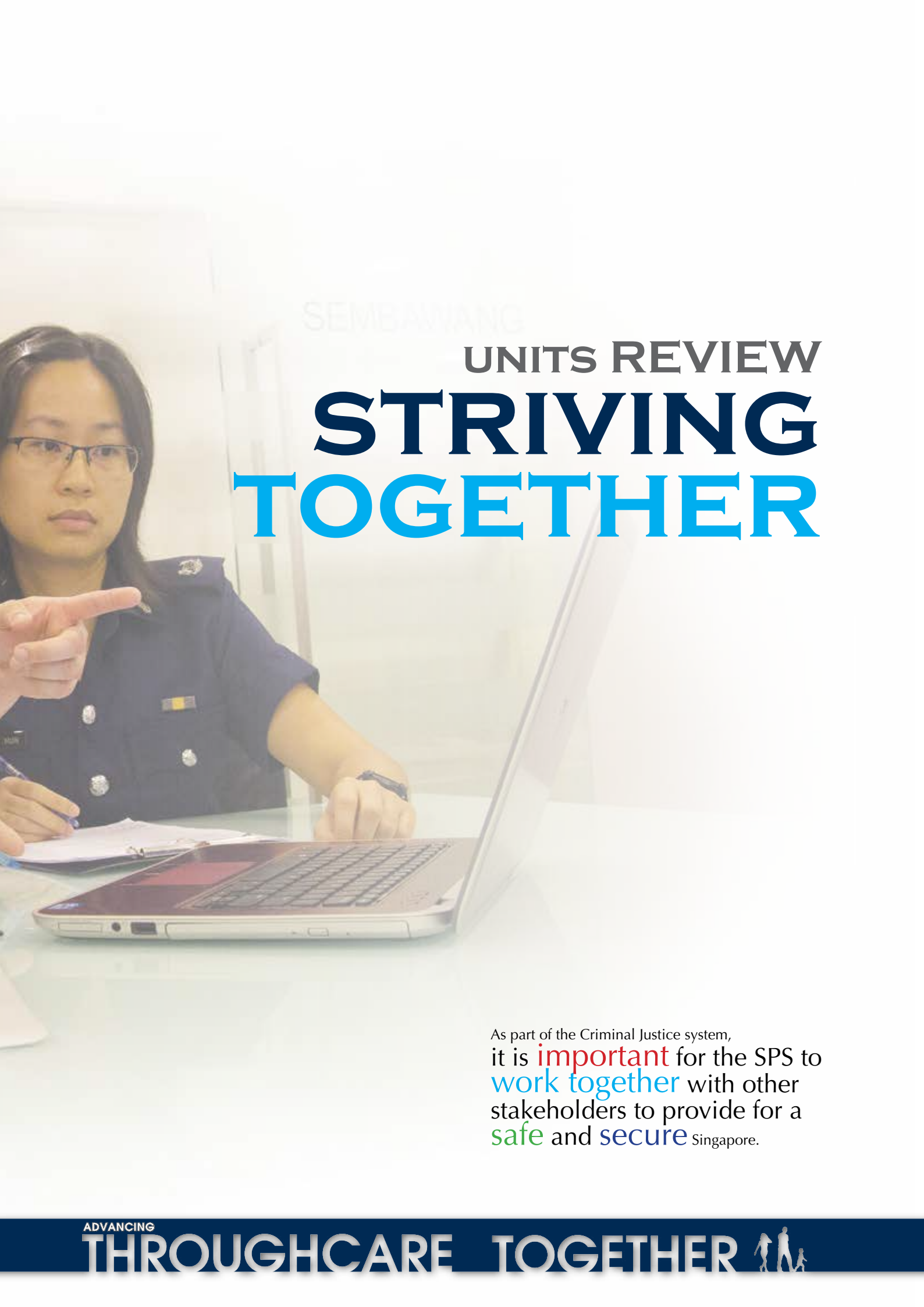
SUSTAINING THE ORGANISATIONAL EXCELLENCE DRIVE

Our journey of excellence was undoubtedly fraught with many

challenges. However, this made the fruits of success reaped even sweeter. This journey should certainly not end with the achievement of this pinnacle award. On the contrary, winning the award should strengthen our resolve to sustain our performance and endeavour to seek more challenging goals.

As DP mentioned in his blog, the SQASC validation does not in itself make us a "great" organisation. Rather, it is our drive towards continual improvement and excellence that will determine whether we are "great". We should never be complacent nor rest on our laurels. Instead, we should be relentless in this never-ending journey towards excellence in order to be a truly "great" organisation, worthy of the SQASC.





SEMBAWANG

UNITS REVIEW STRIVING TOGETHER

As part of the Criminal Justice system,
it is **important** for the SPS to
work together with other
stakeholders to provide for a
safe and **secure** Singapore.

ADVANCING

THROUGH CARE TOGETHER





CORPORATE COMMUNICATIONS AND RELATIONS BRANCH

COMPLEMENTING A WORLD CLASS ORGANISATION

STRATEGIC COMMUNICATIONS COMPLEMENTING A WORLD-CLASS ORGANISATION

To stay relevant and keep abreast of the ever-changing media and communications landscape, the Public Affairs Branch of the SPS was reorganised and renamed the Corporate Communications and Relations Branch (CCRB) on 1 January 2012. As a guardian of the SPS and Captains of Lives (COLs) brands, CCRB maintained its track record of leading the communications efforts of SPS in 2012, and offered comprehensive support in building, maintaining, and sustaining the organisation's reputation as an exemplary prison institution. CCRB's strategic engagement of SPS' key stakeholders also continued to result in effective recognition of SPS as a forward-looking organisation committed to make Singapore a safe and secure home for all.

PROGRESSIVE MEDIA ENGAGEMENT

CCRB's grasp of SPS' stakeholders' news consumption habits enabled a deeper engagement throughout the year. One of the highlights was achieving over 40 per cent increase in the total number of media clips relative to 2011. Beyond the quantitative result, CCRB also ensured that SPS' key messages continued to reach targeted stakeholders. From discussing safe and secure custody to broadening SPS' involvement in rehabilitation and reintegration, tailored messages were weaved into suitable platforms

to create a more meaningful and objective media presence. In fact, 90 per cent of coverage related to SPS in 2012 contained at least one of SPS' key messages.

One of the ways that CCRB was able to work hand-in-hand with the media was through initiating purposeful meetings. For instance, speaking with Channel NewsAsia's top management led to a more insightful understanding of the newsroom's editorial needs and preferences. This allowed CCRB to shape and perfect story angles that culminated in a positive four-part Money Mind feature highlighting the benefits of employing ex-offenders. Leveraging on the pervasive qualities of social and digital media, CCRB successfully reached out to a wider audience while sustaining engagement with current fans. CCRB also invited online communities such as Singapore Instagram and Nike's Team Fatbird to the Yellow Ribbon Community Art Exhibition and Yellow Ribbon Prison Run respectively for the first time, and involved regional celebrity Stephanie Sun in garnering greater online support for the Yellow Ribbon Project.

ENHANCED ORGANISATIONAL COMPETENCY

As a member of the SPS family, CCRB highly prioritises its support for the organisation's operational needs. This includes contributing to the expansion of SPS' role in a more structured aftercare programme. As the programme required additional manpower, CCRB focused on working with Recruitment Branch to enhance SPS' image as an employer of choice. Outstanding prison staff were featured in interviews across popular media platforms to give potential recruits an indication of their career prospects in SPS. In addition to ground officers, SPS' Head of Recruitment also gave

objective perspectives of working within SPS via several television and radio programmes. The increased visibility of SPS' uniformed officers, coupled with Recruitment Branch's targeted outreach contributed to a successful recruitment campaign.

Similarly, CCRB contributed to the Business Excellence Team in paving the way towards the monumental win of the highly prestigious Singapore Quality Award with Special Commendation. It was crucial that SPS was able to showcase the organisation's pride in positive and impactful news coverage from 2006 to 2011, as well as the growing community support for the Yellow Ribbon Project (YRP). The win continues to be a testament to SPS' outstanding organisational excellence.

ADVANCING SPS IN 2013

As CCRB strives to be an exceptional corporate communications and relations unit within the public service, strategies have been planned in four focal areas. These include enabling SPS' Captains of Lives (COLs) to be effective communicators and brand ambassadors, enhancing and safeguarding the corporate image and reputation of SPS and the COL brands, developing CCRB officers' capabilities and creating a great place to work, and strengthening SPS' reputation through forging and enhancing strategic relations with key local and international stakeholders from the public and private sectors. These strategies will be implemented and further refined from FY2013 to FY2015. During this time, CCRB's main challenge is to ensure that the work remains relevant to the growth of SPS and to the changes in the field of communications whilst continually adding value to the work of other staff and ground units. CCRB will continue to develop its work processes

and systems to allow our officers to perform effectively and enable the branch to achieve its mission of being instrumental in helping SPS to enhance mutual understanding and engagement with the organisation's stakeholders.

As a guardian of the SPS and Captains of Lives (COLs) brands, CCRB maintained its track record of **leading** the communications efforts of SPS in 2012, and offered **comprehensive support** in building, maintaining, and **sustaining** the organisation's reputation as an exemplary prison institution.



PROVOST BRANCH

SAFEGUARDING PUBLIC CONFIDENCE

Provost Branch is an independent unit which reports directly to Deputy Director of Prisons/Chief-Of-Staff (DDP/COS). It safeguards public confidence in SPS by conducting independent, thorough and impartial investigations into complaints and allegations against Prison Officers and inmates. Provost Branch is also the staff authority on investigations conducted within the Department

CORE COMPETENCIES OF PROVOST OFFICERS

A good Provost Officer possesses 4 core competencies. They are evidence gathering, investigative thoroughness, investigative acumen and investigative knowledge. These competencies are essential for a Provost Officer to discharge his duties effectively.

To ensure Provost Officers possess these 4 core competencies, Provost Branch has introduced a structured induction framework in 2012 for all its new Provost Officers. Under this framework, new Provost Officers will undergo a three-week Home Team Basic Investigators course conducted for all Home Team investigators before they are deployed for work duties. The new Provost Officer will also be assigned with a seasoned Provost Officer as his/her mentor to coach them in their investigative techniques.

KNOWLEDGE IS KEY

A wise saying goes – To learn the future; one must study its history. In any investigation of disciplinary cases, there are always lessons to be learnt. To strengthen Provost Officers' Jailcraft competencies, Provost Branch began the development of a knowledge management tool in 2012 to share key learning points with our ground officers. This would be a step up from the usual periodic broadcasts of case studies.

PROVOST INVESTIGATION CIRCLE

The inaugural Provost Investigation Circle (PIC) was convened in 2012 for all Prisons Provost Officers. Extending over 1.5 days, the purpose of this Investigation circle was to create an avenue where all Provost Officers could meet up to share best practices and attend a short training/course relevant to their duties. For this PIC, guest speakers DSP Dominique and SSI Johnson from the Police Criminal Investigation Department came and shared on best practices for suspect interviews.

CHANGE OF LEADERSHIP

In 2012, the leadership of Provost Branch was handed over from Mr Peck Tiang Hock to Mr Chiam Jia Fong. The Branch thanks Mr Peck for his excellent stewardship and wishes him all the best as he takes up office as AC Operations (Cluster C). The Branch will continue to

support Mr Chiam by building upon the strong foundation set by Mr Peck.

HARDWARE & HEARTWARE

Besides competencies and theories, a good Provost Officer must also be a team player. To this end, Provost Branch organised a major team-building event cum farewell for Mr Peck Tiang Hock in 2012.

The team-building event was held at City Beach Resort on 20 February 2012. A series of team bonding games and activities ensued and it was a great time of solving puzzles, cracking clues, and running around the resort in the sun. A cooking competition was also held during lunch to pit our lesser-known cooking skills against each other.

However, it was not all fun and no reflection. The facilitators reminded

the participants of the significance of the games played, and we reflected on the importance of communication and teamwork in our daily work.

As a team, Provost Branch is as strong as its individual members. Such team-building events serve to remind us that the people in Provost Branch, 'the heartware', are as important as the knowledge and competencies that we possess - 'the hardware'. The Branch will continually strive to work together as a team to ensure that inmates remain in safe and secure custody, and that any allegations against staff are thoroughly investigated.





STAFF INSPECTORATE BRANCH

“SENTINELS” OF THE SPS SYSTEMS

The Staff Inspectorate Branch (SIB) is the independent internal auditing arm within the Singapore Prison Service (SPS). It oversees the Department Audit Framework, providing internal auditing services to the Department by systematically auditing all high-risk operational systems and processes within the SPS and overseeing the various audits performed at Prison Headquarters, the Divisions and the Clusters. The SIB also oversees the regular updating of the Prison Standing Orders by various staff in the Department.

The SIB reports directly to the Deputy Director of Prisons/Chief-of-Staff (DDP/COS) and presents its audit findings to DDP/COS on a quarterly basis. It's certainly not easy, but it's all in a day's work for these able and competent internal auditors from the SIB who serve as sentinels, guarding against potential risks and threats to the operational systems and processes of the Department.

2012 proved to be a watershed year for the SIB, with the implementation of a new Department Audit Framework. The SIB also took a significant step forward by having greater engagement with process owners in order to achieve better audit outcomes. Other remarkable achievements for this year were the formulation of the Staff Inspectorate Standing Orders (SISOs) and the enhancement of internal auditors' expertise through tailor-made audit training.

THE NEW DEPARTMENT AUDIT FRAMEWORK

The dynamic operating environment of the Department called for SIB to achieve greater effectiveness in its audit outcomes for the prevention of possible lapses. To meet this need, the SIB reviewed the framework in two broad areas – its structures

and processes – and the successful launch of the new audit framework in April 2012.

The new framework enables all audit projects to be based on the SPS risk matrix. As such, the internal audit procedures added greater value to the risk management processes of the Department. In addition, the framework provides for different reporting platforms for internal auditors from the SIB, Clusters, and Divisions to surface their audit findings. The streamlining of the reporting structure for audit outcomes helps to expedite the resolution of audit issues as well as facilitate prompt, proactive action in preventing potential lapses in operations. The structure includes three features – a quarterly audit forum for the Clusters, a quarterly steering committee meeting for system reviews, and an annual audit conference for SPS.

a. Quarterly Cluster Audit Forum (CAF)

The Cluster Security & Inspection (S & I) units audit operational processes within their respective Clusters on a quarterly basis, following which, the audit findings are deliberated at their respective Cluster Audit Forums (CAF). From there, unresolved issues would be raised at the Operations Division Meeting. Where additional resources are needed to address the weaknesses identified, those unresolved findings can be escalated to the System Review Steering Committee (SRSC).

b. Quarterly System Review Steering Committee Meeting (SRSC)

Divisional audit teams such as those from the Corporate Service Division are deployed to audit specialised areas according to the Department Audit Workplan. At the same time, high risk operational processes are audited by internal auditors from SIB. The findings of the divisional audit teams and SIB auditors are reported for deliberation at the quarterly SRSC. The SRSC, chaired by DDP/COS, is attended by the various Cluster Commanders and the relevant Divisional Directors, together with the process owners and subject matter experts.

c. Annual Prison Audit Conference (PAC)

The annually held PAC, chaired by the Director of Prisons, serves as a distinct forum to set strategic directions on audit matters. The PAC reviews the overall progress of audit output for the previous year, sets the direction for the Department Audit Workplan for the coming year and oversees the review of critical PSOs.

THE STAFF INSPECTORATE STANDING ORDERS (SISO)

To prevent the loss of tacit audit knowledge as a result of staff postings as well as staff retirement, the SIB endeavoured to carry out its first-ever formulation of SISOs from June to December 2012. The set of SISOs that were defined took into account

the internal audit methodology, tools and processes of the SIB to provide guidelines for all its internal auditors. The SISOs would help SIB enhance its internal audit outcomes through the adoption and consistent application of best practices.

BUILDING AUDITING EXPERTISE

In 2012, the SIB focused on the training and development of its internal auditors so that they would be better able and equipped to support the mission of the Department. The Institute of Internal Auditors Singapore (IIAS) was also engaged to conduct a 3-day customised training session in December 2012 at the Prison's Lock and Key. The course provided our internal auditors with a basic grounding in internal auditing standards and introduced them to various auditing techniques.

THE ROAD AHEAD: LEVERAGING ON INTERNATIONAL BEST PRACTICES

As the SPS ventures into uncharted waters with its strategic thrusts, it is important that internal auditors are adequately trained and adopt best practices to ensure that quality audits are conducted on the critical systems and operational processes of the Department. This would ensure not only the preemption of any potential failures in these various systems, but the smooth running of those systems that are so crucial to the achievement of the objectives of the Department.



OPERATIONS DIVISION

LAYING THE FOUNDATION FOR REHABILITATION

Robust operational procedures are the cornerstone of the Singapore Prison Service (SPS). Without a safe and secure environment, progress in the area of rehabilitation, including throughcare, would be greatly inhibited.

Operations Division of the SPS oversees all aspects of operational procedures, including the day-to-day running of the prison, provision of medical services to offenders, contingency planning, and the charting of future policy directions. The year 2012 brought with it new challenges as the SPS prepared to embark on a new journey towards throughcare.

THE EXPANSION OF A SPECIALISED REGIME

Following the successful pilot of the Psychiatric Housing Unit (PHU) for offenders with medical disabilities (OMDs), plans are underway to extend such services to female offenders at the Changi Women's Prison (CWP). Such offenders require specialised psychiatric treatment, necessitating collaboration between the SPS and partners, for their effective management. One such example was the collaborative stance adopted between the SPS and the Institute of Mental Health (IMH) in realising a holistic approach to dealing with offenders with special needs that incorporated elements of step-down care as well as aftercare.

The segregation of offenders with such needs signals a much needed step towards channelling appropriate resources to specific groups of inmates to better meet their needs and enhance the effectiveness of our rehabilitative efforts.

ENHANCING OPERATIONAL READINESS

Operations Division continually reviews and updates contingency plans to ensure that prison officers are ready to respond to emergencies within

our prison. Apart from conducting regular contingency exercises to assess the operational readiness of the different institutions, the year 2012 saw the formation of the Prison Negotiation Unit (PNU). With the development of PNU, SPS succeeded in plugging a long-standing gap in its operational capabilities – dealing with hostage situations. To disseminate the knowledge acquired in this area, members from the unit have actively shared their training experiences with other Prison Officers through training platforms such as the Basic Officer's Course (BOC) and officers' In-Service Training (IST).

WORKING WITH OUR STAKEHOLDERS

As part of the Criminal Justice system, it is important for the SPS to work together with other stakeholders to provide for a safe and secure Singapore. One area of close collaboration is in the development of the Subordinate Courts' new Integrated Criminal Case-filing and Management System (ICMS). The aim of the new ICMS is to create a paperless system in which documents will be electronically filed and exchanged between the Subordinate Courts and other relevant parties such as the SPS. The joint development work began in 2012 and is expected to be completed by end 2013.

EVOLVING MEDICAL CARE FOR OFFENDERS

The year 2012 also saw a new Medical Service Provider, Parkway-Shenton, taking over the provision of medical services to offenders. The SPS acknowledges and appreciates the contributions of the Raffles Medical Group (RMG) during the 12 years in which it has provided SPS with medical services, and looks forward to a close and fruitful working relationship with Parkway Shenton.

Operations Division also leveraged on technology to improve the quality of medical care provided to inmates. Firstly, the Electronic Medical Report (EMR) was developed in 2012 to allow for all inmates' medical records and prescription history

to be stored in an electronic database. Because the EMR is accessible from most computer terminals in Prison, this system eliminates the need for manual recording of inmates' medical details and for transporting numerous physical records. Secondly, the Automated Tablet Packing machine packs medication prescribed to inmates into individual sachets based on what has been prescribed by the doctor. When medication is issued, important details such as details of the inmate and drugs dispensed are automatically captured in the EMR through a handheld scanner.

PREPARING FOR FUTURE CHALLENGES

The concerted move towards throughcare as a key component in the work of the SPS requires that the Operations Division continually devise new policies and procedures that are consistent with the developments planned for the future. Presently, the Operations Division is heavily involved in the reviewing of the existing remission system with a view to introduce a conditional remission scheme. The Prison Regulations are also being reviewed concurrently.

Operations Division continually seeks to strengthen existing structures, frameworks, and procedures to ensure that a strong foundation is built for the smooth implementation of rehabilitative programmes. With feet firmly planted in the foundation that is the security and safety of the SPS environment, SPS can look forward to developing new and exciting initiatives for the future.

The Operations Division of the SPS oversees all aspects of operational procedures, including the day-to-day running of the prisons, provision of medical services to offenders, contingency planning, and the charting of future policy directions.



STAFF DEVELOPMENT DIVISION

WALKING HAND IN HAND WITH STAFF TO ACHIEVE THROUGH CARE

As SPS embarks on a new leg of Throughcare journey, it is crucial for us to have the right workforce to help us progress towards our goal. Staff Development Division (SDD)'s mandate is to

- (a) Recruit and retain the right staff,
- (b) Deepen and broaden staff's competencies; and
- (c) Build an engaged and resilient workforce.

2012 has been a remarkable year with some noteworthy achievements.

RECRUIT & RETAIN THE RIGHT STAFF

SDD stepped up its recruitment efforts in 2012 to attract passionate people to embark on the Throughcare journey with the organisation.

For a start, Recruitment Branch increased its outreach to potential Captains of Lives who were more technically and social media savvy by engaging them via new topics and photographs posted on our Captains of Lives' Facebook fanpage. The Branch also leveraged social media platforms to initiate a learning journey for students from tertiary institutions to visit Cluster A and SPEAR Base on 5 March 2012.

We next ran advertisements at bus shelters island-wide to generate interest in potential careers with SPS. We also leveraged on the mainstream media in our recruitment efforts. Several of our Prison Officers were featured in the newspapers, radio and television programmes such as 93.8 Live talkshow



and Good Morning Singapore. Our publicity for 2012 ended on a high with a feature in The New Paper depicting our Prison Officers' experiences working with ex-offenders. These efforts paid off with an overwhelming 38% increase in job applicants - 352 new officers joining our cause!

Apart from recruiting the right people, SDD recognises the importance of rewarding officers for their hard work as part of our strategy in retaining the right staff. Awards and incentives such as the Subsidiary Award, Healthy Lifestyle Award and Director of Prisons Award go a long way in boosting staff morale and keeping them motivated. In 2012, a record number of 560 officers were awarded the Director of Prisons Award in recognition of their commendable achievements.

2012 also saw a review of the Talent Management Scheme (TMS) that was implemented in 2007 to better groom identified young SPOs/HASEs and POs with high potential to hold key appointments and reach SPO ranks respectively. Renamed the Enhanced Development Programme (EDP), the programme promotes effective career management for identified high potential Prison staff from all schemes of service. Promising staff in the graduate schemes will be groomed to become key appointment holders in SPS, while POs/MSOs would be developed to reach SPO/HASE ranks. This allows more SPS staff to gain greater exposure, and is especially important as we venture into new areas beyond the prisons of the past.

DEEPEN & BROADEN STAFF COMPETENCIES

As a sign of SPS' commitment towards

staff training, the Training Curriculum Steering Committee (TCSC) was formed in February 2012. Chaired by the Deputy Director of Prisons and comprising several Divisional Directors, the TCSC oversees the training curriculum and various assessments of the Basic Officer Course (BOC) and other in-house milestone courses.

Jailcraft continues to be the core skill that all prison officers need to be well-versed in. To ensure that officers are adequately equipped with such Jailcraft competencies, SDD, Operations Division and the TCSC reviewed the Jailcraft e-test for 2012. Three video case-studies by our very own trainers from the Prison Staff Training School were introduced in the latest Jailcraft e-test. This provided an assessment of Jailcraft application skills that were closer to reality.

BUILDING AN ENGAGED AND RESILIENT WORKFORCE

The nature of a prison officer's work has become more complex and challenging over the years. Thus, resilience and engagement has become an increasingly important trait in ensuring that officers are able to cope with and discharge their duties effectively while maintaining a healthy level of well-being.

To engage our staff and play our part in Corporate Social Responsibility (CSR), SDD coordinated various activities with our beneficiaries of 2012, the Metta School and the Green Movement.

As the highlight of our CSR efforts for 2012, SDD organised the Metta School Volunteering project for the Department where we went beyond offering care and assistance to our




beneficiary. We embarked on an inaugural journey to give the students an opportunity to showcase their talents, to instil confidence in them and to develop their life and social skills. Staff Well-Being Branch engaged the students as 'teachers' to our staff in a dance exercise and batik printing class as part of our Department's Family Academy Day. Besides encouraging healthy emotional well-being and family volunteerism, the event also heightened staff's awareness of the Metta School students and enhanced the students' learning and developmental journey.

Coaching continues to be a key mode of staff engagement in SPS. In 2012, SDD initiated a series of broadcasts featuring light-hearted coaching tips in the form of comics and inspirational coaching stories from our SPS leaders. The broadcasts served to remind staff of the importance and impact of coaching on their work performance and in their professional development.

The Coaching Appreciation Initiative (CAI) was also introduced in 2012 to allow staff to nominate their coaches

in appreciation of their guidance and support. The initiative was implemented to recognise exemplary coaches in our midst and encourage the sharing of good coaching practices in SPS. 33 coaches were recognised, and good practices adopted by the recipients of the CAI were shared with all staff via regular email broadcasts. As the Department grows, coaches will be playing a more pertinent role in imparting knowledge to and sharing experiences with their colleagues.

As Robert Reich, the 22nd United States Secretary of Labour said, "Your most precious assets are not your financial assets. It is the people you have working there, and what they carry around in their heads, and their ability to work together." With the commitment of every Captain of Lives, we will be able to develop a professional and engaged workforce to take Prisons to the next level of Throughcare... and beyond!



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REHABILITATION AND REINTEGRATION DIVISION

BUILDING A SEAMLESS THROUGH-CARE SYSTEM

2012 was an exciting year for Rehabilitation & Reintegration Division (RRD), as the Division worked hand-in-hand with both internal and external stakeholders, such as the Clusters, SCORE, and community partners, to roll out new rehabilitation initiatives and strengthen existing ones. The efforts of the Division were aimed at building a seamless Throughcare system for offenders and breaking the revolving doors of incarceration.

STRENGTHENING AFTERCARE SUPPORT STRUCTURES

Youth offenders admitted to the Reformatory Training Centre (RTC) often experience strained family relationships and various forms of family dysfunction. With this in mind, the Rekindle Throughcare Programme was introduced to strengthen family bonds and establish a supportive family network through family reconciliation programmes during the Reformatory Trainees' (RTs) pre-release period; as well as to enhance their reintegration through the provision of aftercare case management services to the RTs and their families.

First piloted in 2010 in collaboration with the North East Community Development Council (NECDC), the programme has since been expanded to include all the RTs and their families across all residential



districts. The full scale implementation of the programme was completed in April 2012. The programme is now conducted by Fei Yue Community Services, and commences six months' prior to the RT's Release-on Supervision (ROS), where the RTs and their families would be required to attend workshops to address reintegration concerns. During the ROS phase, caseworkers would work closely with the Reintegration Officers to provide case management and social assistance to the RTs and their families for up to six months.

Apart from youth offenders, another group that is a cause of concern is the Long Term imprisonment (LT) offenders. Between 2012 and 2014, about 3,000 LT offenders are expected to be released and about half of them are assessed to be at high risk of re-offending. This poses an immediate concern for the safety and security of the community.

In November 2012, in collaboration with the CNB, the Enhanced Supervision for high-risk LT offenders was implemented to provide a structured form of aftercare with more scaffolding and tighter supervision

for these offenders. The period of Enhanced Supervision would generally be 12 months and is part of offenders' two-year supervision under the CNB. In addition to urine supervision by the CNB, offenders under Enhanced Supervision will be subjected to electronic monitoring with adherence to curfew hours, and supported with mandated casework and counselling. Caseworkers from the SPS are also assigned to provide offenders with guidance and referrals on employment opportunities.

ENHANCING INCARE PROGRAMME COVERAGE

Apart from strengthening aftercare support structures, enhancing programme coverage was also a priority for RRD in 2012. As the number of programmes provided has increased substantially over the years, a systematic allocation of programmes is necessary to ensure effective allocation of programming resources to different inmates based on the Risks-Needs-Responsivity principles.

In 2012, RRD implemented the Programme Allocation Directory, which serves to provide a comprehensive overview of all available programmes,

including the number of programmes as well as spaces required for each Financial Year (FY). This allows the programme officers at the respective Clusters/institutions to use the directory as a reference and allow for a systematic selection of inmates for programmes. For FY2012, there was an increase of more than 50% in the number of planned programming spaces as compared to the total number of programming spaces utilised in FY2011. In addition, the Programme Allocation Directory also facilitates the tracking of programme emplacement at the Cluster level. RRD will continue to track the programme utilisation rate in the respective clusters over the subsequent years.

Faced with limited resources and manpower, RRD also explored ways to leverage on technology in order to enhance programme coverage. One prime example would be the Mobile Evaluation System (MES) which was piloted at Institution A5 in 2012. During the pilot, inmates were issued with self-help guides on drug abuse and were required to learn the information provided. Subsequently, the inmates were tested on their knowledge through the MES, which is comprised of a set of



questions administered through tablet computers. Feedback from inmates who participated in the pilot showed that the self-help booklets were informative and easy to read, and that the MES was easy to navigate.

With the positive feedback received, RRD intends to further develop the MES as it enables mass testing of inmates' learning with minimal staff supervision, requires less space for administration, and reduces security risks related to inmate movement. Furthermore, the process encourages inmates to occupy a position of increased urgency in their own rehabilitation process.

COMMUNITY COLLABORATION – BUILDING FROM STRENGTH TO STRENGTH

An effective Throughcare system would not be possible without the support of our community partners. In 2012, RRD continued to expand upon its community collaboration and engagement efforts.

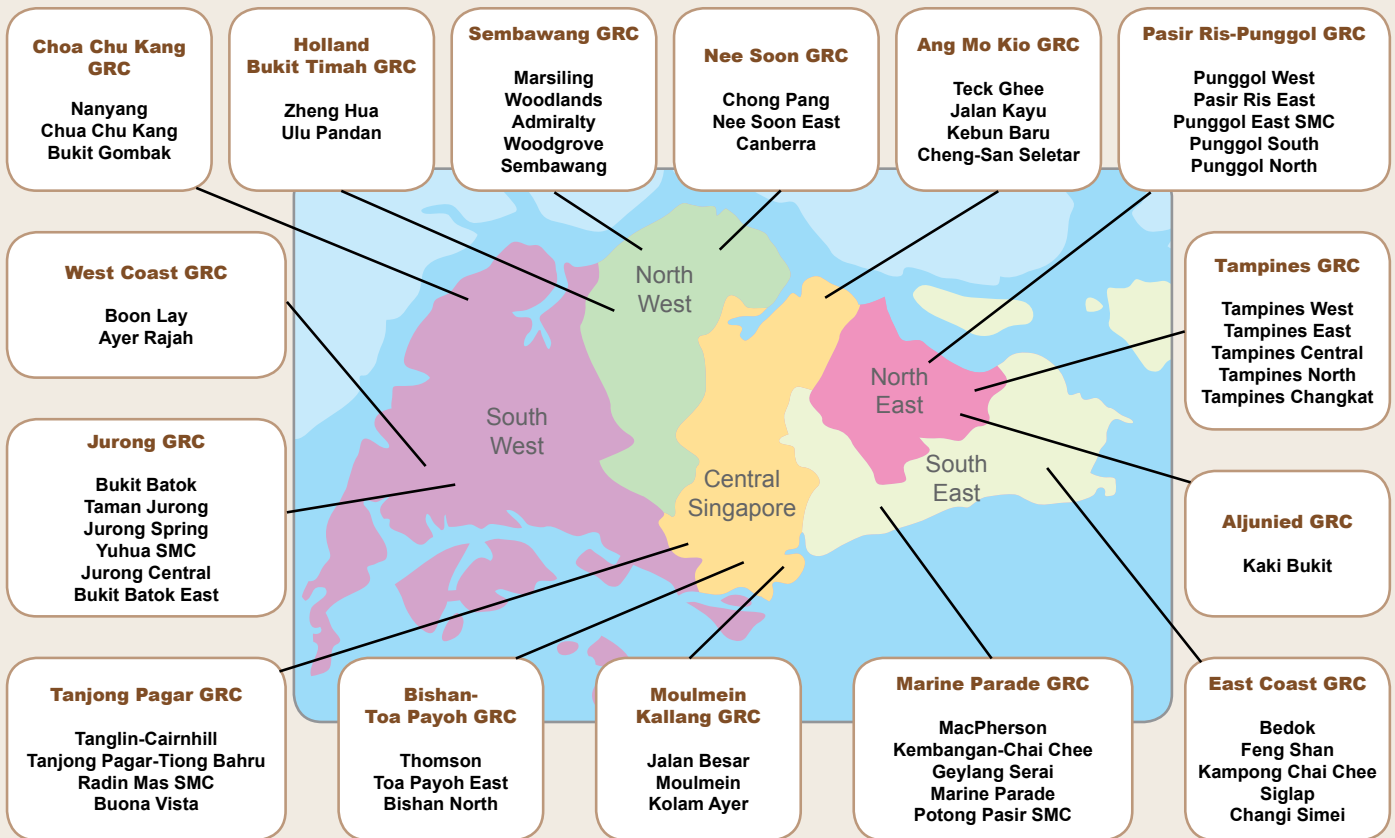
A new initiative in 2012 was the introduction of the Befriending Programme at the Pre-Release Centre

(PRC). With the majority of the PRC inmates being LT offenders with little or no family support, they often face difficulties with reintegrating back into society upon their release. Hence, in collaboration with various community partners, RRD has matched volunteer befrienders with offenders from the PRC to provide the latter with pro-social support through active engagement and positive peer support.

The Befriending Programme starts during the offenders' in-care phase at the PRC and continues for six months after their release. During the in-care phase, befrienders build rapport with the offenders and engage them through regular letter writing, telephone calls, and individual interviews. Upon the offenders' release, befrienders will continue to maintain and strengthen the befriending relationship with offenders, and refer them to community resources and agencies where required.

Another example of the continued expansion of community collaboration would be that of the Community Outreach Project (COP). The COP is a collaborative effort between the

COMMUNITY OUTREACH PROJECT



Ministry of Home Affairs (MHA), the Singapore Prison Service (SPS), the Singapore Corporation of Rehabilitative Enterprises (SCORE), and participating grassroots divisions. Through the programme, grassroots volunteers visit the families of incarcerated offenders and refer them to available avenues of social assistance where required. Since its launch in September 2010 with two grassroots divisions, the COP has expanded to a total of 44 participating divisions, with a total pool of 390 trained grassroots volunteers as of end 2012. In addition, as of end 2012, a total of 760 families have been rendered assistance through the COP.

To strengthen the branding of the COP, the awareness of the Yellow Ribbon Project (YRP) has been leveraged on, with grassroots volunteers now taking on the role of “Yellow Ribbon Champions”. The inaugural COP Networking cum Sharing Session was also held on 7 July 2012 for grassroots

leaders and volunteers to share on their best practices and experiences from the project. Hosted by the Senior Minister of State, Mr Masagos Zulkifli, the event attracted a significant turnout of 243 participants (including seven grassroots advisors).

MOVING FORWARD

In 2013 and the years to come, RRD will continue to build upon the strengths

of the various rehabilitation initiatives implemented in recent years, and will work on the implementation of the Mandatory Aftercare Scheme (MAS) as well as the recommendations under the Task Force on Drugs. Working in close collaboration with both internal and external stakeholders, we hope to achieve the next milestone in our Throughcare journey.

Since its launch in September 2010 with two grassroots divisions, the COP has **expanded** to a total of 44 participating divisions, with a total pool of **390 trained grassroots volunteers** as of end 2012. In addition, as of end 2012, a total of **760 families** have been rendered assistance through the COP.

CORPORATE SERVICES DIVISION

ADVANCING
THROUGH CARE –
THE CORPORATE
SERVICES WAY



2012 was a fulfilling year for the Corporate Services (CS) Division, seeing several major projects reach critical milestones. From getting projects approved and funded, to collaborating seamlessly with key stakeholders in ensuring their successful implementation, the CS Division has been committed to the advancement of Throughcare and the provision of the best support services to the Department.

In 2012, several projects were initiated that were instrumental in the Throughcare process. Projects such as the construction of the Selarang Park Complex (SPC), the development of the Interim Prison Case Management System (PCMS), the enhancement of the Prison Operations and Rehabilitation System (PORTS) and, not forgetting, the preparation work for the rolling out of the inmate self-service kiosk (ikiosk). These were key projects that were critical in the successful advancement of Throughcare.

PROVIDING SOLID FOUNDATION TO THROUGH CARE – THE SELARANG PARK COMPLEX (SPC)

The SPC will be a major statement of the SPS's commitment to Throughcare. A large amount of resources and effort has been invested into realising the SPC, which will house unique, purpose-built, step-down facilities that provide inmates with an environment optimal for their immersion in specialised rehabilitation programmes, preparing them for the final steps in their transition back to society.

Facilities such as the Pre-Release Prison, Secular Halfway House and Community Supervision Centre will greatly enhance the depth and scope of SPS's rehabilitation programmes, especially in the area of aftercare. For example, inmates that are sent to the Pre-Release Prison for the final months of their sentence will go through an intensive curriculum of counselling and vocational training daily. High-risk inmates will also be emplaced at the Secular Halfway House, where they will be assisted with job placement, provided with lodging, and undergo further rehabilitation booster programmes.

When the SPC is completed in 2017, it will also mark the consolidation of all SPS incarceration facilities in the Changi district. The close proximity of all our facilities will bring about a heightened synergy amongst staff and enable a more efficient sharing of resources.

AFTERCARE CASE MANAGEMENT SYSTEM – THE ELECTRONIC WAY

With the implementation of the Enhanced Supervision for inmates upon their release, there will be extensive engagement and collaboration involving our SPS officers and community partners from external aftercare agencies.

This calls for a common application platform or a system like the Prison Case Management System (PCMS) to support the various user groups





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involved in the rehabilitation of an offender during their aftercare. The increased collaborative sharing of relevant rehabilitative information amongst SPS officers, caseworkers, and community partners will enable effective, "seamless" Throughcare for our offenders.

THE GREENER APPROACH TO ADVANCING THROUGH CARE

The key to advancing throughcare lies in a solid foundation that supports such activities within the facilities. In SPS, we believe that we can achieve our goals while conserving the environment – we believe in the "Green Approach".

Prisons has come a long way since we started our "Green" journey in 2008. In just three short years, we have implemented over 20 green initiatives

throughout SPS, and because of these initiatives we are now enjoying average annual savings of \$700,000. Of course, aside from monetary savings, our initiatives are aimed at conserving energy and reducing the impact our operations have on the environment. Clearly, we are moving in the right direction, having won several awards and certifications from agencies such as the BCA and the PUB over the years.

In 2012, we continued to push for excellence in our green efforts and were duly rewarded with the BCA Green Mark "Platinum Award" for the new Prison Headquarters; a first for a Department in the Ministry of Home Affairs (MHA). Aside from the new Prison Headquarters, the Cluster A Security Control Office (SCO) and Changing Room, as well as the Transit

Centre, were also awarded the BCA Green Mark "Gold" Award and Green Mark Certificate respectively.

Not resting on our laurels, in 2013, Prisons will be installing a second Photovoltaic Solar Panel at the Transit Centre. The system will supply 100Kwp of clean energy to the Transit Centre. For the Clusters, a new remote utilities monitoring system will be installed. Measures and initiatives will be put in place for a more efficient use of resources based on the data captured.



INTELLIGENCE DIVISION

A KEY PLAYER THAT CONTRIBUTES TO A SAFE & SECURE PRISON SYSTEM

Intelligence is an integral part of prison operations. Intel Division (ID)'s structure of collection officers and analysts coupled with a systematic intelligence process has helped to pre-empt the occurrence of many incidents in prisons. The work of Intelligence, though often not noticeable, has on numerous occasions shown to be critical in preventing and detecting illicit inmate activities in prisons. All these are attributed to the dedicated and tireless effort by HQ and ground Intelligence officers who gather relevant/ useful information and make sense of them every day.

SUPPORTING PRISON OPERATIONS

With timely and accurate intelligence, informed decisions can be made when discrete and seemingly unrelated pieces of information are pieced together to form a picture. Therefore, sound intelligence serves as an important "line of defence" to warn us about what is to come, and prepare us to take the necessary action to avert a crisis.

FUNCTIONING AS A TEAM

On the ground, Intelligence Officers work very closely with the Housing Unit officers to ensure a high level of security within the Housing Units. The close cooperation and teamwork between Intelligence and HU staff has led to a more efficient running of the daily prison operations and better inmate management.

At a more strategic level, Intel Division monitors emerging or ongoing trends in tension indicators and inmate discipline within prisons to detail significant changes. Once sufficient information has been gathered to form an integrated situational picture, recommendations are made to Operations Division to support decision making.

ENHANCING SKILLS AND DEVELOPING CAPABILITIES TO MEET CHALLENGES

In order to build a professional Intelligence division to meet today's highly dynamic and complex operating environment, we constantly ensure that all Intelligence staff are provided with required and relevant training regularly. Such training covers aspects of general development as well as specialised intelligence fields to better equip Intelligence Officers with relevant knowledge so that they can progressively take on greater responsibilities and challenges.

Throughout 2012, Intelligence Officers attended various relevant courses to meet the expanding scope or changing needs of their work. Some of these courses included specialised trainings conducted by our LEA counterparts and even the SAF Military Police Command. In addition, our officers also attended skill enhancement courses such as linguistics analysis and new software analysis trainings. In order to gain a broader perspective and understanding of our changing operating environment, our staff also attended seminars organised by the Centre of Excellence for National Security and the Home Team Behavioural Sciences Centre (HTBSC).

ID has also continuously supported the training of our newly enlisted Intelligence officers to prepare them for their eventual deployment to the Housing Units. These new officers will attend the Basic Intelligence Officers' Course at Prison Staff Training School where they undergo specialised training on field operations and collection and analysis of intelligence and vital information.

Intelligence Division has also continuously supported the **training** of our **newly** enlisted **Intelligence officers** to **prepare them** for their eventual **deployment** to the Housing Units.



WORKING HAND-IN-HAND WITH OUR HOME TEAM PARTNERS

In today's increasingly complex and dynamic environment, forging strategic and continuous alliances with key relevant partners and counterparts to leverage on different capabilities has become increasingly important in helping agencies address their key challenges. Recognising this importance, ID is committed to building strong ties with our fellow Home Team counterparts to support each other and increase our overall capabilities. This would be a "win-win" situation for everyone and go a long way in strengthening the team spirit and identity of the Home Team.

One of our key contributions in the collaboration with the Home Team counterparts is the sharing of vital information that aids their operations, enforcement or investigative efforts. We also regularly share profiles of releasing inmates who may pose a threat to public safety with other LEAs. Such information and collaboration will go a long way in forging strong teamwork amongst Home Team agencies and contribute to a safe and secure Singapore.



STRATEGIC PLANNING DIVISION

ACHIEVING A FORWARD LOOKING ORGANISATION

Strategic Planning Division (SPD) oversees the SPS's strategic planning and organisation development efforts to achieve a forward-looking organisation. This involves organising the annual Corporate Advance, retreats and other events in the corporate planning cycle, and facilitating the Department's efforts in its journey of Organisational Excellence. SPD also monitors the Department's workplan, statistical trends and key performance indicators via the Corporate Dashboard.

LONG-TERM STRATEGY DEVELOPMENT: EVOLUTION OF SPS BUSINESS EXCELLENCE MODEL

2012 saw the review of SPS's Business Framework which was first developed in 2008. The review sought to integrate the new focus of our organisation and encapsulate the key strategies to move SPS towards meeting our strategic challenges in realising our vision and mission to create a safer Singapore. The revised Business Framework also aimed to provide a holistic and integrated perspective of key aspects of our organisation such as our key business areas, various products and services delivered and our intended beneficiaries. It also encapsulates the key elements of the Business Excellence Model or Singapore Quality Award Framework promulgated by SPRING Singapore.

SPS GLOBAL LEADERSHIP

As with previous years, SPD facilitated the planning of overseas study trips to enable SPS to learn from countries with established corrections systems. Trips to conferences such as last year's United Nations & Far East Asia Institute (UNAFEI) 151st Training Course in Japan also allow us to share best-in-class practices as part of our capacity building efforts within the international corrections community.

SPD also continues to drive SPS' involvement in international conferences and associations, namely the Asian and Pacific Conference of Correctional Administrators (APCCA) and the International Corrections and Prisons Association (ICPA) Conference.

ADVANCING THROUGH CARE

SPD facilitates the SPS's efforts in advancing Throughcare by ensuring that the workplans of Divisions, Clusters and Units are aligned to the relevant focal areas. This alignment allows for proper allocation of resources to support the workplan implementation. SPD also closely monitors the workplan implementation progress to ensure that the SPS achieves its strategic objectives and performance outcomes.

SPD also supports the department's Throughcare journey through our involvement in the National Committee on Youth Guidance & Rehabilitation (NYGR) Working Committee. SPD's projects focus on upstream intervention programmes for at-risk youths and rehabilitation of youth offenders. These initiatives are carried out in close collaboration with key stakeholders such as the Ministry of Social & Family Development (MSF) and Ministry of Education (MOE).

COL STORIES

As part of organisation development, SPD oversees the 'Captain of Lives' (COL) Stories - a fortnightly feature where our officers share their reflections, personal experiences and stories of their journey as COL. The COL Stories not only garner commitment and involvement among staff towards our Vision, Mission and Values, but motivates and inspires staff through their colleagues' personal sharing.

NEW PUBLIC SERVICE (PS) 21 SERVICE INITIATIVES

To align SPS with PS21 Service Excellence Initiatives based on the Revised Service Principles of Citizen Centricity, Mutual Respect & Courtesy and Shared Responsibility, SPD implemented a series of initiatives which

included the Public Service Revised Service Principles, No-Wrong-Door Policy and Revised Minimum Service Standard. These were crafted based on guidance from the PS21 office.

To improve the service standards at the respective public touch-points, SPD completed three runs of customised WDA-certified service training for our frontline staff. Moving forward, SPD is in the midst of reviewing the feedback management process to simplify and automate certain aspects of feedback management. This initiative seeks to allow for effective monitoring of feedback status and improve productivity associated with the tracking of feedback.

INNOVATION EXCELLENCE

SPD also continues to organise monitoring and tracking activities encompassing various levels of engagement and involvement to encourage SPS officers to constantly innovate and think of new and better solutions in all areas of work. Such activities include the 3i @ Weekly Update Meeting, 3i @ Leadership Circle, 3i @ Director of Prisons' Visit and 3i Forum.

SPD also guided and managed the organisation of the BE3i Fiesta and participation in the National Innovation and Quality Circles (NIQC) Convention. In FY2013, SPD will be nominating SPS's top-performing WITs teams to take part in an international convention called the International Exposition on Team Excellence (IETEX). As the convention has teams competing from all over the world, the exposure will provide valuable learning for the SPS team and allow them to benchmark the quality of their WITs projects with the best international WITs teams.

BUSINESS EXCELLENCE

2012 saw SPS successfully attaining the Singapore Quality Award (SQA) with Special Commendation. Spearheaded by SPD, the organisational effort involved precision planning and coordination to execute the 3-day site assessment which took place from 3 to 5 July 2012. As a result of everyone's hard work, SPS managed to impress the assessors who were appreciative of our efforts in making the 3-day assessment a pleasant and memorable experience for them. Indeed, the SQA with Special Commendation marks a significant milestone in SPS's pursuit for organisational excellence.



PSYCHOLOGICAL AND CORRECTIONAL REHABILITATION DIVISION

SOWING SEEDS OF CHANGE



Formed in 2012, the Psychological & Correctional Rehabilitation Division (PCRD) is the newest Division of SPS. Made up of Correctional Rehabilitation Specialists (CRS), Psychologists, and Research Officers, it is a product of the Department's concerted efforts in the area of reducing offenders' risk of re-offending and facilitating offenders' reintegration into society so as to build a safer and more secure community. To this effect, the resources of PCRD are poured into five main focus areas of specialization: Research, Rehabilitation Evaluation, Correctional Psychological Services, Correctional Counselling Services, and Correctional Casework Services.

THE FORMATION OF PCRD

The psychological and counselling components of the rehabilitation services of the SPS were existed as two different branches twelve years prior to the formation of PCRD. In 2009, both branches were merged to form the Psychological & Counselling Services Branch (PCS) under the Rehabilitation & Reintegration Division (RRD). Three years after, due to the changing landscape of rehabilitation work, such as the advent of Mandatory Aftercare and the expectancy of managing high risk offenders in the community, which called

for more breadth and depth in the scope of the specialists' work in Prisons, PCRCD was formed

THROUGH-CARE FOR HIGH-RISK OFFENDERS

With the implementation of the Mandatory Aftercare Scheme (MAS), the Ministry of Home Affairs (MHA), in collaboration with SPS, hopes to advance Throughcare for offenders. It is important that as a Division, PCRCD's work remains aligned to the vision of both MHA and SPS. As an offender journeys through the system, from admission to aftercare, the unique roles that CRSs and psychologists play contribute to his or her journey of change. In so doing, re-offending is reduced, and a safer and more secure community is developed.

ADMISSIONS

After an inmate is sentenced, he goes through a Rehabilitation Classification interview conducted by CRSs and Rehabilitation Classification Officers. They are trained in using assessment tools such as the Level of Service/Case Management Inventory to determine each offender's risk of re-offending, as well as their criminogenic needs. Psychology-based treatment programmes targeting these criminogenic needs are then identified and charted in the inmate's Personal Route Map. This is where the Throughcare journey begins.

THE TREATMENT PHASE

Offenders are eligible to participate in various programmes such as work, studies, and psychology-based group treatment programmes during the treatment phase of their sentence. CRSs and psychologists deliver these treatment programmes which target criminogenic needs in order to reduce offenders' risk of re-offending. At the same time, other CRSs and

psychologists work behind the scenes to impact offenders' journeys through planning correctional rehabilitation, researching the latest evidence, designing and developing programmes, and evaluating these programmes to ensure their effectiveness. One product of such collaboration is the Integrated Criminogenic Programme (ICP) which was developed in 2011 and is currently delivered at the PRC at Institution B4.

As offenders serve their sentence, they may experience emotional distress as they adjust to the prison environment and attempt to cope with personal issues. CRSs and psychologists form part of the Inter-Disciplinary Teams at the Institutions, to discuss ways to engage and manage these inmates, with the hope of reducing the incidence of problem behaviours. Like in group programmes, offenders learn coping skills that will not only be useful for the rest of their sentence but also for their reintegrating into the community. A unique team that works primarily to support the Housing Unit operations at PRC is the team of three CRSs which offers specialist consultancy in facilitating therapeutic processes to enhance PRC operations.

AFTERCARE

Towards the end of their sentence, some offenders may be found eligible for emplacement on community-based programmes. Further rehabilitation components of PCRCD, such as case management services, group-based boosters, and individual counselling, are extended to these offenders to facilitate their reintegration to the community. Besides the CRSs in CISB, those in the Correctional Interventions Branch (Cluster B) and the Reformatory Trainee (RT) Interventions Team (Cluster A) also continue their rehabilitation efforts beyond prison walls.





Much like during incare, CRSs do not work in isolation. They collaborate with Reintegration Officers to support offenders in meeting their reintegration needs and managing risks present in the community. They also encourage positive behavioural change whilst ensuring compliance to offenders' supervision conditions.

The collaborative work PCRDR participates in also extends beyond SPS to community partners and agencies to provide offenders with support, opportunities, and resources for change. This includes collaboration with the Central Narcotics Bureau (CNB) to enhance the supervision of high-risk drug offenders. To improve such inter-agency collaborations, PCRDR organises networking events,

joint training sessions, and visits to community agencies. CRSs and psychologists also contribute to the body of evidence-based knowledge by presenting their expertise at various local conferences. This includes their sharing of scientific rehabilitation knowledge with community partners and volunteers in order to enhance the community's aftercare capabilities.

Besides collaborating with local organisations, PCRDR also collaborates with international academic bodies to develop its assessment tools and rehabilitation capabilities. For example, the community supervision tool, Effective Practices In Community Supervision (EPICS), which was developed by the University of Cincinnati, was piloted in SPS and

adapted for use by CISB for cultural relevance in a local context. Based on the most current research suggesting the importance of the offenders' relationship with officers, EPICS is designed to be used during community supervision to assist the CRSs and prison officers in applying the principles of effective intervention and core correctional practices in their work with offenders.

KEEPING THE SPEAR SHARP

As the various specialised branches in PCRDR work together to provide correctional rehabilitation to offenders from incare to aftercare, the Professional Development and Training Branch (PDTB) oversees initiatives to help cultivate a cohesive working culture within the Division.



Events such as division-wide retreats and learning circles are organised to encourage interaction amongst the various branches and provide learning opportunities for staff to share specialised knowledge and best practices. The PDTB also oversees training needs to raise the competency of staff to bring them closer to becoming leading experts in correctional rehabilitation.

In addition to training opportunities, the joint research conducted with the Home Team Behavioural Sciences Centre not only sharpens the research capabilities of staff, but also serves to contribute to the formulation of coherent preventative and rehabilitative strategies for the greater purpose of developing a safe and more secure Singapore. Together

with the Police Psychological Services Division, they also jointly organize the Asian Conference of Criminal & Operations Psychology as a platform for the exchange of information in the field of law enforcement, criminal and operations psychology, and behavioural sciences.

The mission of Captains of Lives is a challenging one. With this in mind, the Mental Resilience (MR) unit looks into the resilience and well-being of the staff of SPS. It provides intervention services to build the resilience of all staff as they play their part in steering offenders towards being responsible citizens. The services of the MR include organizing resilience training for staff and working closely with the Staff Well-Being Branch to deliver holistic staff support

services in SPS. Working together with other Home Team agencies, the MR also organises a joint Home Team CARE course to equip officers with the necessary skills to respond in times of crises or critical incidents.

LOOKING FORWARD

Though diverse, the scope of the work carried out by PCRCD is directed towards the purpose of advancing Throughcare for offenders. The very reorganisation of PCRCD, and its operation as a Division, are directed by the greater mission and vision of SPS. The need to work together with the other Divisions of SPS, as well as its community partners, in aligning PCRCD with this mission and vision is a necessary one. Together, we hope to sow seeds of change.

SIGNIFICANT EVENTS IN CLUSTER A

CHANGE OF COMMAND

29 Feb 2012 marked a significant milestone in the history of Cluster A. Our incumbent Commander, Mr Koh Tong Hai, handed over command to Mr K Chandra Kumar during the Change of Command Ceremony witnessed by key officers and staff in A5 Auditorium. Under Mr Koh's leadership, Cluster A had seen significant developments in operations, infrastructure design, rehabilitation programmes, and innovative practices. Mr Koh expressed his heartfelt appreciation to the officers for their perseverance, dedication and drive in implementing various initiatives. He was also extremely grateful for the many hours and sacrifice by the officers in supporting Cluster-level operations and events.

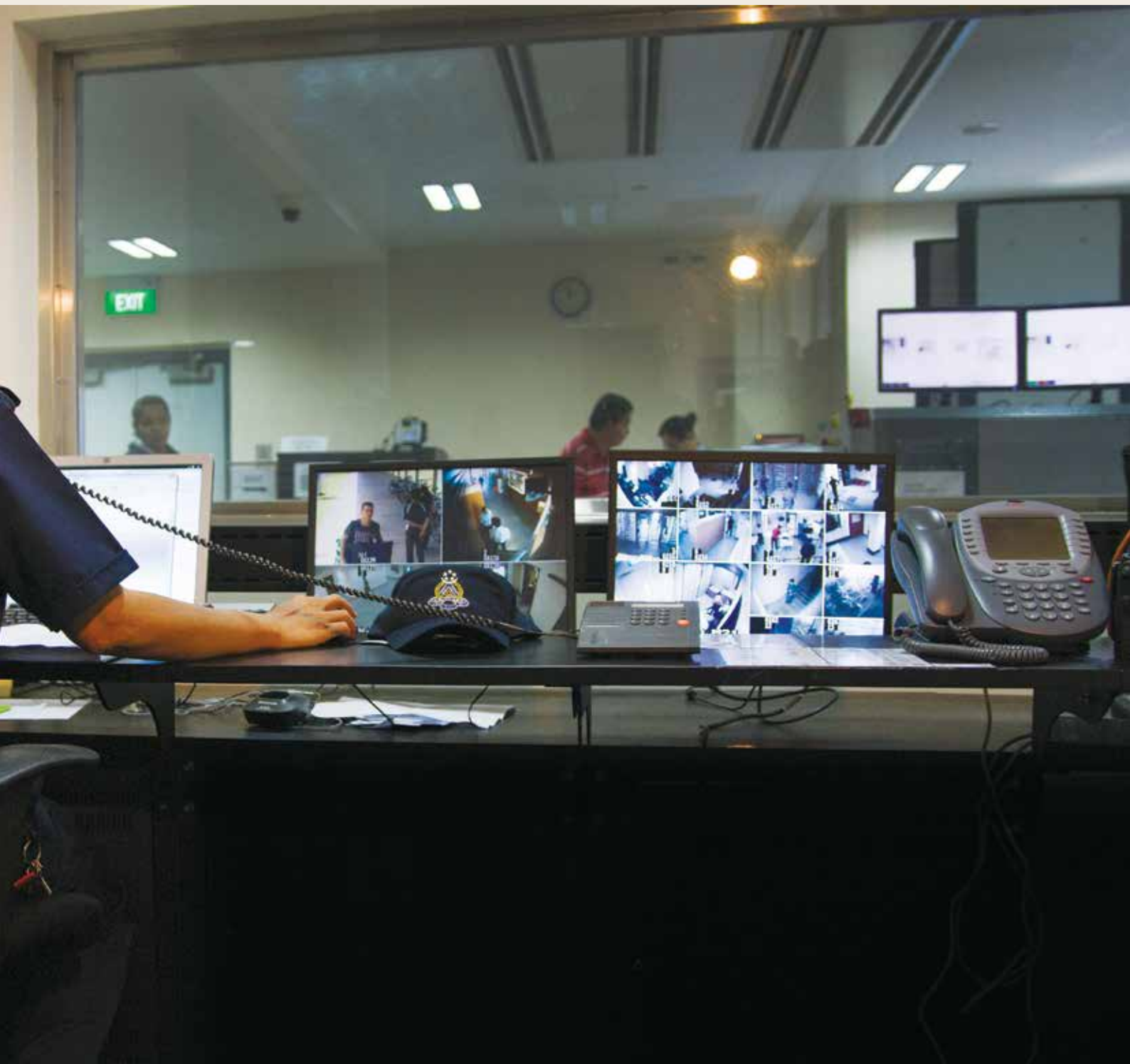
Following the symbolic handover of command from Mr Koh to Mr Chandra, the incoming Commander spoke of his plans to contribute to the continuing development of Cluster A. He felt that given the nature of prison work, genuine relationships among officers is a key factor to a sustained success. His main task was to contribute to the nurturing and nourishing of such relationships and he hoped he would live up to this duty through his words and deeds.

NEW SCO AND STAFF FACILITIES

April 2012 also saw the completion of the new Security Control Office, Changing Room and Gymnasium at Cluster A. The new Security Control Office enabled Cluster A Operations Branch to streamline operations for increased efficacy. The installation of the turnstiles and the Complex Access Management System (CAMS) further enhanced security at Cluster A.

The new Changing Room and gymnasium addressed several concerns which arose when the previous changing room was sited at the entrance to the CPC. In designing this new facility, SPS also proved its commitment to conserve the environment. The new 2-Storey Changing Room Facility in Cluster A has energy-saving features such as dual technology Passive Infra Red (PIR) and Ultrasonic Occupancy sensors to detect the presence of occupants to control the activation of lights and fans. These environmentally-friendly designs resulted in SPS receiving the BCA Green Mark Gold Award and PUB Water Efficient Certificate in July 2012.







MAKING THE CONNECTION

Bonding and Team Building

Bonding and social get-together events were also organised at Cluster level to build community spirit. With the support of various working committees, officers participated in annual activities such as Bowling Challenge, Fruit Days, Commander's Cup, Team Building Day, and Appreciation Lunch. Meanwhile, other officers exercised corporate social responsibility by volunteering their service at organisations such as Metta School and mangrove cleanup activities at Pasir Ris Park. We also successfully introduced centralised monthly Cluster-Level Active Hour Activities since September 2012. The programme thus far included visits to Gardens by the Bay, MacRitchie Tree-Top Walk and Brisk Walk @ CPC.

Engagement

Commencing in April 2012, lunch dialogue sessions between Commander and various Cluster A officers were held twice a week. The intent of such sessions was to foster better relations among the officers, create opportunities for generative conversations and provide a platform for the airing and addressing of operational and staff concerns.

During the National Day Observance Ceremony, Commander also shared with the officers the challenges facing the Public Sector, the need to do more with less, officers playing a greater role in aftercare and his vision of Cluster A as a community. The highlight of the event was a video which provided the audience with a glimpse of the facilities to help address some of the existing deficits.

During the September 2012 In-Service Training, Commander related his work experience and drew reference to Jailcraft principles which brought the concepts alive for our staff. Cluster SD took the cue and shared with our officers about 'Motivating Others To Take Action' in November 2012 while 'The 5 Languages of Appreciation at the Workplace' was the feature in December 2012.

Not A Run Of The Mill

Now into its second year of operations, the Psychiatric Housing Unit (PHU) is a collaboration between SPS and Institute of Mental Health (IMH). PHU was piloted in 2011 to manage Offenders with Mental Disabilities (OMDs) and facilitate their reintegration into mainstream prison population and eventually into the community.

As a centralized facility that manages OMDs to minimise disruption to mainstream prisons operations, PHU's core objectives include addressing the psychiatric needs of OMDs and preparing them for reintegration. With its less restrictive environment with focus on Multi-Disciplinary approach to OMD management by a team of Prison Officers, psychologists, and IMH personnel, PHU has benefited close to 110 inmates. The results echo in positive treatment responses, and a significant reduction of institutional offences by OMDs. Besides psychiatric treatment, they attend occupational therapy, nursing classes and individual counselling. OMDs learn basic skills like maintaining personal hygiene, communication skills and how to manage their mental illnesses.

The establishment of PHU is another milestone in SPS's onward journey towards enhancing the management of such offenders.

OC PHU DSP1 Ronald Pang: *"In PHU, staff have genuine concern over the*

welfare of the OMDs and we care for them and empathise with their current state of mind and behaviour. This has become the common philosophy guiding how the staff operate here, and these OMDs appreciate our efforts."

STEP OUT

In January 2012, A5 HU1 was selected to set up a SS Low Risk Dayroom for the segregation and housing of Reformatory Trainees (RTs) who have minimal or no SS affiliations, or are no longer involved in SS activities.

To prepare for the re-location of the selected RTs from A4 RTC to A5, A5 staff had to go for On-job-Training at A4 RTC to better understand their routine and programmes. Cluster A Programme Branch was also involved in coming up with a list of programmes to be made available in A5 to cater for this group of RTs.

As of January 2013, there are a total of 34 RTs in A5 (14 of them have gone to study at TMP while 3 are Released on Supervision (ROS). Although managing

the RTs came as a challenge to some A5 officers who had no prior experience in handling young offenders, smooth operations were made possible due to the assistance and support of A4 RTS officers who generously imparted their skills and knowledge.

OCHU1 ASP2 Neo Aik Wee:

"Managing the RTs came as a challenge to the HU1 officers, many of whom had no prior experience in handling young offenders. We were able to overcome it by working together as a team with the assistance of the A4 RTC officers and the support of the A5 management."

With the officers in Cluster A working together as a team to share information and knowledge in the management of inmates, and innovate to resolve issues, Cluster A is better able to meet the challenges of Throughcare in the future.



SIGNIFICANT EVENTS IN CLUSTER B

From admission to release, Cluster B is the first and last stop for any inmate when he is incarcerated. From up-streaming of the admission process at Subordinate Court Lock Up (SCLU) to initiatives to better manage offenders and the setting up the Pre-Release Centre at B4; 2012 has truly been a year of change for Cluster B.

UP-STREAMING OF INMATE ADMISSION PROCESSES

With the setting up of SCLU in December 2010 to manage lock-up persons in custody at Subordinate Courts, Cluster B Registry has leveraged on this new capability to upstream some of Cluster B's inmate admission processes at SCLU in July 2012. This allows a shorter admission processing time and increases the efficiency of Cluster B Registry.

MANAGING INCREASE IN REMANDEE POPULATION

The remand population in Institution B2 has been steadily increasing over the last few years, hitting a high of 1480 in April 2012. To manage the increase in remand population, Institution B3 was temporarily activated to house up to about 450 remandees within Housing Units 2 and 3. During this period, remandees had to be transferred between Institutions B2 and B3 daily to facilitate inmate court movement

as well as help relieve overcrowding in Institution B2 when daily new admissions streamed in. Institution B3 also had to make arrangements for escorts of these remandees to PLCC for visits as remanded prisoners can receive multiple visits each week. Together as a team, Institution B2, Institution B3, Cluster B Registry and PLCC were versatile in re-designing their work processes and adapting to changes in their routines to manage the overflow of remand population to Institution B3. Thankfully, the remand situation has returned to a more manageable level with the last remandee transferred out of Institution B3 in August 2012. With the new experience of managing remandees in Institution B3 for 10 months, Cluster B's capability to manage an overflow of remandees from Institution B2 has been enhanced.

MANAGING INMATES WITH VIOLENT TENDENCIES

Preventing prison violence and managing inmates with violent antecedents is one of the key challenges for our colleagues in Institution B1. Our psychologists from Psychological & Correctional Rehabilitation Division currently conduct the Manalive Programme targeted at inmates with violent tendencies. In addition, Institution B1





initiated the Art Therapy Programme for inmates with depression or problems in anger management in Jan 2012. Art Therapy makes use of the creative process of art to enhance the physical, mental and emotional well-being of individuals of all ages, providing an outlet for participants to express negative emotions such as stress and anger in a safe way through art forms like drawing, painting and sculpting. With guidance from Ms Laurence Vandebore, our volunteer Art Therapist, participants draw or paint with different colours and forms (e.g. using red to represent anger) to express their negative feelings and emotions..

Through sharing the emotions behind their artworks, the participants are guided by Ms Vandebore on how to deal with their negative emotions in a non-violent manner. Having learned how to manage their negative feelings and emotions, they then tear up their paintings as a symbolic action of overcoming their negative feelings and emotions. Participants then re-draw their art piece, but this time, illustrating the positive emotions they would like to achieve instead. Through this therapeutic exercise, inmates will practise how to deal with their negative emotions in a non-violent and positive manner.

PREVENTING CONTAMINATION

To enhance security and prevent undesirable influences of first timers from repeat offenders in prison, short sentence and long sentenced first timers were housed together in Institution B5, HU2. Comprising both penal and drug rehabilitation inmates, there are currently about 560 first timers in B5.

Institution B5 also initiated Regime For Offenders' Rehabilitation and Management (Re.F.O.R.M) regime in April 2012 to help these first timers

adjust to prison regime and life behind bars. Four subject modules comprising Stress management, Self-Control, Managing Interpersonal relationships and Reintegration to Society were delivered weekly to different batches of inmates by Personal Supervisors and Housing Unit officers in B5. It is the hope of the officers that through such purposeful interactions with the first timers, their resolve to make their current imprisonment stay their last would be strengthened.

COMMUNITY COLLABORATION

Recognising the importance of enhancing the motivation of our offenders and meeting their religious counselling needs, Cluster B actively engages volunteers and our community partners in our rehabilitation efforts. There are currently 530 active volunteers in Cluster B.

In 2012, 2 motivational talks by religious organisations were conducted. The first was conducted by the distinguished Venerable Xiang Yang, Chairman of Inter-Religious committee of Singapore Buddhist Federation

for the Buddhist inmates on 24 April 2012 and the second by another distinguished guest, Mufti of Singapore Dr Mohamed Fatris Bakaram on 22 Aug 2012 for the Muslim inmates. Both speakers exhorted the inmates in engaging talks which drew periodic laughter from the crowd.

Cluster B is grateful for the volunteers who have tirelessly supported us in our rehabilitation and reintegration efforts. As a token of appreciation, a Cluster B Volunteer Appreciation Luncheon cum Dialogue was organised on 20 October 2012. The volunteers were treated to heartwarming performances by inmates and the session ended with a fruitful dialogue and exchange of suggestions between Cluster B Management and the volunteers.

PRE-RELEASE CENTRE (PRC)

Previously, all penal inmates regardless of their risk of re-offending levels undergo a standardised pre-release programme at the tail-end of their sentence. In April 2012, a new initiative known as the Pre-Release Centre





(PRC) was initiated in B4. The PRC aims to prepare inmates with a high risk of re-offending for reintegration and focuses on addressing their criminogenic risks, enhancing their employability and building up family and pro-social networks to support reintegration. Inmates enter a transformative environment where they progress through 3 phases (Rehab, Renew, Restart) which are centred upon 5 core values, Responsibility, Hope, Perseverance, Honesty, and Respect.

Recognising the **importance of enhancing the motivation** of our offenders and meeting their religious counselling needs, **Cluster B** actively engages **volunteers** and our community partners in **our rehabilitation efforts**.

SIGNIFICANT EVENTS IN CLUSTER C

Cluster C is unique. We are the only cluster with a diverse range of prisoners ranging from Short-Sentence foreigners to women prisoners to inmates on community based programmes. Besides, we operate the only Prison School, Women's Prison and Community Supervision Centre in the Department.

2012 was an exciting year where, apart from taking on new operational and programming challenges, we took time to explore new ways of improving the quality of our institutions.

AWP- HOUSE OF INNOVATION AND CREATIVITY

AWP won the Best Unit Award for the second time in 2012. While ensuring that its officers are always operationally ready, AWP has also proven that it has the most creative officers in SPS by capturing 11 awards for the Staff Suggestion Scheme (SSS) and Workplace Improvement Teams (WITs) at the BE 3I Fiesta on 16th May 2012. Besides, it was the only institution nominated to represent SPS at the International Exposition on Team Excellence (IETEX) Convention at Resorts World Sentosa on 27 – 28 Jun 2012.

CHANGI WOMEN'S PRISON (CWP)- CATERING TO SPECIAL NEEDS

Recognizing the special requirements and programmes required by female

offenders, CWP introduced several notable programmes in 2012. These programmes included the Inside-Out Gem Beauty Course, Drama Course, and Basic Graphic Design. They were aimed at helping female offenders internalise good personal and social values, and be equipped with the relevant vocational skills.

The Inside-Out Gem Beauty Course was introduced to engage women in the attitudinal aspects of Life & Womanhood including the element of Work-Skill in the Beauty Industry. The trainers provided guidelines to help participants identify their challenges in life, grasp principles of self-worth and self-esteem to enable them to move forward with positive self-belief. At the same time, this course allowed the participants to gain skills for employment in the future.

The Thinking Theatre conducted a Drama Course in June 2012 for participants to understand and practice values such as respect, responsibility, and teamwork. In working towards performance pieces, the group increased their proficiency in written and spoken English, as well as developed literary work such as stories, plays and comic strips for publication in CWP or after their release.



Cluster C is **unique**. We are the only cluster with a diverse range of prisoners ranging from Short-Sentence foreigners to women prisoners to inmates on community based programmes. Besides, we operate the only **Prison School**, **Women's Prison** and **Community Supervision Centre** in the Department.



TMP- NEWEST KID ON THE BLOCK

Recognising the need for incorporating character building into the existing prison school framework, former Commander Cluster C, Mr K Chandra Kumar, mooted the idea of developing a set of values which would aid in students' character building. This proposed framework would encompass a clear set of values such that prison officers, teachers and volunteers would be able to speak the same language to the inmates.

After a series of focus group discussions with stakeholders, STARR values were launched at TMP in December 2012. STARR stands for Self-Discipline, Tenacity, Aspiration, Respect and Responsibility. Each value comes with a set of desired behaviours corresponding to regular activities which TMP students undergo.

The values were incorporated into the curriculum through Assembly Talks, Enrichment Activities and Classroom Teaching. Through these values, we hope that each student in TMP would inculcate and demonstrate them in their daily lives.

SELARANG PARK COMMUNITY SUPERVISION CENTRE – INNOVATING TO MANAGE INMATES IN THE COMMUNITY

As the only institution that works with inmates in the community, SPCSC is constantly "sharpening its saw" to meet the ever-changing needs of offenders in the community.

Operational Innovation

One of the key milestones SPCSC achieved in 2012 was the deployment of the saliva test kit. Where inmates reporting to SPCSC for urine supervision are unable to provide urine samples, the saliva test kit serves as a versatile tool to sample the saliva of





inmates and screen them for common drugs. This ensures that the element of supervision and surveillance in managing inmates in the community remains uncompromised.

In addition, the Day Reporting Order (DRO) Unit collaborated with external vendors to design Self Registration Kiosks which streamline work processes and ensure the efficient tracking of offenders' attendance. This earned the team the Director's Team Testimonial Award 2012 for displaying high standard of work performance and good teamwork.

Rehabilitation Efforts

The DRO Unit also designed an interactive board game to help supervisees gain awareness of their thinking errors. Since its inception, the game board has been patented and successfully used by the counsellors in their sessions with their supervisees.



The Enhanced Supervision for Long Term Imprisonment (LT) offenders with higher risks was also introduced in November 2012. Upon their release from prisons, high-risk LT supervisees undergo mandatory counselling, electronic monitoring, and are subjected to curfews. These measures run concurrently with their 2-year CNB urine supervision.

CONCLUSION

2012 has been a busy but meaningful year for Cluster C. As we prepared for yet another busy year ahead, the Cluster C staff gathered together for our Annual Appreciation Night at Lock & Key. As we looked back on the achievements of 2012, we were heartened and committed to continue to strive to advance throughcare together in the coming year.



OPERATIONS AND SECURITY COMMAND

ENHANCING OPERATIONS AND SECURITY

Established on 23 Apr 2012, the Operations and Security Command (OSC) falls under the command of the Operations Division of the Singapore Prison Service (SPS). Led by Commander, AC Chiew Hock Meng, the OSC oversees and manages the facilities and services common across the Changi Prison Complex (CPC). He is supported by the Commanding Officer of the SPEAR Force, the Head of the Prison Negotiation Unit, and four Assistant Commanders who oversee the line functions of

- ☆ Prison External Operations
- ☆ Prison Link Centres
- ☆ CPC Security
- ☆ Staff Development & Corporate Services
- ☆ Prison Negotiation Unit



SPEAR FORCE

The core functions of the SPEAR Force are to respond to prison contingencies, perform high-risk escort duties, and be the quality controller for the core tactical skills and official caners of the Department.

From 19 to 23 March 2012, the SPEAR Force organized the Asian Prisons Lockdown Challenge (APLC) 2012. The APLC is a biennial event held for the purpose of testing the tactical skills of the participants, promoting a sharing culture, fostering friendships, and building strong bonds within the correctional community.

The APLC 2012 was attended by correctional professionals from seven countries, with a total of nine teams from Brunei, Hong Kong, Macau, Singapore, and Tasmania competing in the grueling competitions over three days. Correctional representatives from Guang Dong and South Korea were also present to witness the various components of the competition in anticipation of their participation in future APLCs. In addition to the competitions, there was an exhibition showcasing a variety of tactical equipment and tactical demonstrations put up by the various participating teams.

The event culminated on the fifth day with the awards ceremony, where the team representing Hong Kong was awarded first place. Both SPEAR teams, Team 1 and Team 2, followed closely behind as first and second runners-up.

PRISON EXTERNAL OPERATIONS **Subordinate Courts Lock-Up Unit**

The Subordinate Courts Lock-Up Unit (SCLU) took over the guardianship of

the Subordinate Courts Lock-Up from the Singapore Police Force on 31 October 2011.

The SCLU concept of operations is divided into two components - escorting functions and lock-up operations. The Escort Team, which comprises a mix of Prison Officers and AETOS Auxiliary Police Officers, is tasked with escorting Persons-In-Custody (PICs) from the Changi Prison Complex (CPC), medical institutions, and the Changi General Hospital (CGH) to the SCLU.

The Lock-Up Team reports to the Subordinate Courts Lock-Up to receive PICs from penal institutions and Law Enforcement Agencies and arrange for their attendance at scheduled court mentions. The PICs are subsequently managed and handed over to the respective Law Enforcement Agencies or medical institutions. Alternatively, the team might be required to ferry PICs from Subordinate Courts Lock-Up back to the CPC.

The takeover of SCLU has given SPS an invaluable experience in both extending its custodial functions beyond CPC premises and reinforcing its collaborative relationship with various Law Enforcement Agencies (LEAs) and o the judicial system.

Complex Escort Unit

With the establishment of Operations and Security Command (OSC), the escort pool of Cluster A and Cluster B was reorganized to form the Complex Escort Unit (CEU) to support the increasing demand for external inmate escorts from Clusters A and B. The reorganization entailed the reengineering of processes between the escort pools, including the



standardization of escort procedures, strengthening of external escort capabilities, and enhancement of core skills to ensure escort functions were carried out tactically and proficiently.

Since its inception, CEU has achieved noteworthy goals, the benefits of which can already be seen. They include working with hospitals to facilitate the movement of inmates within them as well as devising methods to minimize the external movement of inmates. For instance, instead of the previous practice of escorting inmates to Tuberculosis Control Unit (TBCU), the medical staff from TBCU are now brought to CPC instead. The “Just-In-Time” method employed in collaboration with Changi General Hospital (CGH) is another example of improved processes to ensure the timely arrival of PICs for their medical appointments in order to minimize their exposure to the public.

Prison Secured Ward

The Prison Secured Ward (PSW) is a comprehensive and dedicated security ward located in Changi General Hospital (CGH). It houses PICs of SPS and other Law Enforcement Agencies (LEAs), including the Singapore Police Force (SPF), Internal Security Department (ISD), Immigration & Checkpoints Authority (ICA), Singapore Civil Defence Force (SCDF) and Ministry of Defence (MINDEF).

In recent years, the PSW underwent major restructuring to accommodate an increase in the number of bed spaces required, as well as to enhance its operating capabilities. The latter included the introduction of the Integrated Security System (ISS) to optimize surveillance and manpower deployment, the building of a Security



Control Office (SCO) at the entrance of the PSW to verify the movement of the PICs in and out of the PSW, the issuance of security equipment to officers, and the installation of reinforced walls and wire-mesh above ceiling. Facilities such as video conferencing for court hearings and interview rooms were also introduced to minimize external movements.

PRISON LINK CENTRES

The Prison Link Centres (PLCs) play a crucial role in the overall rehabilitation and reintegration of inmates. Visits have always been an important component in facilitating the fostering and maintenance of close bonds and emotional ties between inmates and their loved ones. These relationships provide inmates with motivation and support upon their release.

Apart from inmate visitation, the PLC serves inmates' families and friends through its close collaboration with two PLC-based Family Resource Centres (FRCs). Over the years, the FRCs have been successful in helping many such families who have difficulty meeting

their needs following the incarceration of a loved one.

CHANGI PRISON COMPLEX SECURITY

The Changi Prison Complex (CPC) Security Unit manages the perimeter security of the complex, preventing all unauthorised entry or exit of the premises. All personnel seeking entry into the complex require verification through a fingerprint biometric verification system at either the Complex Main Entrance (CME) or the Transit Centre (TC). This is to ensure that only authorised personnel enter and exit the complex.

In February 2012, a new Complex Access Management System (CAMS) was commissioned and implemented for the CPC, providing a centralized platform to extract, consolidate, and present personnel identity as well as access control information in near real-time. This is done through the displaying of approved locations and movement details of personnel within CPC using a single monitor. Such information was previously isolated

CEU is currently embarking on several initiatives to enhance its operational capabilities. These include collaborating with the SPEAR Force to reinforce CEU officers' tactical know-how through ensuring officers possess key tactical skills and receive training on the use of new equipment.

and accessible only via the individual Integrated Security Systems (ISS) at various locations (e.g. Cluster A, Cluster B, CME, and TC) which ran on separate networks.

As the outermost line of security for the complex, the CPC Security unit can now rely on CAMS to provide critical information to assist in managing the daily influx of personnel into the CPC.

Looking ahead, OSC will continue to improve and streamline its various processes to ensure that security in SPS is not compromised and is further strengthened to support SPS' journey towards Throughcare.





STATISTIC / ALMANAC

ACHIEVING TOGETHER

ADVANCING

THROUGH CARE TOGETHER

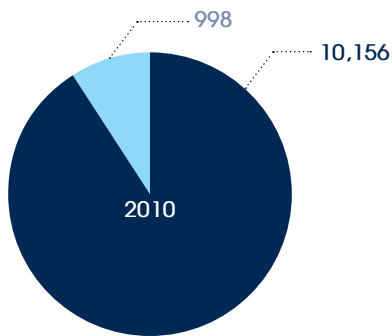


STATISTICS

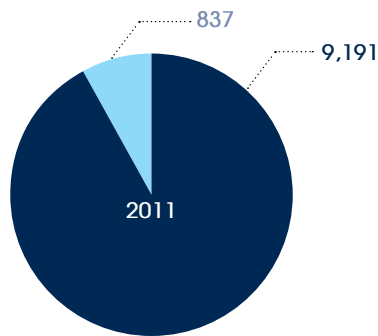
CONVICTED PENAL POPULATION

GENDER

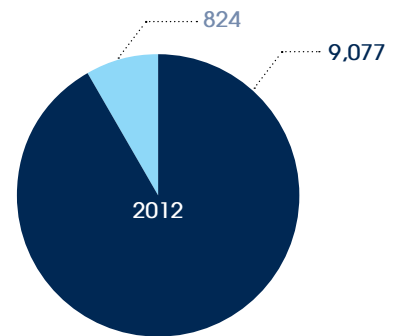
Total Convicted Penal Population // **11,154**



Total Convicted Penal Population // **10,028**

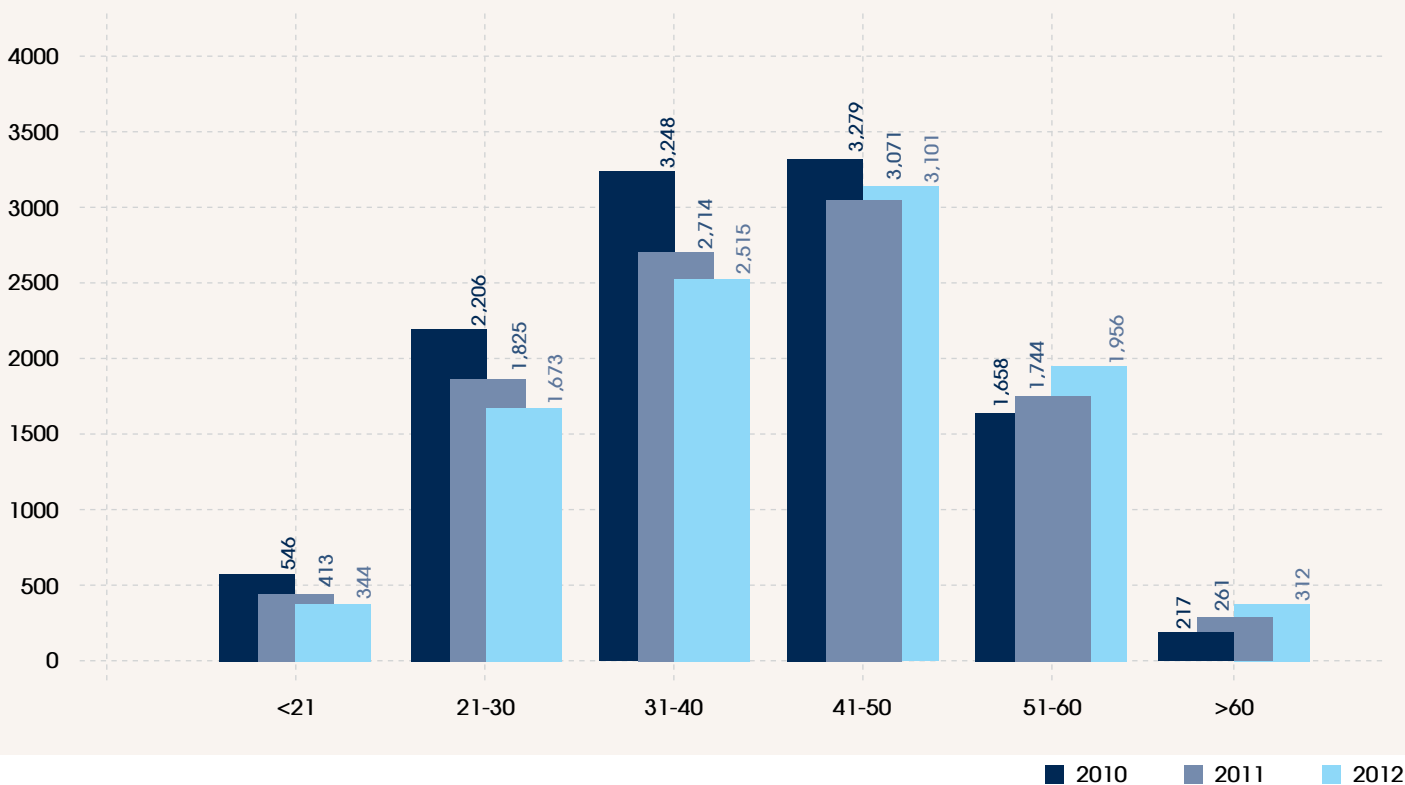


Total Convicted Penal Population // **9,901**

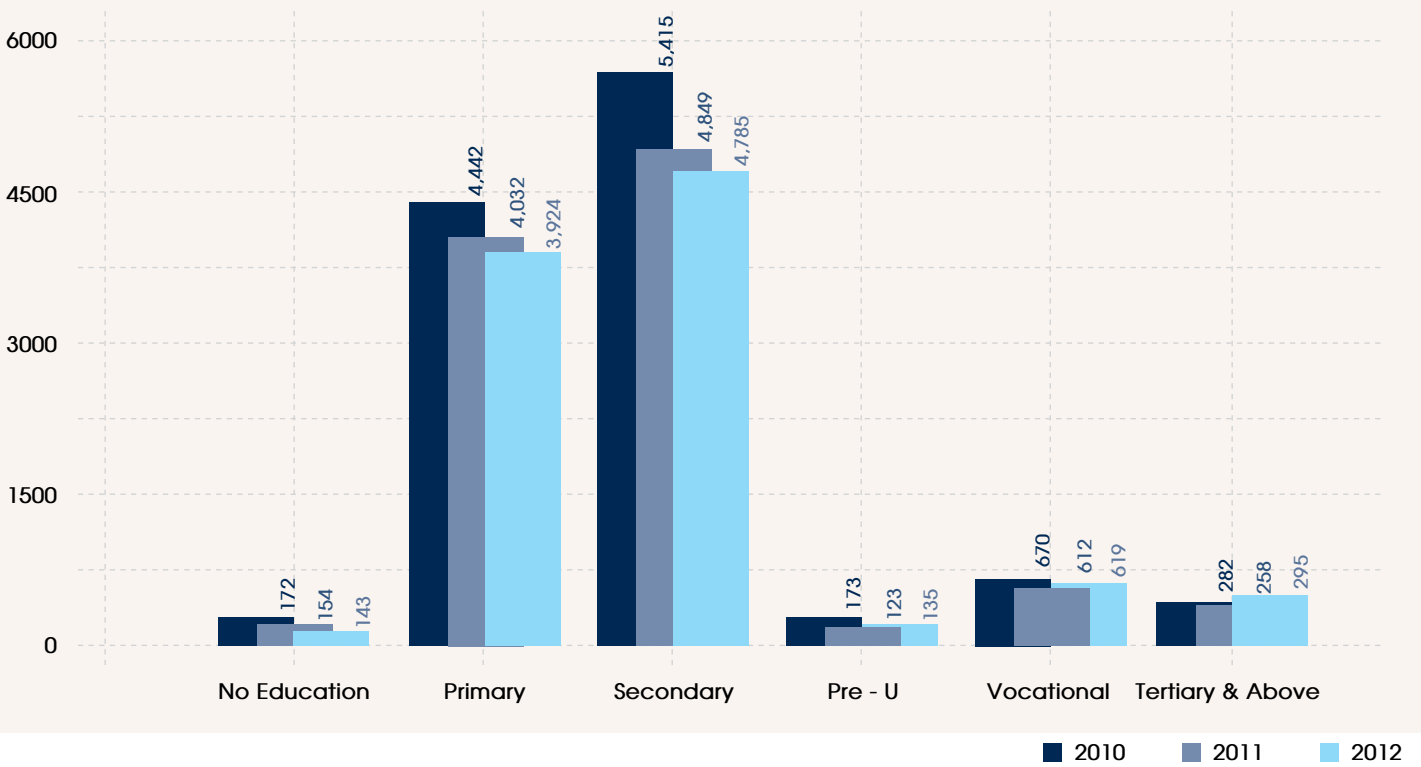


■ Male ■ Female

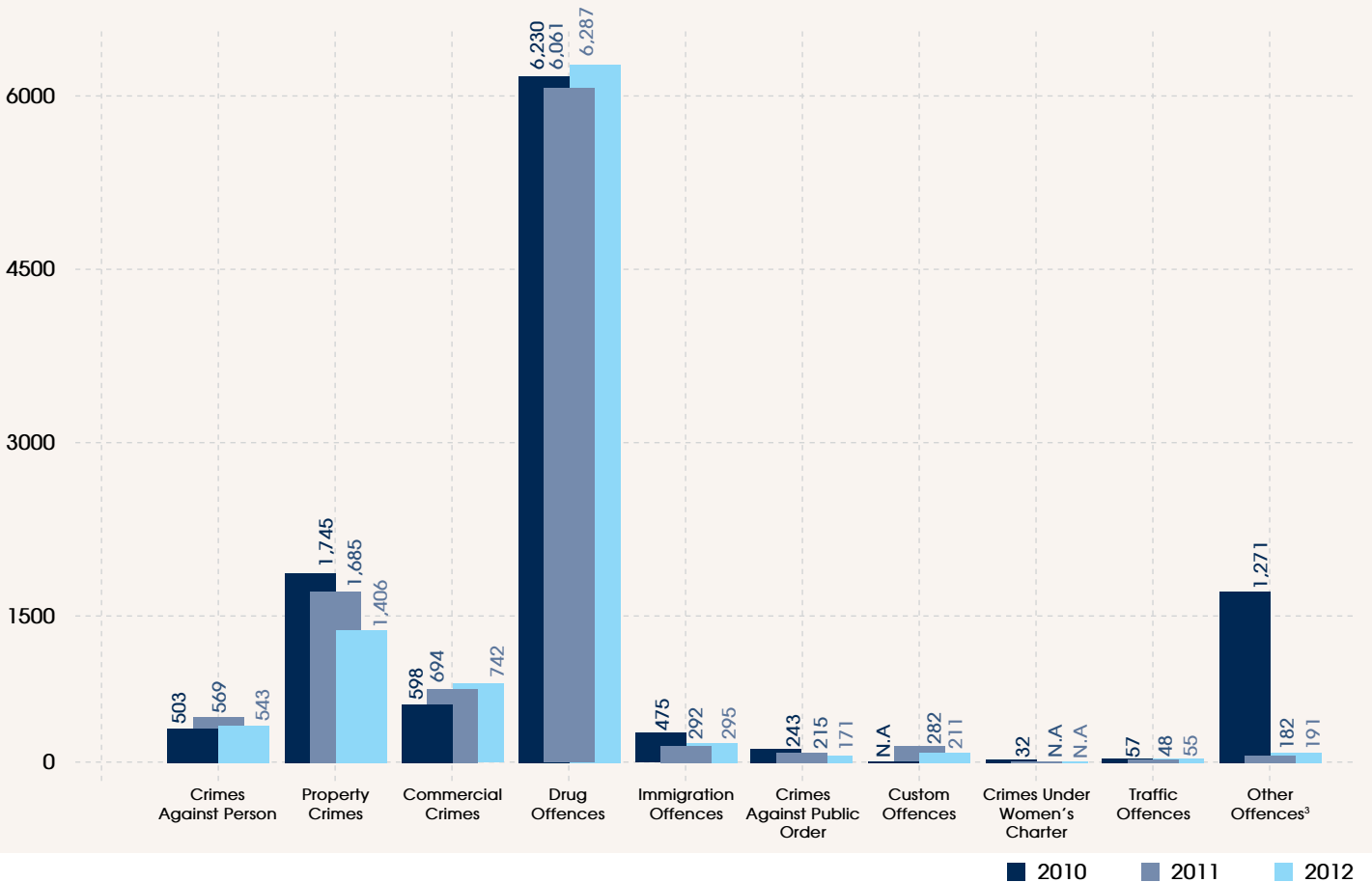
AGE GROUP



EDUCATION LEVEL¹



MAIN OFFENCE GROUP²



¹ As declared by inmates upon admission.

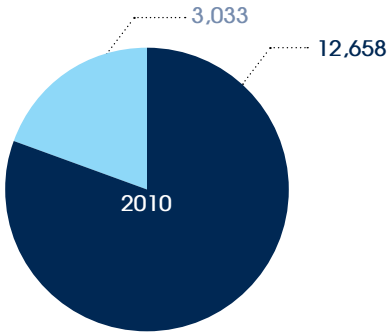
² Inmates are tracked based on index (most serious) offence only. The difference in some of the offence groups is due to an internal offence re-grouping exercise conducted in 2011 to classify individual offences into nine new main offence groups.

³ Examples of "Other Offences" include National Registration Offences, National Service Related Offences, Telecommunication & Computer related Offences.

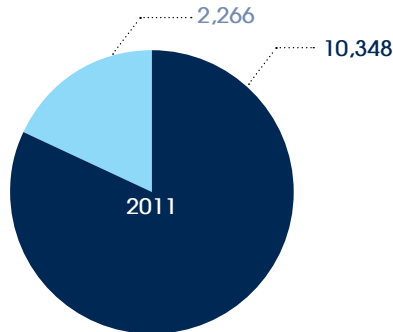
CONVICTED PENAL ADMISSIONS

GENDER

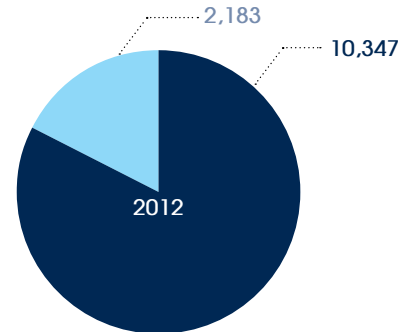
Total Convicted Penal Admissions **15,691**



Total Convicted Penal Admissions **12,614**

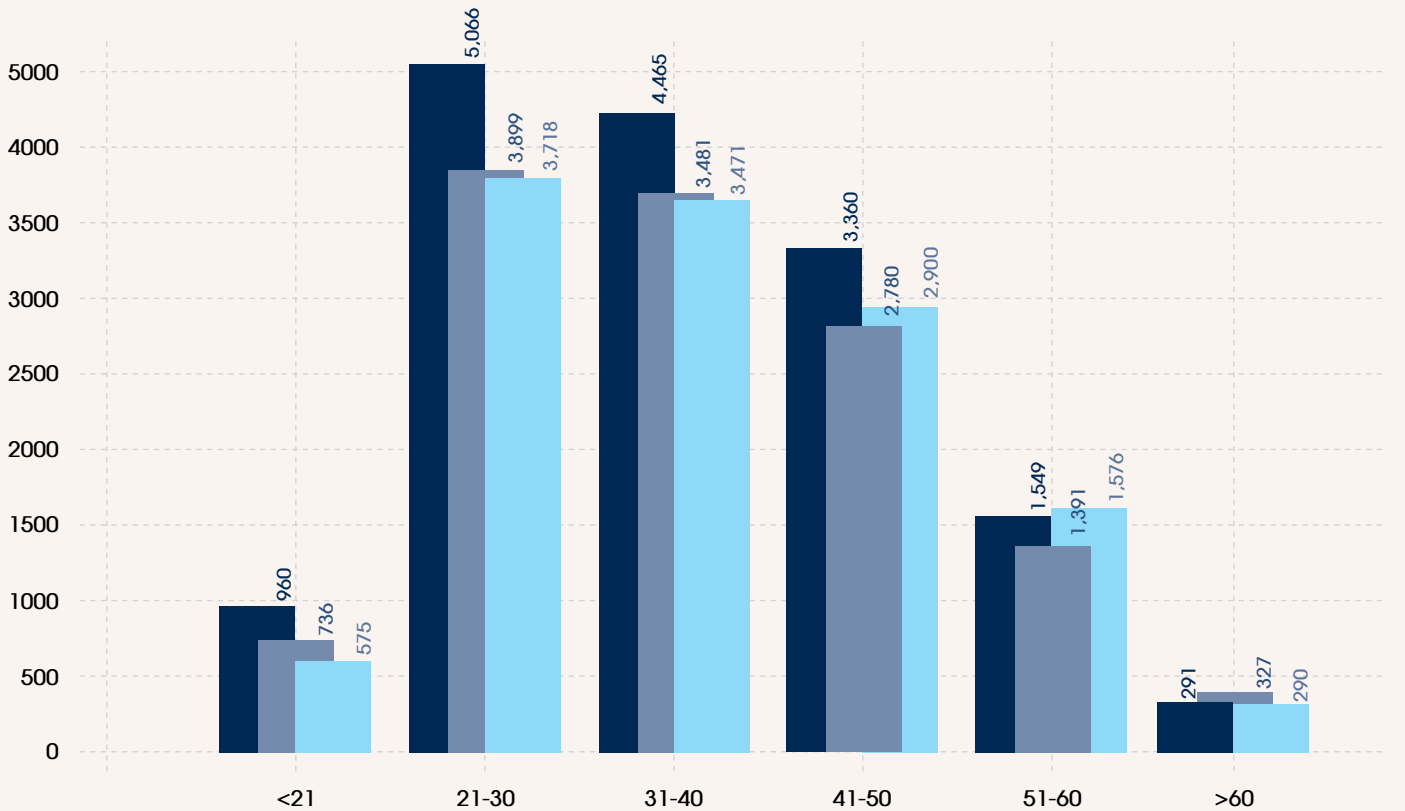


Total Convicted Penal Admissions **12,530**



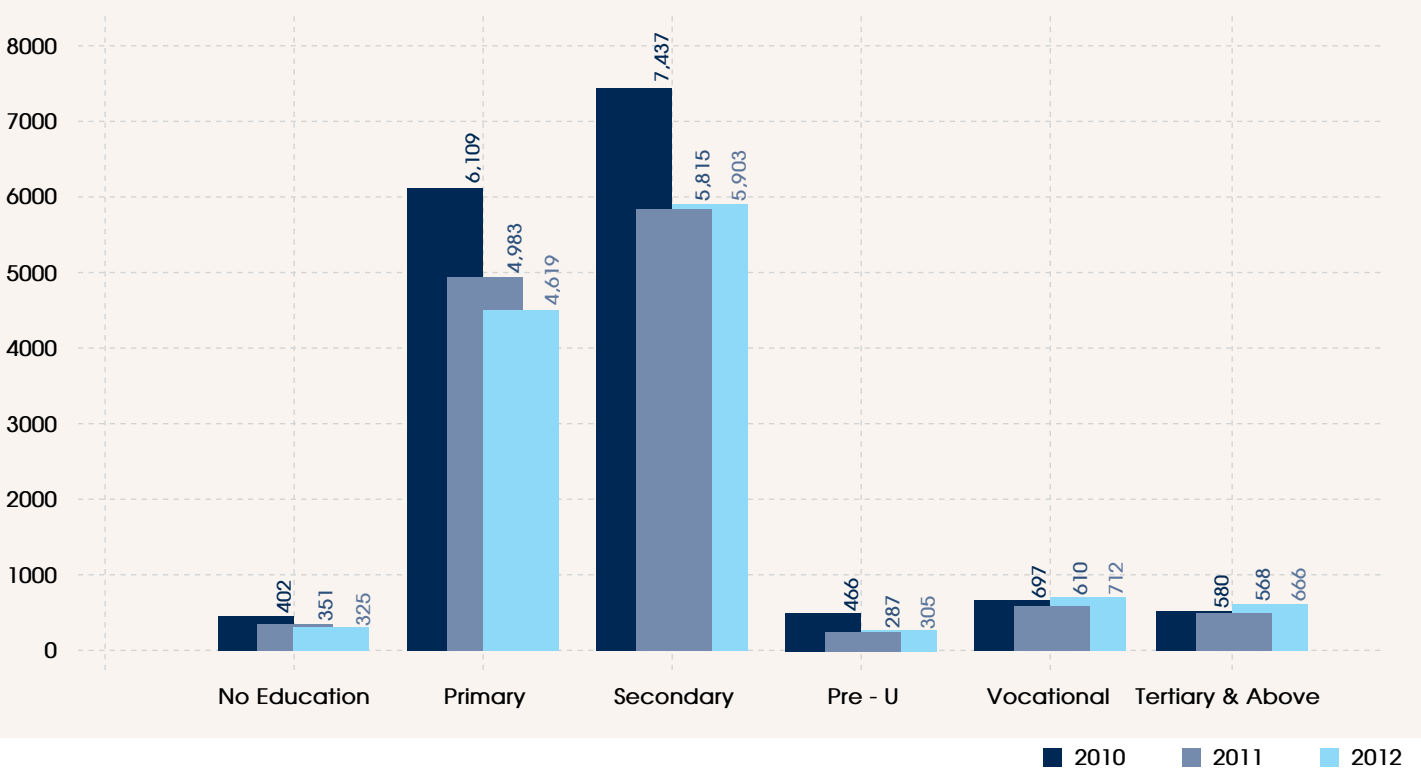
■ Male ■ Female

AGE GROUP⁴

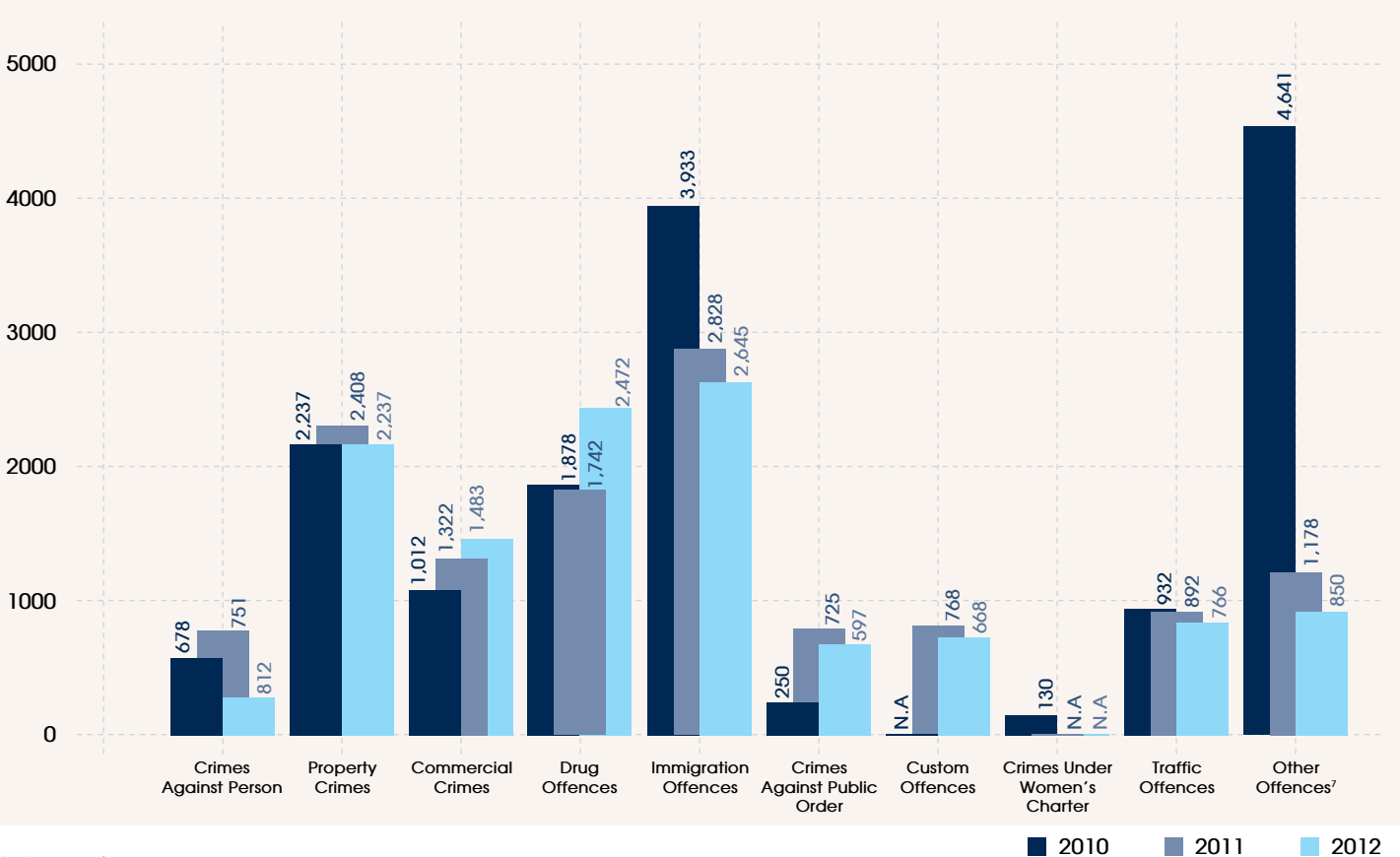


■ 2010 ■ 2011 ■ 2012

EDUCATION LEVEL⁵



MAIN OFFENCE GROUP⁶



⁴ Age as at admission

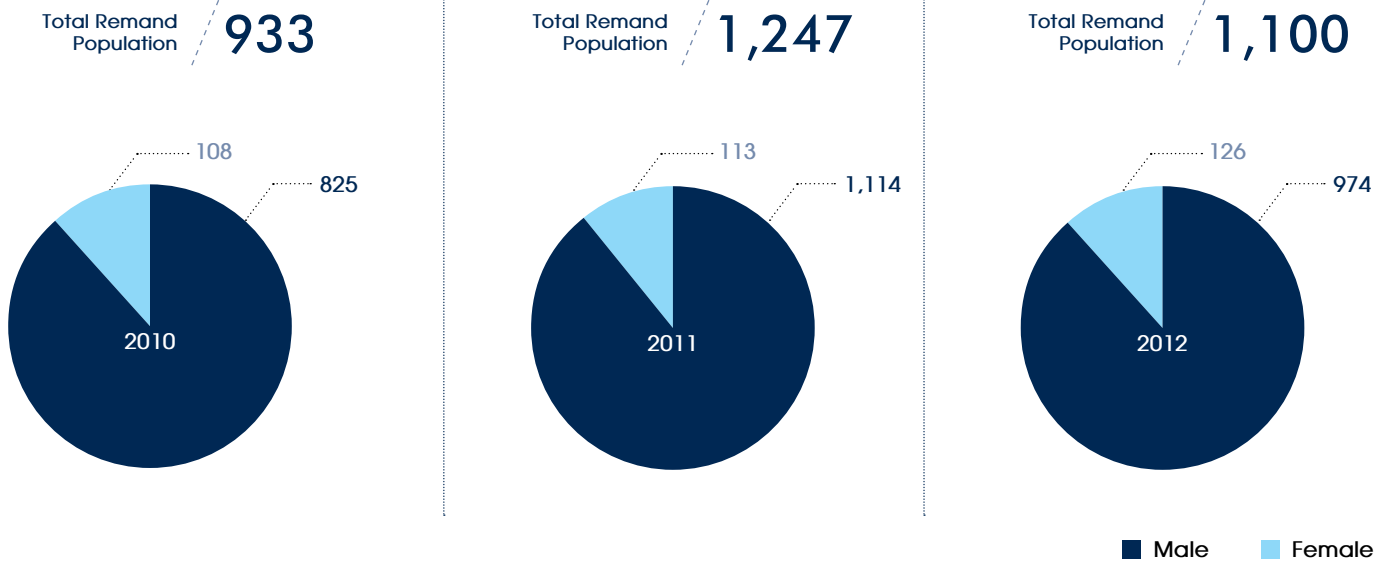
⁵ As declared by inmates upon admission.

⁶ Inmates are tracked based on index (most serious) offence only. The difference in some of the offence groups is due to an internal offence re-grouping exercise conducted in 2011 to classify individual offences into nine new main offence groups.

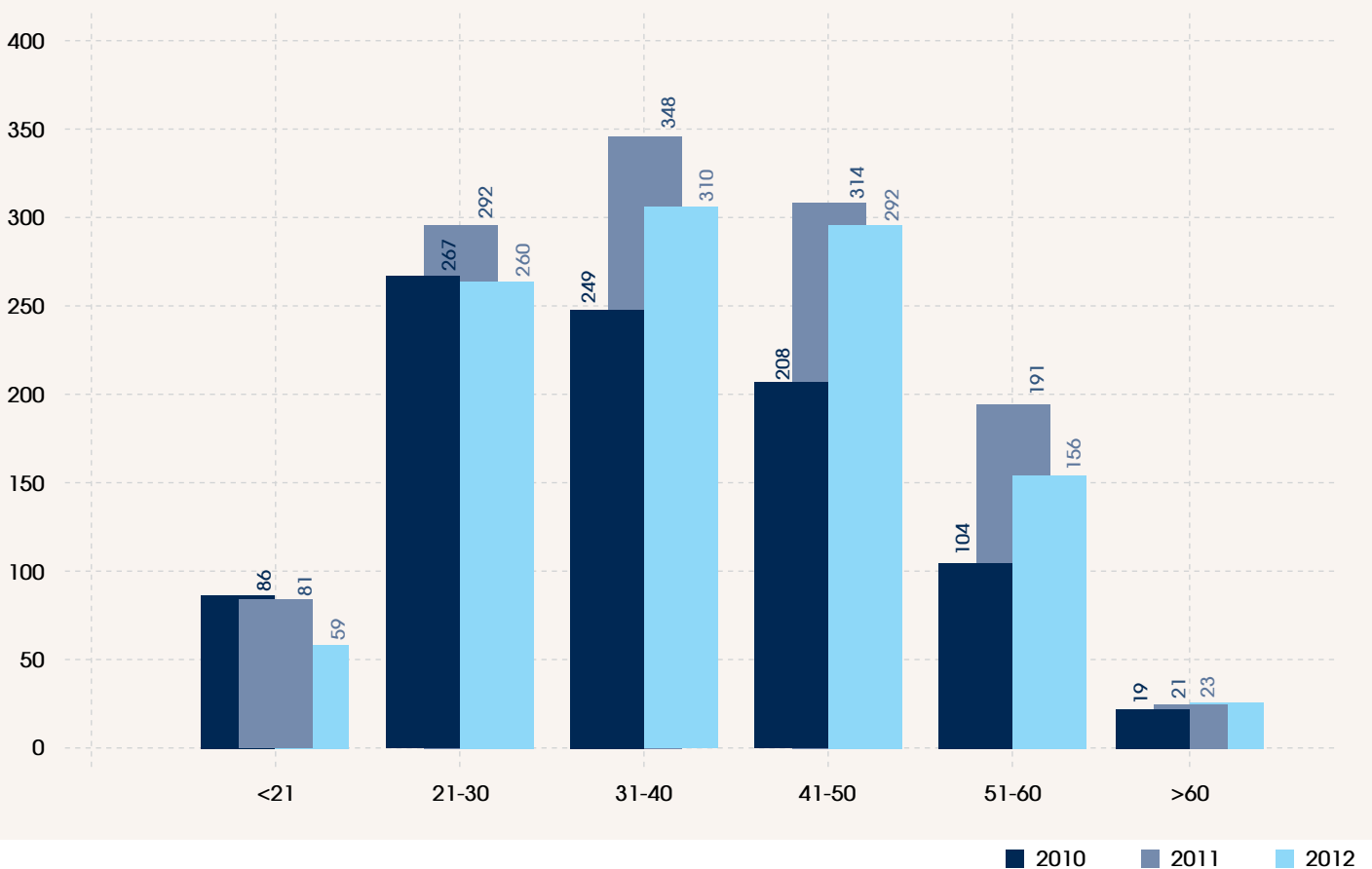
⁷ Examples of "Other Offences" include National Registration Offences, National Service Related Offences, Telecommunication & Computer related Offences.

REMAND POPULATION

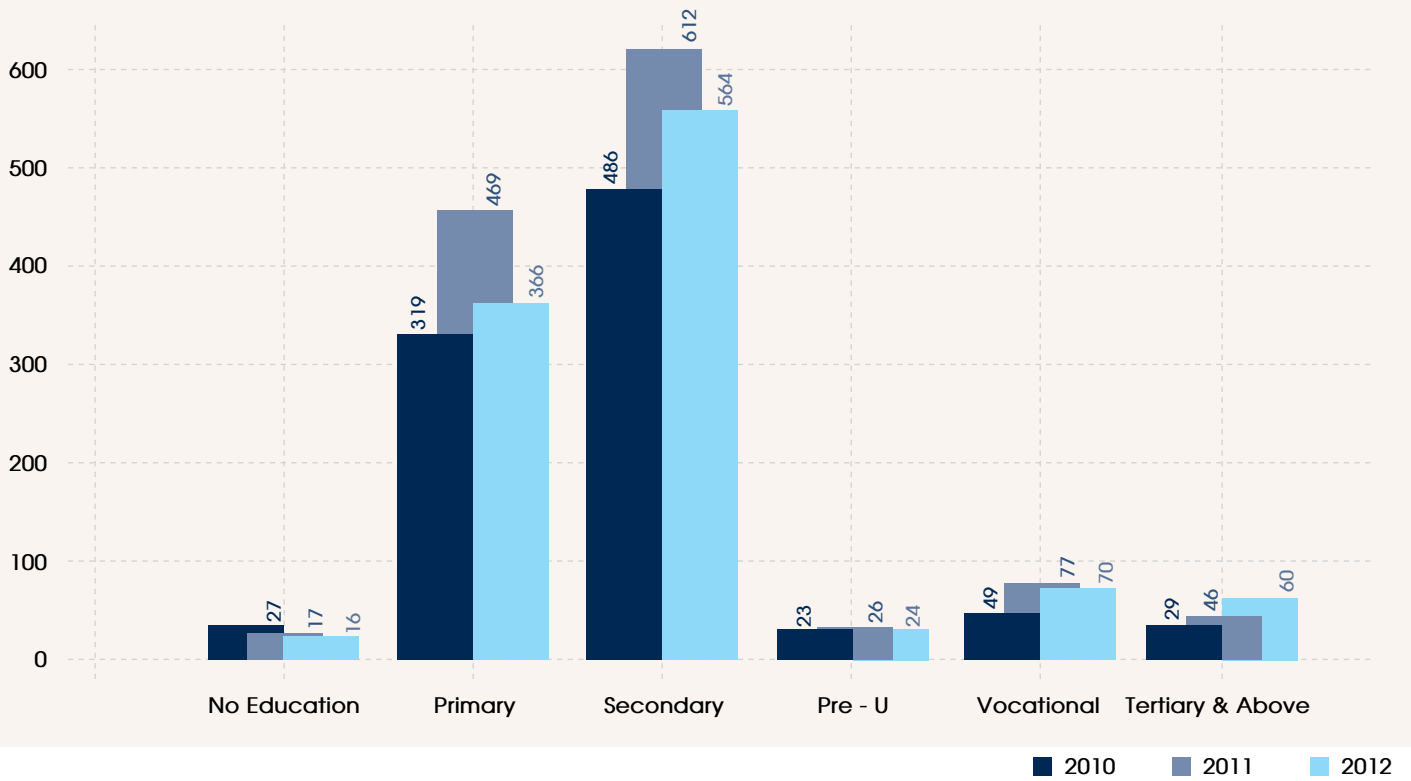
GENDER



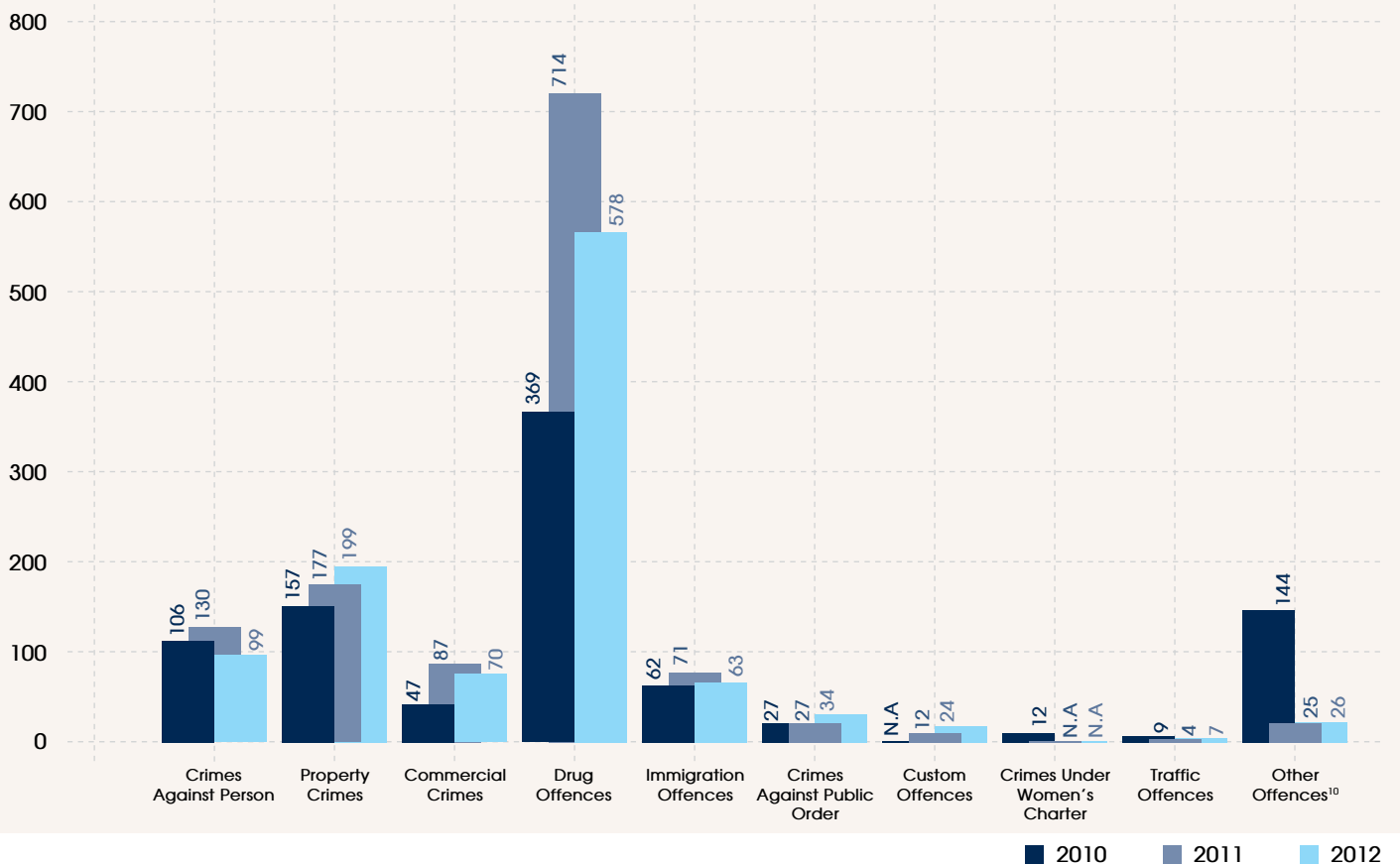
AGE GROUP



EDUCATION LEVEL⁸



MAIN OFFENCE GROUP⁹



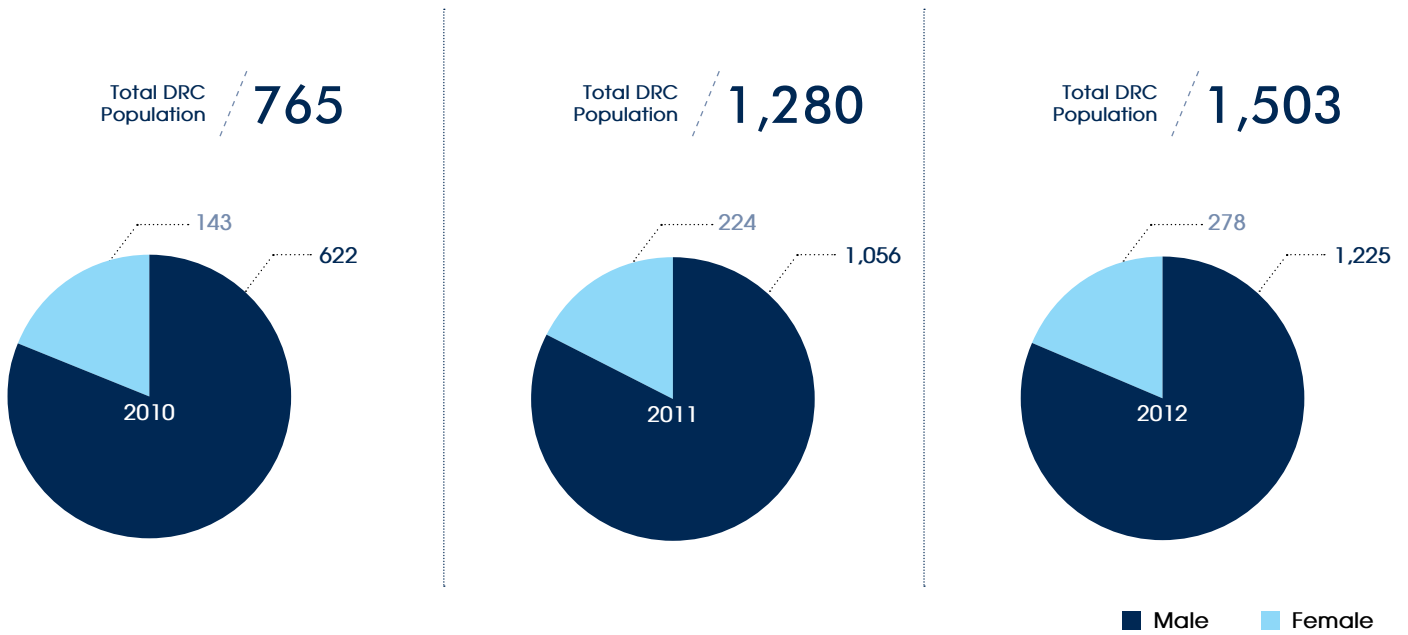
⁸ As declared by inmates upon admission.

⁹ Inmates are tracked based on index (most serious) offence only. The difference in some of the offence groups is due to an internal offence re-grouping exercise conducted in 2011 to classify individual offences into nine new main offence groups.

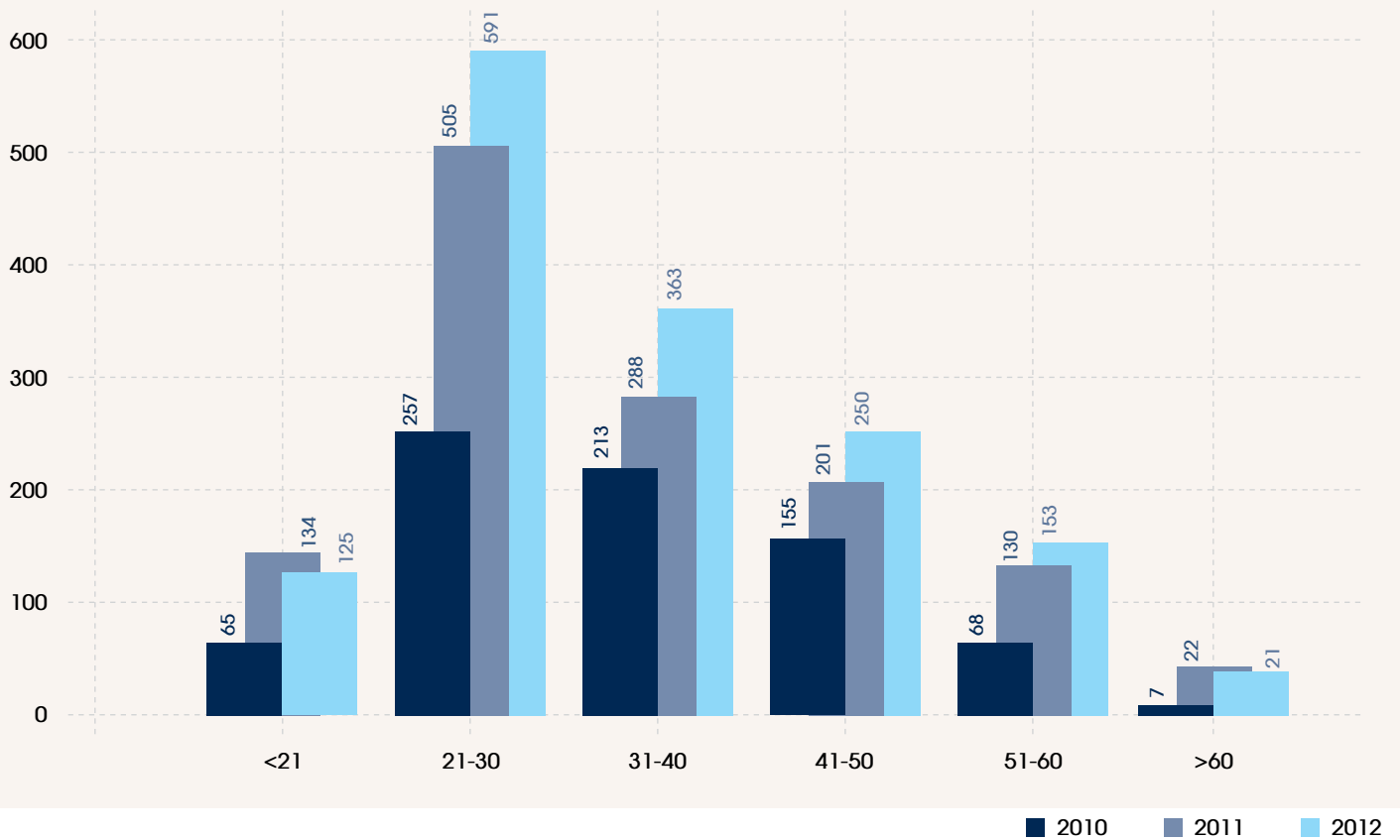
¹⁰ Examples of "Other Offences" include National Registration Offences, National Service Related Offences, Telecommunication & Computer related Offences.

DRC¹¹ POPULATION

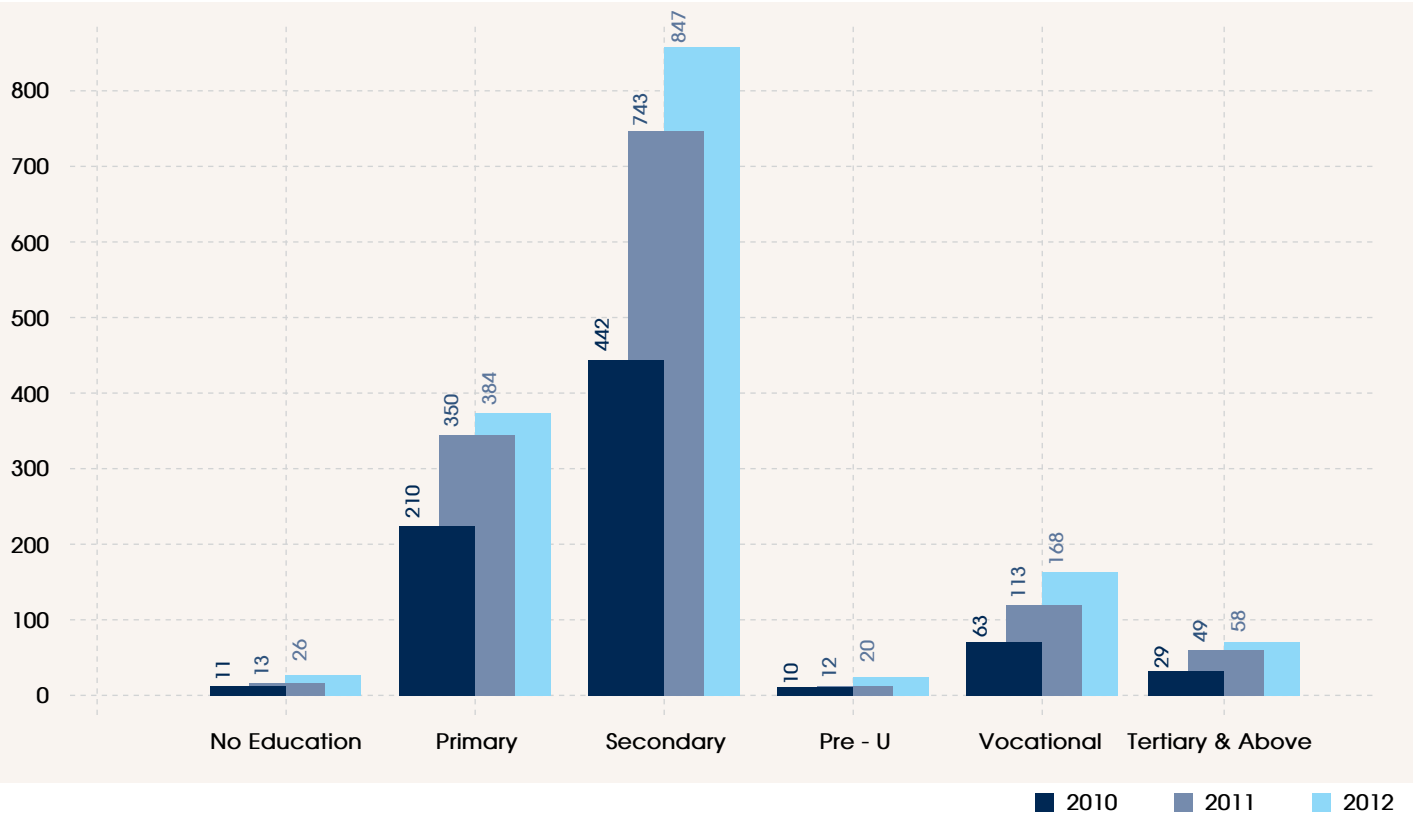
GENDER



AGE GROUP



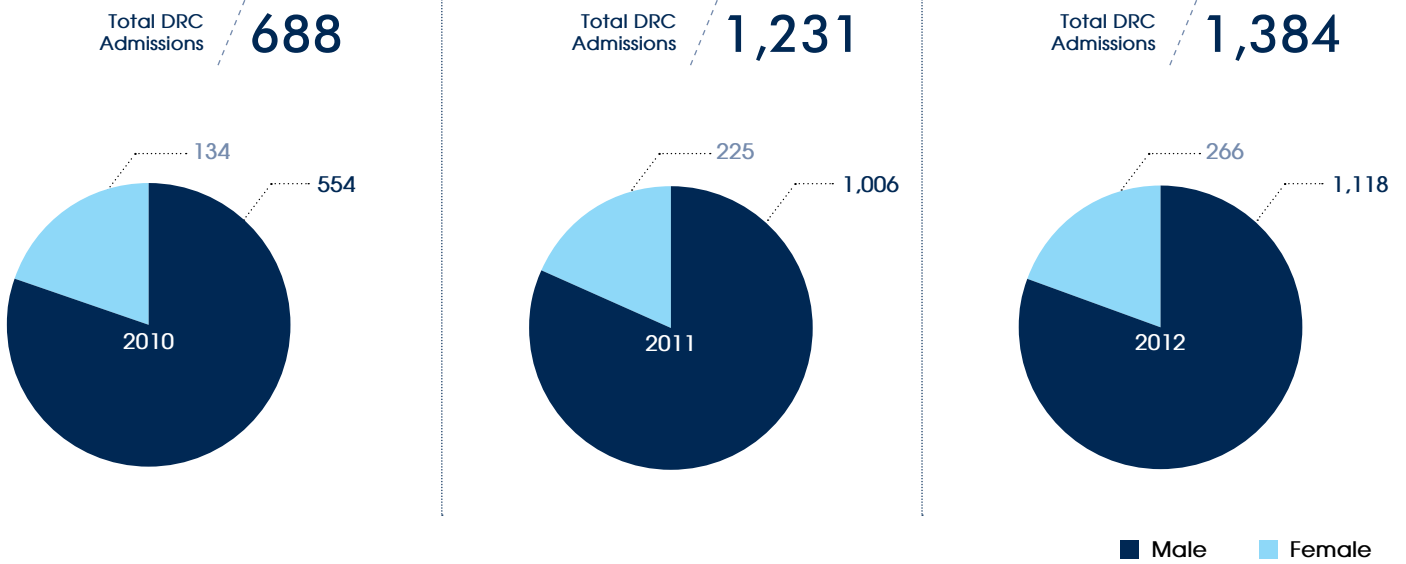
EDUCATION LEVEL¹²



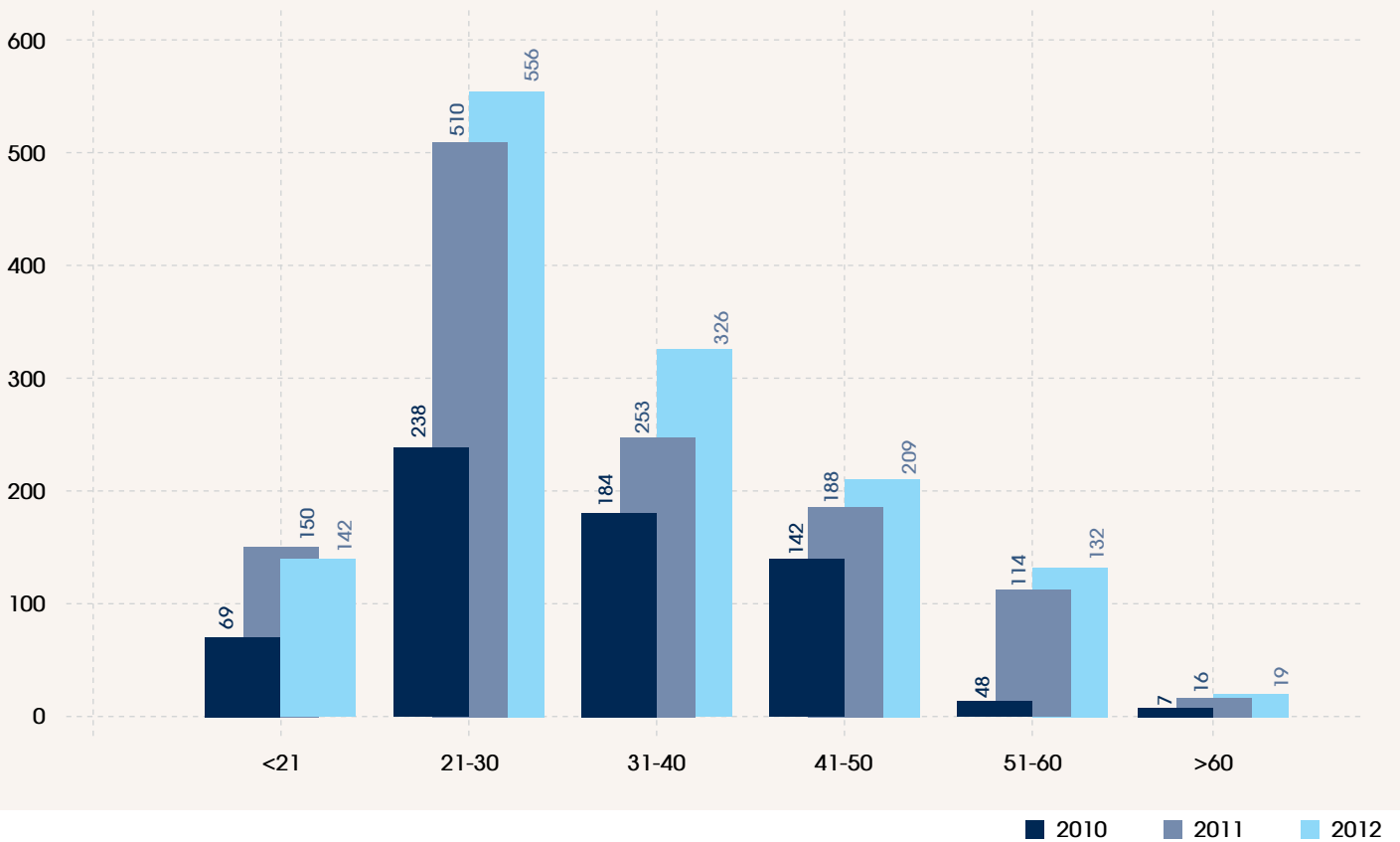
¹¹ DRC Regime is meant for local inmates only.
¹² As declared by inmates upon admission.

DRC ADMISSIONS

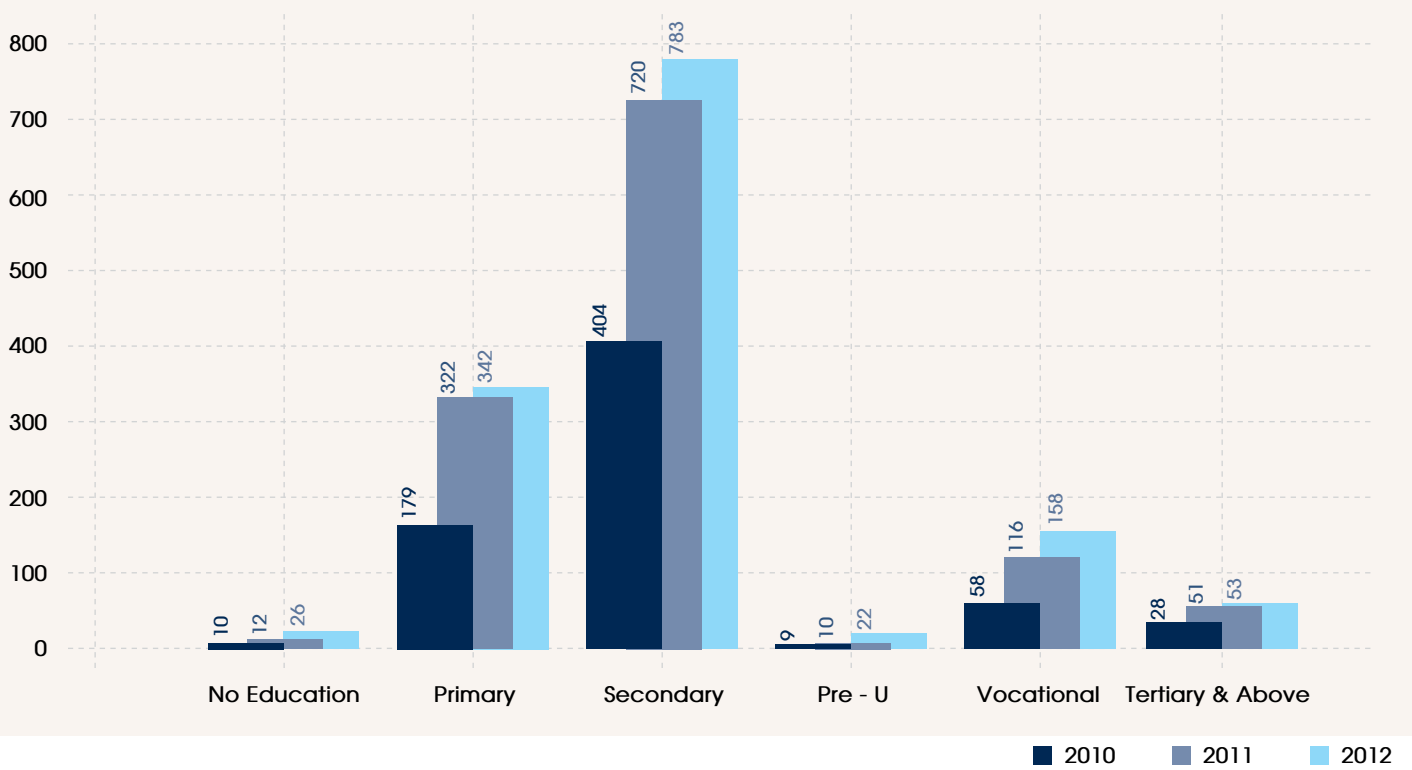
GENDER



AGE GROUP¹³



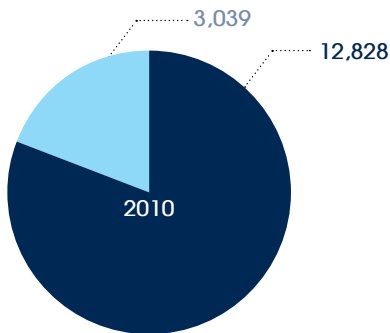
EDUCATION LEVEL¹⁴



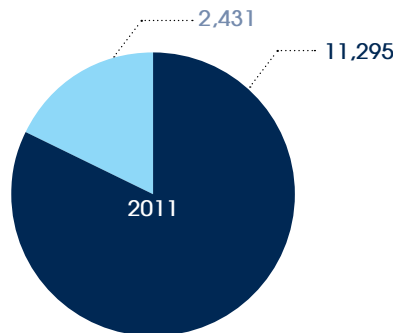
CONVICTED PENAL RELEASES

GENDER

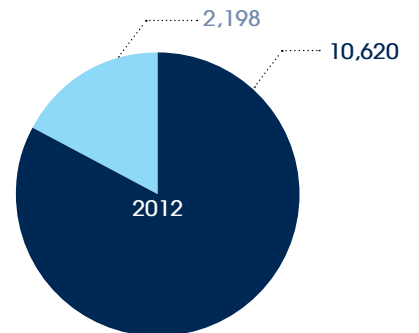
Total Convicted Penal Releases // **15,867**



Total Convicted Penal Releases // **13,726**



Total Convicted Penal Releases // **12,818**



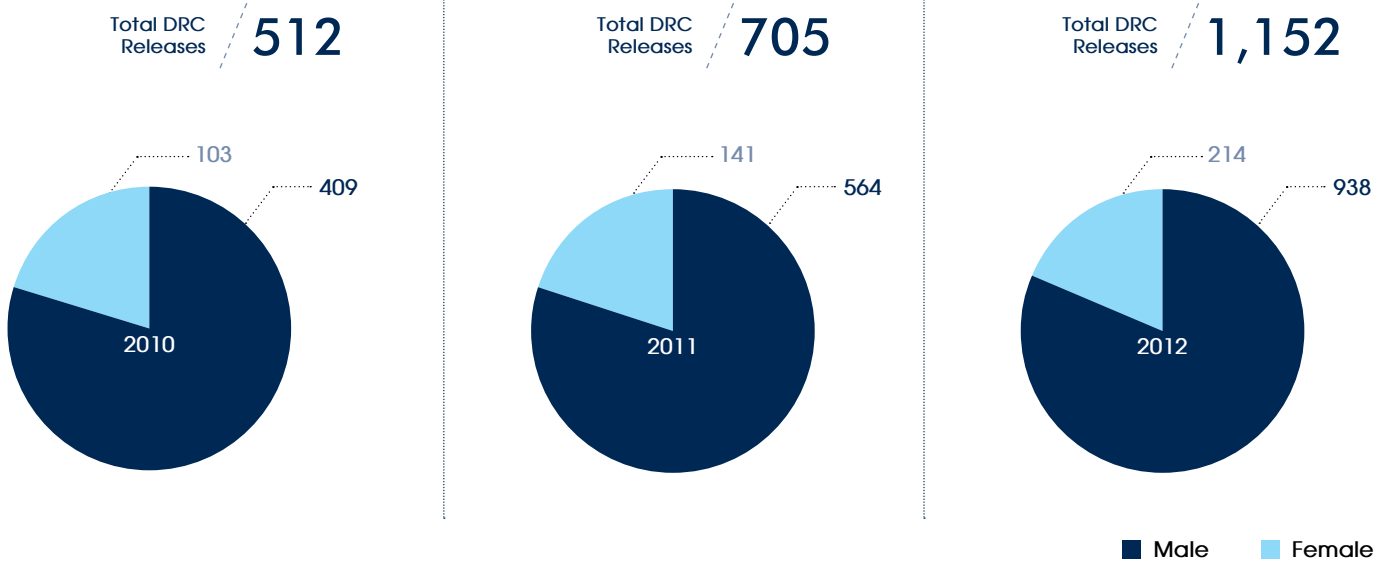
■ Male ■ Female

¹³ Age as at admission

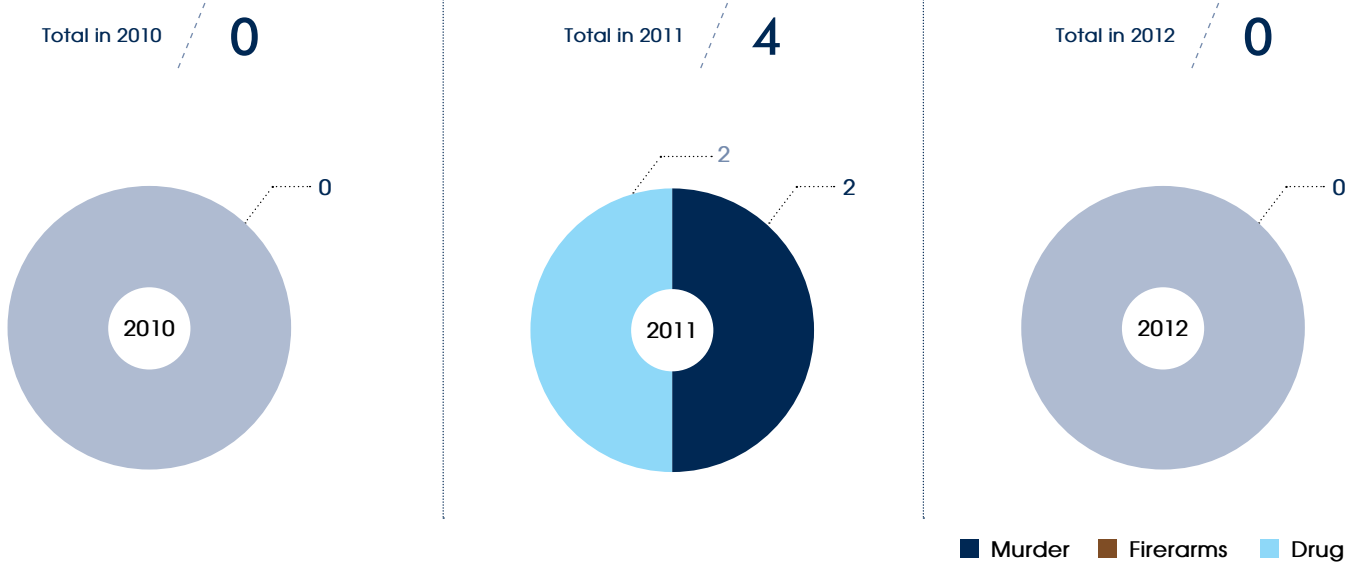
¹⁴ As declared by inmates upon admission.

DRC RELEASES

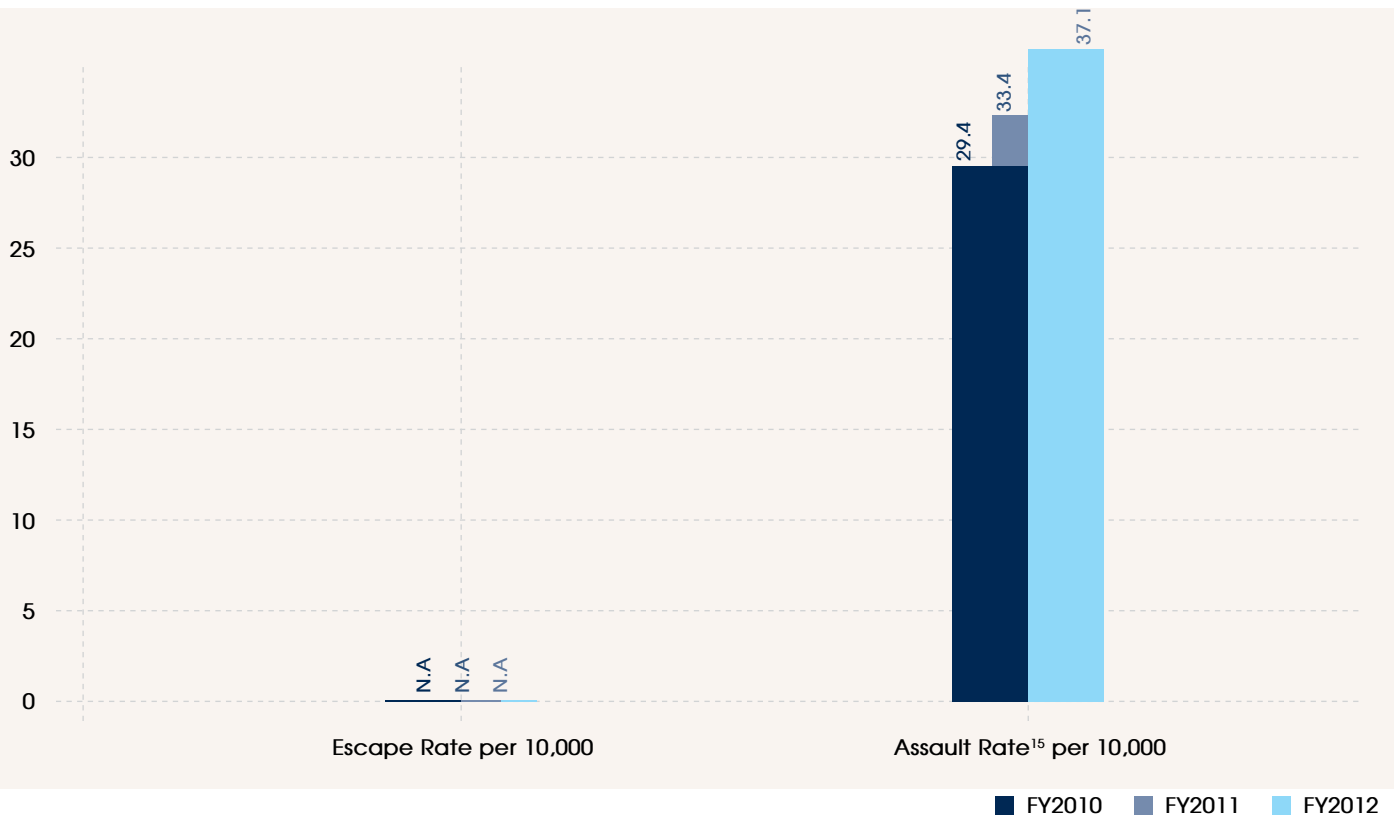
GENDER



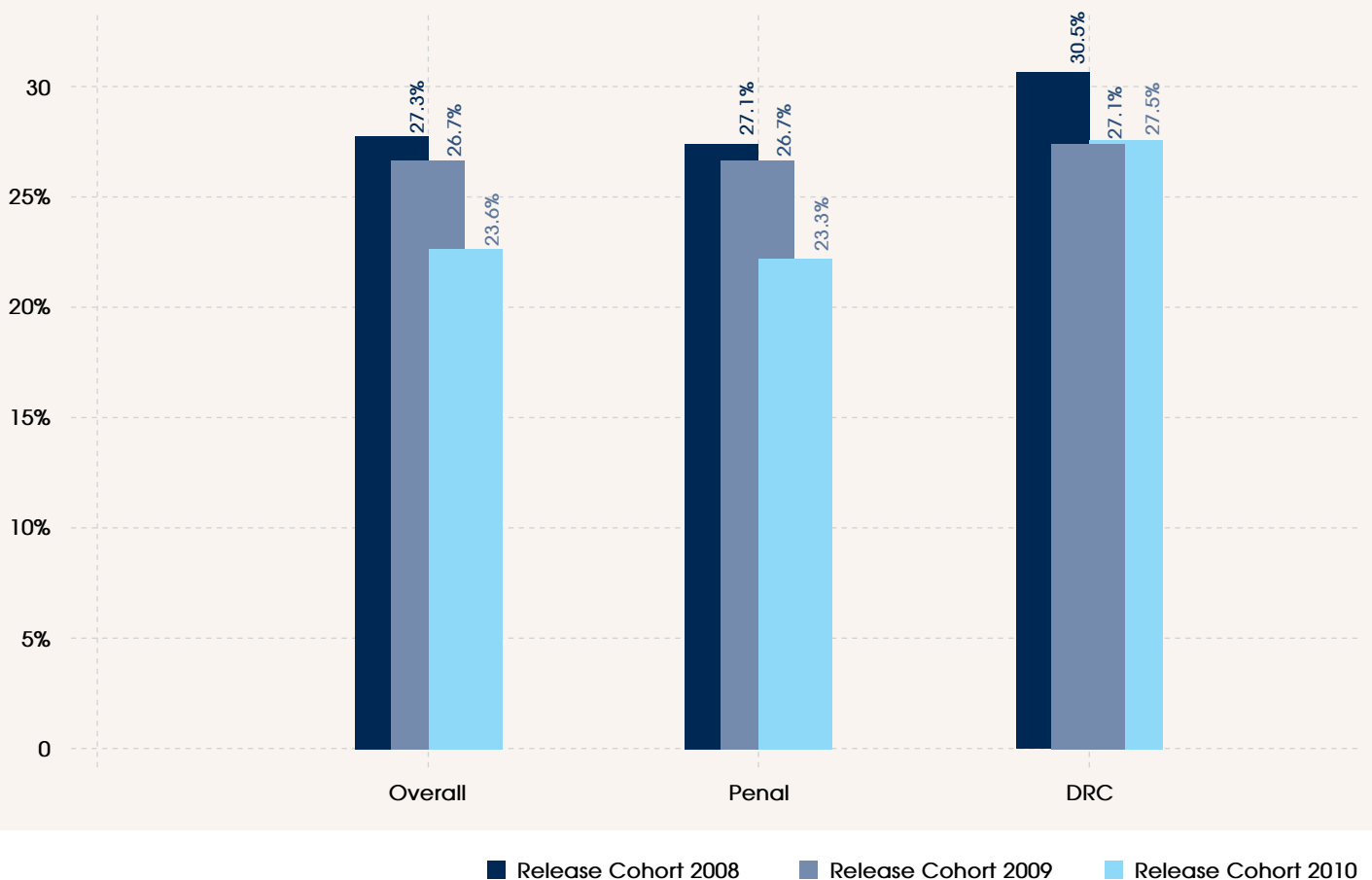
NUMBER OF CAPITAL EXECUTIONS



MAJOR INCIDENTS



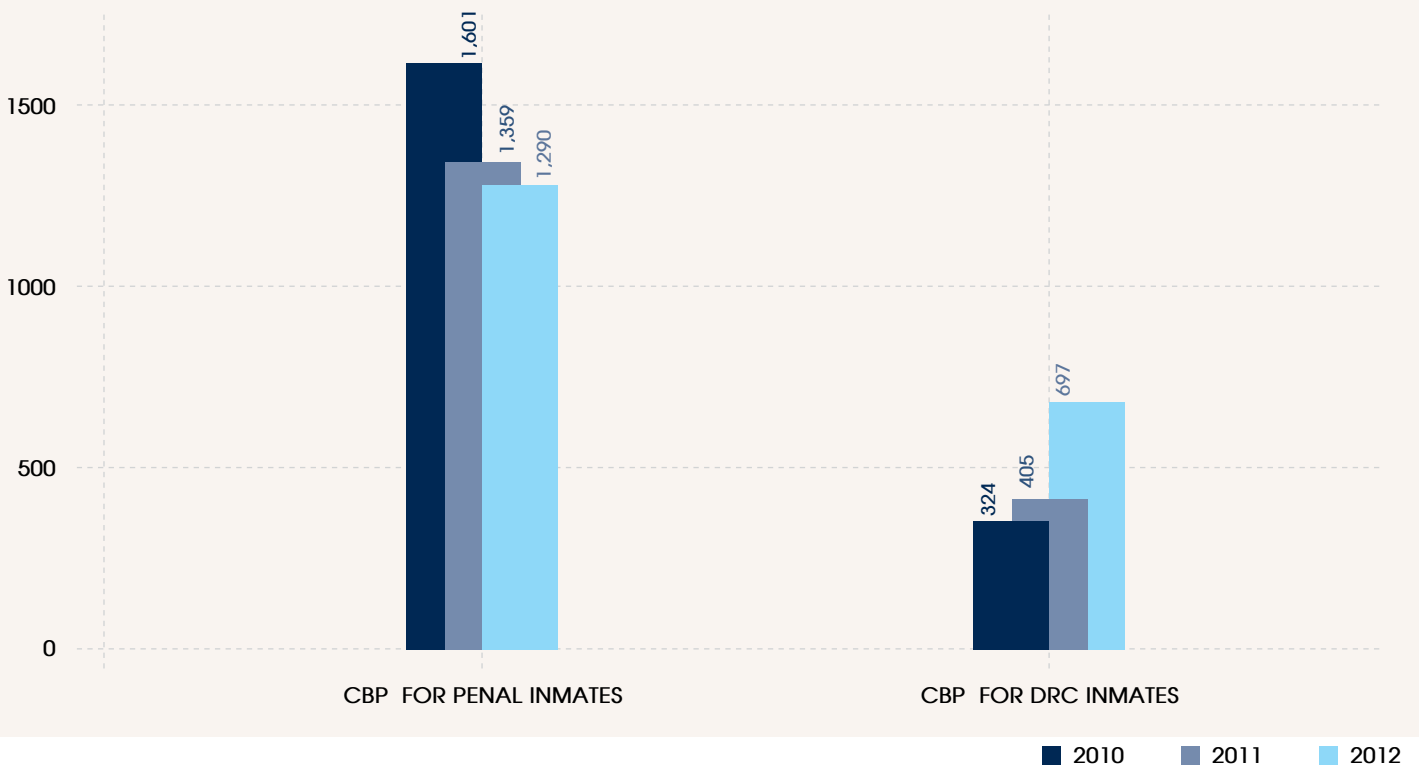
RECIDIVISM RATES¹⁶



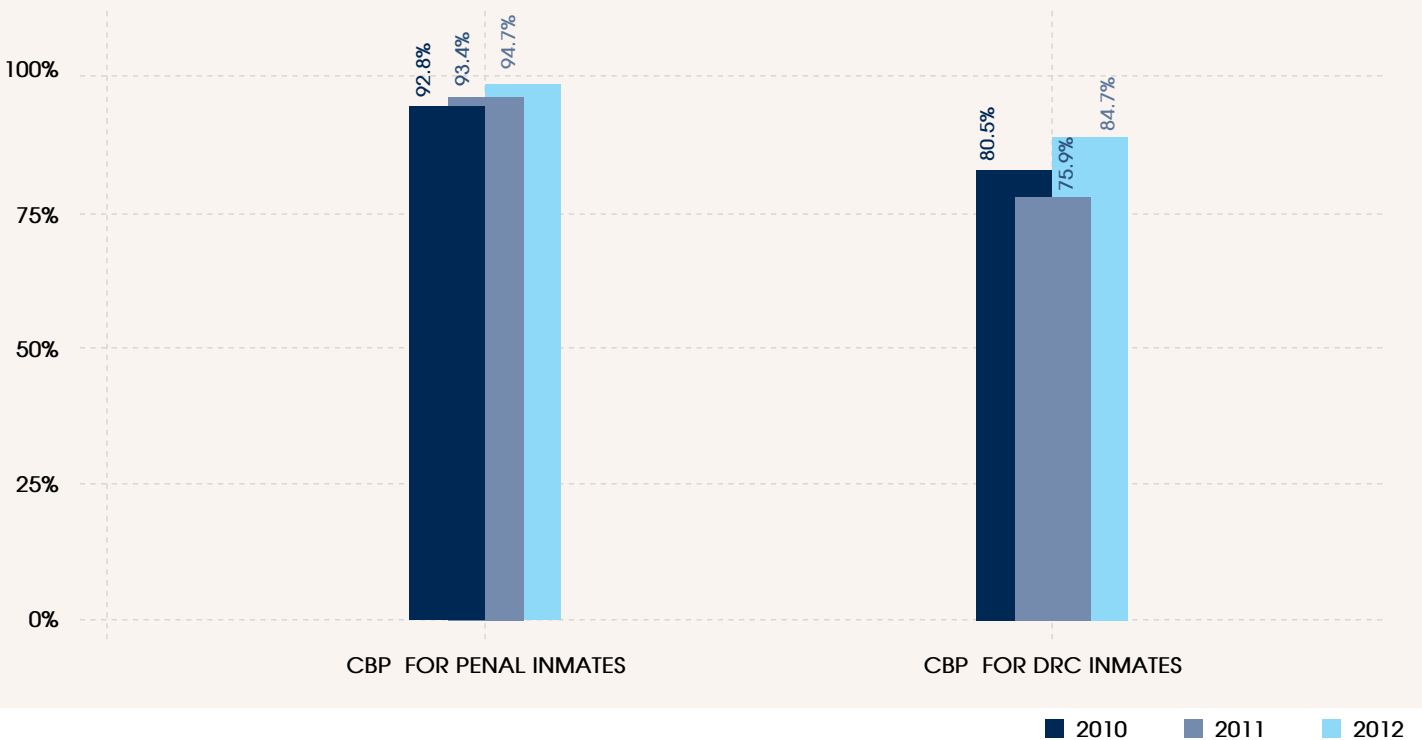
¹⁵ The assault rate refers to assault cases perpetrated by inmates who are charged under aggravated prison offences. Such cases would include any attack by inmates on prisons officers, or assaults by inmates on fellow inmates in which serious injuries are sustained by the victim(s).

¹⁶ Recidivism Rate is defined as the percentage of local inmates detained, convicted and imprisoned again for a new offence within two years from their release.

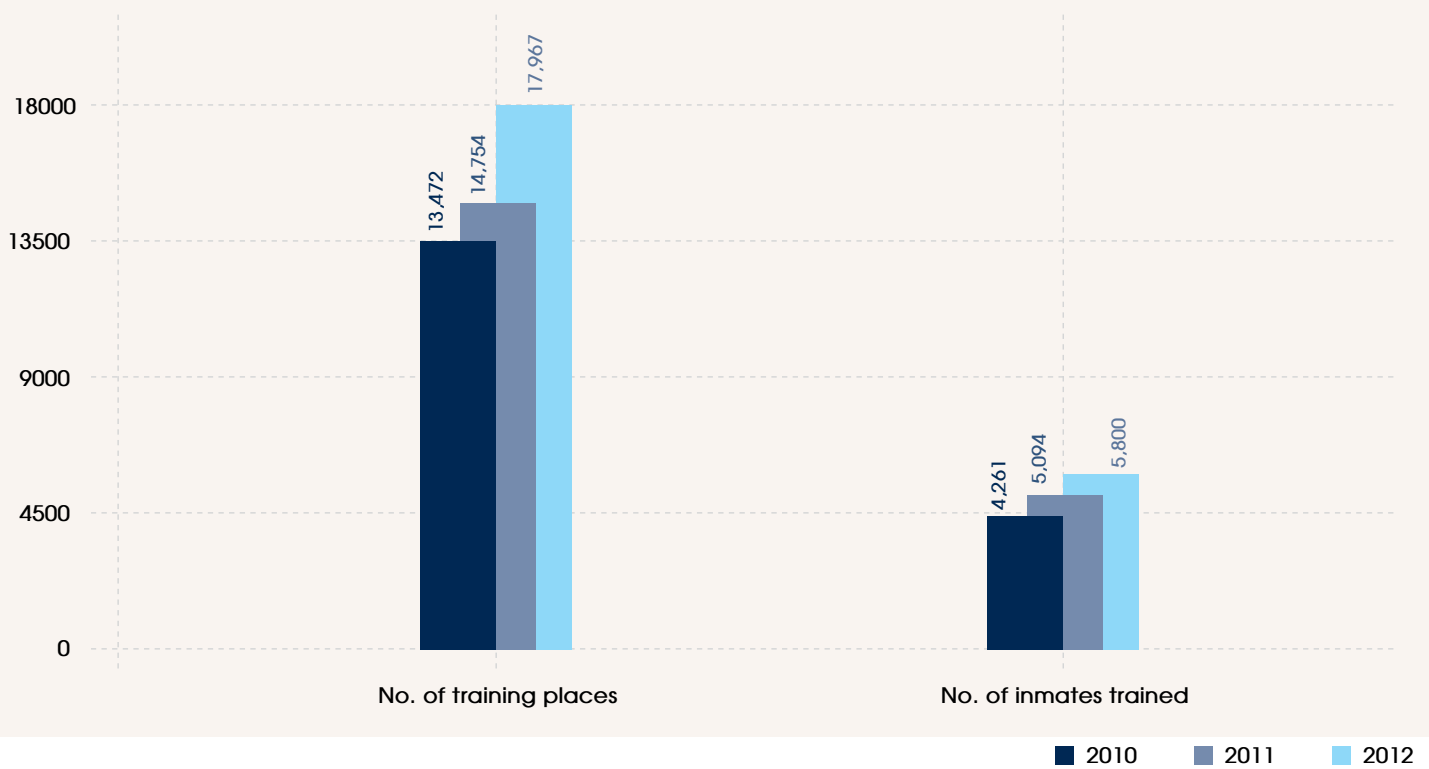
EMPLACEMENT NUMBER



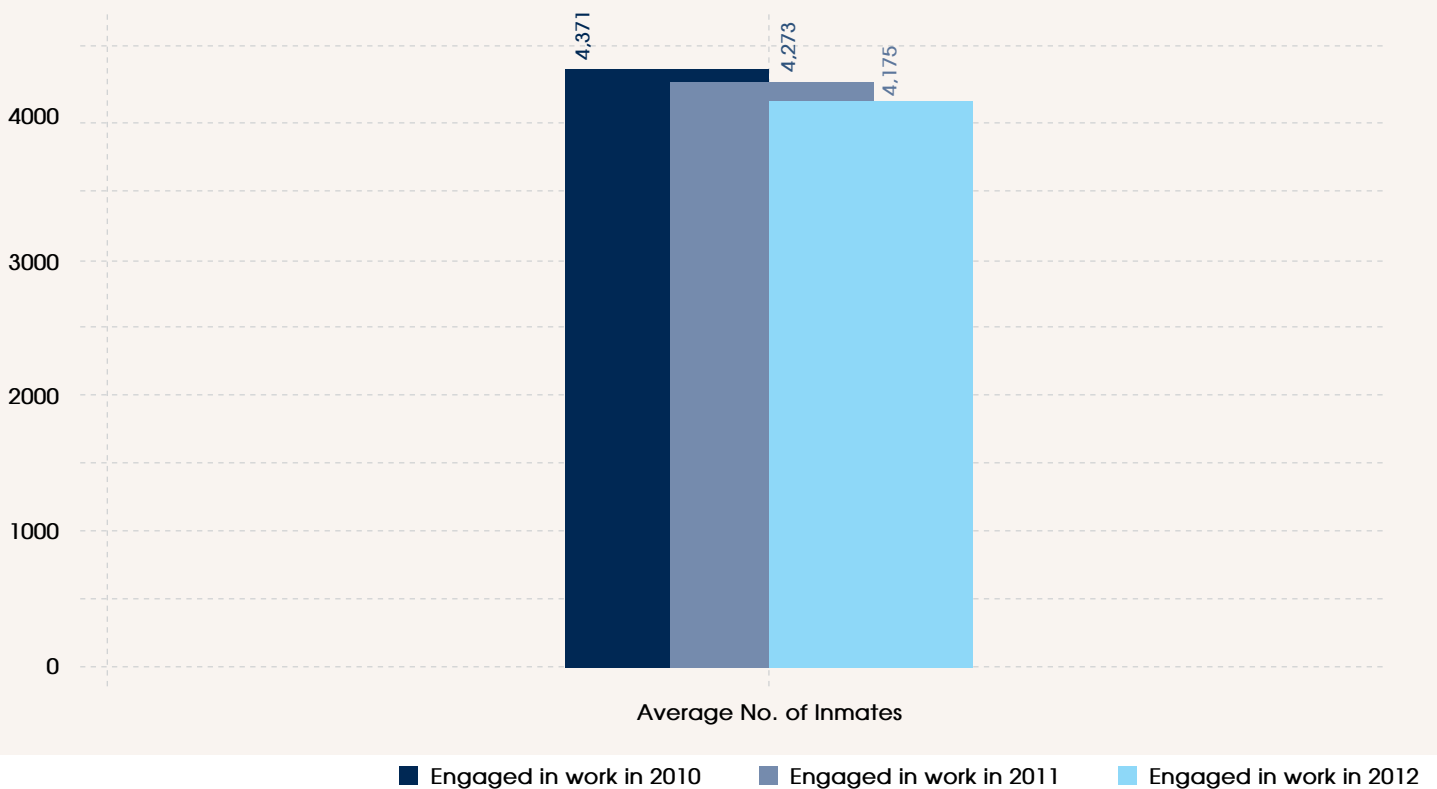
COMPLETION RATES



EMPLOYABILITY SKILLS TRAINING¹⁷



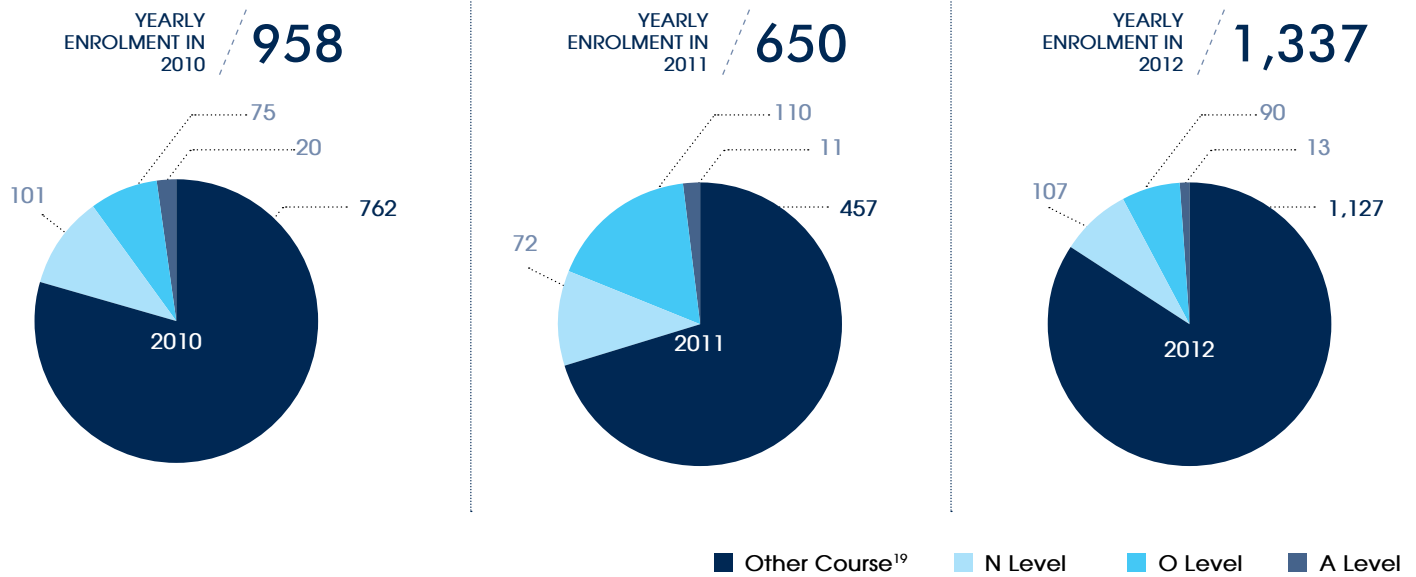
WORK PROGRAMMES¹⁸



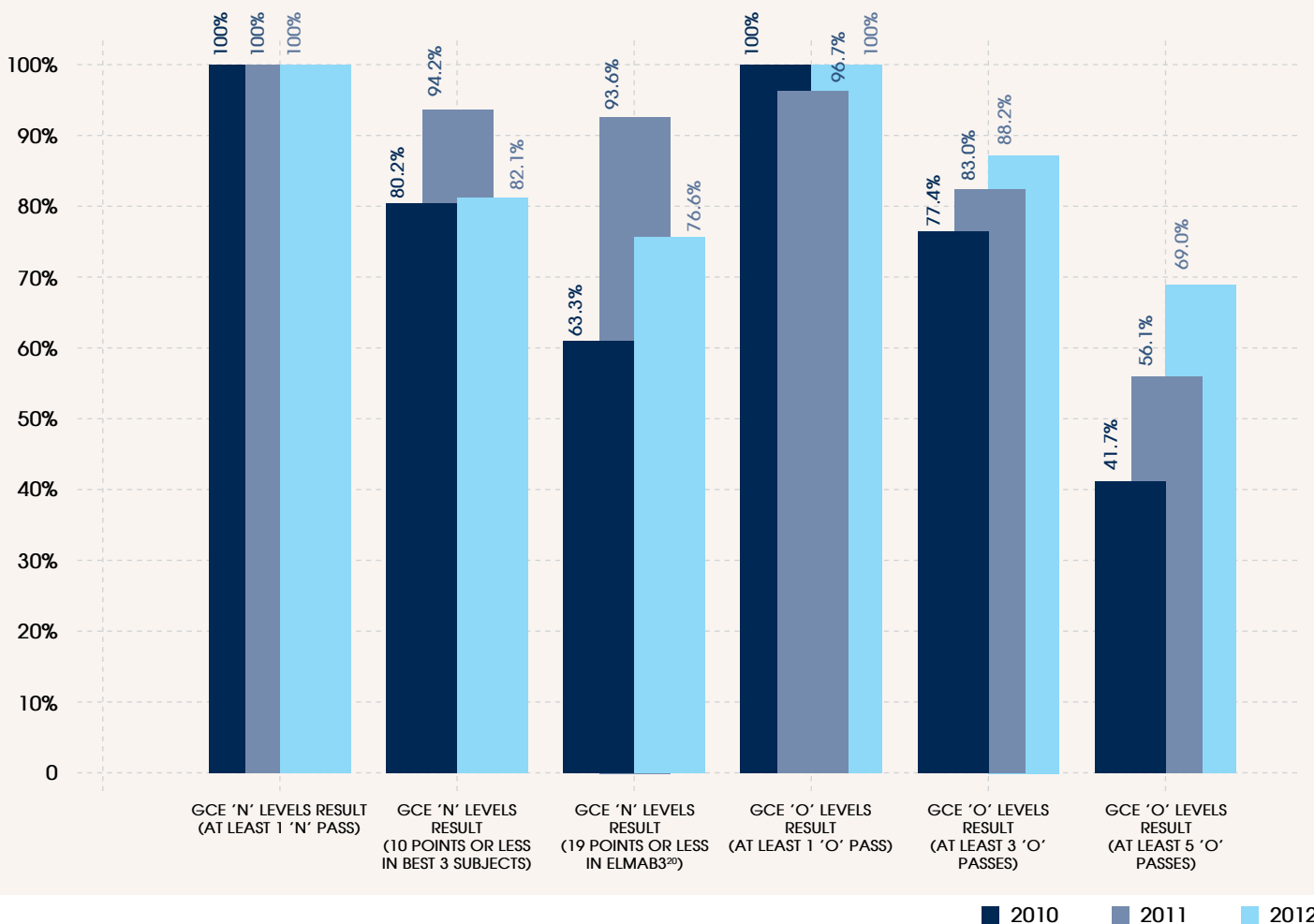
¹⁷ Employability Skills Training Programmes are provided by Singapore Corporation of Rehabilitative Enterprises (SCORE) to equip inmates with relevant job skills. Examples of programmes include National Institute of Technical Education Certification (NITEC), Institute of Technical Education Skill Certificate (ISC), National Skills Recognition System (NSRS) courses and on-the-job training programmes.

¹⁸ Work programmes aim to impart vocational and employability skills through on-the-job training. Discipline, and positive work ethics and values are inculcated by immersing inmates in real work environment within prisons.

ACADEMIC PROGRAMMES



ACADEMIC RESULTS



¹⁹ Other courses include short term courses like English literacy classes and basic education programmes (primary to secondary level).

²⁰ The ELMAB3 aggregate is based on English Language (EL), Mathematics (MA), and the student's 3 best other subjects.

DP AWARD INDIVIDUAL COMMENDATION

DSP2	Lim Boon Inn
DSP2	Loganathan S/O Vadiveloo
ASP2	Chiang Mui Chin
RO2	Tan Kah Chyoon
CW1	Hoo Sooi Fook
CPL	Mohammad Khairul Bin Katmadi
CPL	Nur Iskandar Bin Jamal

DP AWARD INDIVIDUAL TESTIMONIAL

DSP2	Lim Lam Seng
DSP1	Faizal Bin Ridzwan
DSP1	Gregory Savier
DSP1	Lim Chi Yong Leonard
DSP1	Ranjit Singh S/O Surat Singh
ASP2	Lee Hock Meng
ASP1	Kwa Beng Hwee
ASP1	Poh Ban Hong
RO2	Eddy Asmara Bin Rahman
CW2	Muhammad Nazir Bin Abdul Hamid
CW2	Tan Cheng Siang
CW1	Oh Suan Gek Teresa
CW1	Ponnarasi D/O Gopal Chandra
CW1	Tong Guek Heong
CW1	Shahril Bin Mahnoh
SSGT	Andi Iswandi Bin Johari
SSGT	Choo Sau Mei
SSGT	Ng Gek Tse
SSGT	Sanmugam S/O Balakrishnan
SSGT	Tan Yu Meng Jeremy
SGT	Yam Alvin
HTS 12	Ho Kar Woon
MX 11	Tam Yong Wei Alvin
MX 12	Wong Jessie

DP AWARD TEAM COMMENDATION

COLOURS

DSP2	Lee Kong Wee
DSP1	Abdul Manan Bin Hassan
ASP1	Chan Wei Li Debra Anne
RO2	Aarti Pathak
MX 11	Gan Boon Shan
MX 12	Chok Ying Si Stacey

Publicity of Yellow Ribbon Project (YRP) Events Through Social Media

RO2	Praveen S/O Raman Chandrasekaran
MX 11	Chua Meng Cheng Matthew
MX 12	Muhammad Nur Firdaus Bin Abdul Ghani
MSO VI	Nordiyannah Binte Jamaluddin

Prison Negotiation Unit

SUPT 1A	Tan Bin Kiat
SUPT 1	Kevin Hoon Kay Ming
DSP1	Goh Wei Lieang Eugene
ASP1	Goh Yi Zhang
RO2	Lee Xuncheng
RO2	Lee Yong Se Elgar
SSGT	Chen Lifen Joann

Project DNA

DSP1	Kee Mong Hoe
DSP1	Lee Chin Meng Mervin
DSP1	Lim Tee Hock
DSP1	Sim Hoon Peck
DSP1	Tong Teck Hong
ASP1	Poh Ban Hong
CW2	Ang Yong Wee
CW2	Chan Seok Ling
CW2	Tay Liong Heng Edwin
CW1	Normah Bte Omar
CW1	Poh Seng Tat
CW1	Tan Kyim Hiong Eddie
CW1	Yak En Siong
CW1	Yip Sok Cheng Susan
SSGT	Ng Xiao Hui
SSGT	Norlisa Binte Alias
SSGT	Wee Kim Chye
SGT	Leong Lai Fong

Operations Shockwave

DSP2	Boo Li Check
DSP2	Muhammad Ibrahim Bin Abdul Rahman
DSP2	Teo Huey Xiang
DSP1	Cheong Wee Ling
DSP1	Gregory Savier
DSP1	Hon Tin Chee
DSP1	Kee Mong Hoe
DSP1	Tan Chang Wei Elgin
DSP1	Tan Joo Eng
DSP1	Teo Khim Hong Mike
DSP1	Wahab Bin Hamid
DSP1	Woo Choo Yan Louis
ASP2	Mahendran S/O Sinathuraja
ASP2	Teng Say Siang
ASP1	Koo Qihui
RO2	Lim Wei Jiat
SCW2	Kobi Krishna S/O Ayavoo
CW2	Roslee Bin Johari
CW2	Tan Siew Huat
CW1	Wong Kean Chung

Revamp of APCCA Website

SUPT 1	Ng Gee Tiong
DSP2	Chan Ching Ching
ASP1	Ephraim Goh Yang Minn
MSO VI	Nurnadiah Ghazali

SQASC Secretariat Team

DSP2	Kok Weng Chew
DSP1	Mak Mun Fai Elmer Thomas

DSP1	Ng Kim Seng
DSP1	Quek Chun Ming
DSP1	Sujatha D/O Palpanabban
DSP1	Tan Chih Lan Geraldine
ASP2	Aw Kah Hoe
ASP2	Khairuddin Bin Alias
ASP2	Phor Cai Juan Pamela
ASP2	Siah Kheng Guan
ASP2	Tan Wee Zi
ASP1	Ang Wai How Jim
ASP1	Anita Zarina Bte Muhamad Zaidi
ASP1	Chan Wei Li Debra Anne
ASP1	Ephraim Goh Yang-Minn
ASP1	Kannaki D/O Srinivasagan
ASP1	Koh Zhi Mian
ASP1	Lin Shujun
ASP1	Loh Mei Jing
ASP1	Yong Ka Jun Desmond
RO2	Aarti Pathak
RO2	Ng Yang Siong Robson
RO2	Pang Yee Shuen Monica
RO2	Tan Eng Cheay
CW2	Wong Tian Lee
MX 11	Liaw Sze Wai
MX 11	Mohamed Fazly Bin Mohamed Jamaludin
MX 11	Tan Lo Lee
MX 12	Chiam Pei San
MX 12	Chok Ying Si Stacey
MX 12	Khoo Jing Wen Stella
MX 12	Lee Hua-Xing
MX 12	Lim Li Ting
MX 12	Ong Shilei
MX 12	Pang Hong Xiang
MX 12	Quek Chin Ru
MX 12	Rena Lee Hwee Mein
MSO IV	Chan Yin Ling
MSO VI	Wu Wenlong
MSO VII	Vimalathachen D/O R Gopalan

Integrated Criminogenic Programme (ICP)

HTS 11	Cheng Xiang Long
MX 11	Pathma Jothee Kesava Kumaran S/O Govindasamy
MX 12	Ang Seow Ping
MX 12	Gan Kian Heng Tony
MX 12	Lau Kuan Mei

Mandatory Aftercare Scheme (MAS) Prototype

SUPT 1A	Rafidah Bte Suparman
DSP2	Hoo Poh San Kelvin
DSP2	Shepherdson Olivia Genevieve
DSP2	Teh Phuay Hian Cammy
DSP1	Ong Po Ling
DSP1	Tanny Ng
DSP1	Woo Choo Yan Louis
ASP2	Chong Chun Yong
ASP2	Kwa Hock Beng

ASP2	Lin Ren'en Jonathan
ASP2	Phor Cai Juan Pamela
ASP2	Siah Kheng Guan
ASP2	Teo Bee Lam
ASP1	Lee Jianwei Benjamin
ASP1	Lum Choi Hoong
CW2	Loh Kong Yew
CW1	Chiew Wai Mun Anthony
CW1	Mohamed Ridzuan Bin Mohamed Sani
CW1	Muhammad Rashidi Bin Saidi
SSGT	Toh Cheng Siew
HTS 9	Leo Hee Sun Timothy
HTS 10	Melvinder Singh
HTS 11	Elijah Teo Tzee Siong
MX 10	Troy Jack Thevathasan
MX 11	Soh Tee Peng William
MX 11	Umarani Bin Umle
MX 11	Wong Li Ling Karen
MX 12	Farul Mohamed Iqbal
MX 12	Jessveen Kaur Dhot
MX 12	Kirk Hui Min Yvonne
MX 12	Nur Asyikin Binte Hamzah
MX 13	Ho Ying Ying Angelina
MX 13	Julian Addison S/O Anthony Samy
MX 13	Poh Xiu Ting
MX 13	Lim Hui Ying
Mgmt Gr 5	Suraya Sudhi

Enhanced Recruitment and Training Efforts to Support Prisons' Strategic Workplans

SUPT 1	Chua Sio Ping
DSP2	Chiang Hwee Yen Jean
DSP2	Ong Choon Teck
DSP1	Kalaivanan S/O Visvalingam
ASP2	Harun Bin Sinen
ASP2	Then Poh Meng Dominic
RO2	Brandon Ong Guan Hong
RO2	Cheng Yeow Tong
CW2	Chan Choong Hoe Frank
CW2	Jamaludin Bin Karmani
CW2	Kumarasan S/O Ramasamy
CW2	Sabrina Tiyy
CW2	Venu Arsh
CW1	Zoey Lee Pooi Fun
SSGT	Moorthi S/O Batumalai
SSGT	Roslee Bin Yahaya
SSGT	Tan Lee Meng
MX 12	Lim Xuefen
CSO II	Chew Mui Eng

Complex Access Management System (CAMS)

DSP2	Boo Li Check
DSP2	Chin Soon Theen
DSP2	Phandeyan S/O Thangavellu
ASP2	Lim Kim Hin Michael
ASP2	Liow Zee Ping
ASP2	Low Hwee Huang

ASP2	Ng Keng Kun
ASP1	Goh Yi Zhang
MX 11	Tan Lo Lee

Achievement of BCA Green Mark Platinum Award for the Design of Prison HQ

SUPT1A	Lim Beng Wee
DSP1	Chan Chee Kiat Roger
ASP2	Poh Choon Chien Leon
SCW1	Yap Ah Oon

Management of Fire Incident at Prison Link Centre (Jurong)

CW2	Mohamad Hazlan Bin Mohd Said
SGT	Vijaya D/O Veerayyan
MSO VIII	Saravanan Baba S/O Sivaperumal

Asian Prisons Lockdown Challenge 2012

DSP1	Chiang Lye Choo Valerie
ASP2	Harvinder Singh S/O Joginder Singh
ASP1	Tan Chun Wee
ASP2	Teh Hwa Yong Derry
ASP1	Kwa Beng Hwee
RO2	Lee Boon Kiat
RO2	Teng Song Guan
RO1	Tan Yew Chuan
CW2	Venu Arsh
CW1	Ang Chuean Wee Kelvin
CW1	Chua Chin Soon
CW1	Rose Lee
SSGT	Goh Chun Kiat
SSGT	Mohamed Faizal Bin Abdul Hathi
MX 11	Chua Meng Cheng Matthew
MSO VI	Nordiyannah Binte Jamaluddin

Cross Agency Collaboration with MOE by Prison Link Centre (Changi)

DSP2	Zai Siew Leong Thomas
DSP1	Soh Hwee Fun Ivy
RO2	Chew Siew San

LEAN Project FY2011 by Cluster A Kitchen

ASP2	Teo Chong Lian Dylan
RO2	Zamani Bin Abdul Rahman
CW1	Mohamed Khalid Bin Mohamed Idris
SSGT	Aloysius Ong Leong Hui
SSGT	Lerry Johan
SSGT	Mazuin Binte Musa
SSGT	Mohamad Fadhil Bin Abdul Jabbar
SSGT	Mohamad Muhayaddin Bin Sapari
SCW1	Sundaram S/O Chinniah
CW1	Tan Vincent

A3 IIT – Prevention of a Gang Dispute from Escalating to a Major incident

DSP1	Tan Kok Beng
ASP2	Ganesh Kumar S/O Vendasan
SCW1	Gurmeet Singh S/O Santokh Singh
SSGT	Nur Azmy Bin Muhammad

Expansion of Cluster A SCO

DSP2	Teo Winston
DSP1	Cheang Yew Kong Andrew
DSP1	Chew Tee Seng
ASP2	Ng Tiong Choon
ASP1	Ryan Tan Ser Leong
CW1	Teng Jan Kim
CW2	Azhar Bin Kassim
MX 11	Tang Keng Lai
MSO V	Mohamed Iskandar Bin Abdullah

Setting up of Pre-Release Center at Institution B4

DSP2	Cheam Tiong Pheng
DSP1	Quek Chun Ming
ASP2	Chong Kah Hin Eugene
ASP2	Khoo Chok Ming Jeremy
ASP2	Lee Khum Thong
ASP2	Lin Ren'en Jonathan
ASP2	Ng Keng Kun
ASP2	Overee Josephine Juliana
ASP1	Muhammad Faizal Zakariah
ASP1	Tay San Mei
RO2	Ou Kaiming
RO2	Sim Siu Shih Tessa Mae
CW2	Jacob Raja S/O Rajamani
CW2	Siow Kent Fung
CW2	Yang Ling Yong
CW1	Ibrahim Bin Mahfuz
CW1	Juliana Binte Krishna Kassim
CW1	Kang Hock Seng
CW1	Mohd Sam Bin Abdullah
SSGT	Dzulkarnain Bin Jumahat
SSGT	Mazirah Binte Abdul Rahman
SSGT	Ng Phei Ling
SSGT	Norisma Bte Kassim
SSGT	P Ramesh Menon
SSGT	Tang Wai Wah
SGT	Ang Wilfred
SGT	Chan Siew Ling
SGT	Ganesan S/O Bala Subramaniam
SGT	Mohamad Asry Bin Kasim
SGT	Santosh Prakash Singh
SGT	Tan Hua Lun
CPL	Toh Yong Chong
MX 11	Wong Meng Kok
MX 12	Sathiavaani D/O Gunaseelan
MX 12	Teo Chuan Ann
MX 13	Neo Aik Wee

DP AWARD TEAM TESTIMONIAL

ASR Team at TMP

DSP2	Toh Hong Chuan
DSP1	Tan Kok Beng
ASP1	Irwan Bin Abdullah
ASP1	Muhammad Raizaluddin Bin Abdul Razak
CW1	Azrul Faizal Bin Ibrahim
CW1	Faris Bin Mohamed
CW1	Wong Sin Min
CW1	Yao Chin Leng
SSGT	Abdul Azis Bin Ahmad
SSGT	Kou Jun Fa Ronald
SSGT	Mohamad Muhayaddin Bin Sapari
SSGT	Mohamed Azhar Bin Mohamed Khaili
SSGT	Pang Hee Teng
SSGT	Rudy Khairon Bin Daiman
SSGT	Tan Seong Loon
SGT	Jamasri Bin Yatim
SGT	Junid Bin Abdul Rahman
SGT	Khor Choong Chian
SGT	Mohammad Nur Bin Kamal Deen
SGT	Mohamad Faizal Bin Mohamed Abdullah

Management of Situation at CWP after Water Pipe Burst

DSP2	Huang Shuxian
DSP1	Cheong Wee Ling
DSP1	Lim May Ling Serena
ASP2	Boey Lai Hsia
ASP2	Lim Lay Khim
SCW1	Goh Siew Kiang Jaslin
SCW1	Illamaran Thamizhkkothai
CW2	Norjehan Bte Mohammad Azhar
CW1	Ponnarasi D/O Gopal Chandra
SSGT	Chua Shi Qin
SSGT	Koh Lee Fang
SSGT	Monaliza Binte Mohamad
SSGT	Nazrina Hoque
SSGT	Ng Shu Juan Sabrina
SSGT	Rashidah Binte Abdul Razak
SGT	Cheang Wei Ting
SGT	Siti Patuha Binte Sadli

Management of Fire Incident at CWP Housing Unit

DSP2	Huang Shuxian
CW1	Yong Lee Shiam
SSGT	Kwek Lian See Nancy
SSGT	Shanti D/O Ramakrishnan

Management of Fire Incident at CWP Block F, Inmates' Ration Area

DSP1	Lim May Ling Serena
SCW1	Illamaran Thamizhkkothai
SSGT	Chua Shi Qin
SSGT	Koh Lee Fang
SSGT	Ong Yen Ni

Salary Revision Exercise 2012

ASP1	Lim Kin Hui Gavin
MX 11	Lim Sim Ngee Lynn
MX 11	Tan Ai Ling
MX 12	Zheng Liting Adeline
MSO V	Koh Liping
MSO VI	Chew Jun Hui
MSO VI	Leong De Sheng

Operationalisation of Complex Assembly Area

SUPT 1A	Tan Bin Kiat
SUPT 1	Kevin Hoon Kay Ming
DSP1	Goh Wei Lieang Eugene
ASP1	Goh Yi Zhang
RO2	Lee Xuncheng
RO2	Lee Yong Se Elgar
SSGT	Chen Lifen Joann

Rekindle Programme

DSP1	Lim Hoe Leong
DSP1	Vimala D/O Maruthaiya
ASP2	De Zilva Letitia Naomi Phebe
ASP2	Steven Lim Chwee Leong
ASP1	Kelvin Chua Yeow Chong
ASP1	Moganapriya D/O Sandiramogan
RO2	Loh Kain Liat
RO2	Tony Immanuel Tan
CW2	Soh Chi Yiong
SSGT	Azlina Binte Abdul Aziz
SSGT	Loh Mei Chin
MX 11	Tam Yong Wei Alvin
MSO VI	Wu Wenlong

Rebuilding Lives Project

DSP1	Woo Choo Yan Louis
ASP2	Lee Boon Kiat
ASP2	Lin Ren'en Jonathan
ASP2	Phor Cai Juan Pamela
ASP2	Teo Bee Lam
ASP1	Teo Wei Qian Paula
RO2	Ngo Chi Leong
CW2	Nur Hannah Wang
CW1	Siow Yong Sin
SSGT	Rajeswari D/O Chandramurthi
HTS 11	Elijah Teo Tzee Siong

BE3i Fiesta 2012

DSP2	Kok Weng Chew
DSP1	Mak Mun Fai Elmer Thomas

ASP2	Lim Kim Hin Michael
ASP2	Poh Choon Chien Leon
ASP2	Tang Chee Wah
ASP1	Eng Mei Ye
ASP1	Leong Chee Ming Luke
ASP1	Loh Mei Jing
RO2	Chew Siew San
RO2	Kok Han Kwang
RO2	Ou Kaiming
RO2	Praveen S/O Raman Chandrasekaran
RO2	Seri Zawani Binte Mohamed Zakariah
RO2	Song Zuowei
RO2	Yio Fenny
CW2	Mohamad Suhardi Bin Rahim
CW2	Tan Ting Kang Edwin
CW1	Muhammad Rashidi Bin Saidi
CW1	Siow Yong Sin
CW1	Yeo Chin Boon
MX 12	Chiam Pei San
MX 12	Joe Waldy
MX 12	Lee Hua-Xing
MX 12	Lim Li Ting
MX 12	Ng Yi Yu
MX 12	Tan Kiang Yeow

Handing Over Project - Changi North Way

DSP2	Lim Boon Inn
SCW1	Yap Ah Oon

Development of E-Learning and Procurement Training Packages

ASP2	Norhisham Bin Abas
ASP2	Tan Choon Hiang
ASP1	Chew Peng Soon
CW1	Heng Sock Hui
SSGT	Tan Kim Tjin
MX 12	Ng Yi Yu
MSO IV	Wang Kian Hwa
MSO IV	Wong Jit Kwang
MSO V	Goh Kok Chye
MSO V	Mohammad S Man Bin Saleh
MSO VII	Noraini Binti Abdullah
CSO I	Lian Lam Hua
CSO IV	Muthusamy Vasakiy

Renovation Projects in Prisons HQ

DSP1	Ng Kim Seng
CW1	Heng Sock Hui
CPL	Azman Bin Ahmad
MX 12	Lim Li Ting
CSO IV	Jamaliah Binte Salim

Centralisation of Logistics Store at HQ Block X

ASP2	Norhisham Bin Abas
SGT	Azhari Bin Mohali
MSO IV	Mohamed Bin Mohamed Arshad

MSO IV Wang Kian Hwa
 MSO VIII Lim Wee Quan
 CSO I Chng Swee Lay
 CSO IV Lim Kim Hock

Expansion of Prisons Secured Ward

DSP2 Chua Cheng Wah
 DSP1 Chiang Lye Choo Valerie
 ASP1 Tan Chun Wee
 RO2 Teng Song Guan
 SCW1 Chan Weng Kay
 CW2 Kok Cheun Sing
 SSGT Moorthi S/O Batumalai

A4 IIT – Intelligence Information for Police to solve Theft Cases

ASP2 Tseng Chay Heng
 CW2 Tan Yu Hong Adrian
 CW1 Mohammad Faizan Bin Kairoman

A3 IIT – Detection of Medicine Hoarding by Inmates

ASP2 Ganesh Kumar S/O Vendesan
 SCW1 Gurmeet Singh S/O Santokh Singh

Exercise “Triple-play”

SUPT1A Ng Chun Chow Patrick
 ASP2 Amirudin Bin Omar
 ASP2 Lim Cher Hiang
 SCW1 Loh Kee Wei
 CW2 Lee Chai Soon
 CW1 Junaidi Bin Abdullah
 CW1 Lee Yue Heong
 CW1 Mohamed Masri Bin Khairuman
 CW1 Ng Jacky

Investigation into Drugs Smuggling Case at Institution B2

DSP2 Lim Lam Seng
 ASP1 It Yock Chian
 ASP1 Mohamed Fahmy Bin Mohamed Hanifah
 SSGT Tan Yu Meng Jeremy

B3 IIT - Detection of Contrabands at Institutions B2 and B3

DSP1 Sulaiman Bin Mohd Salleh
 CW2 Lee Kek Wee
 CW2 Tan Gim Wah
 SSGT Arman Bin Salim
 SSGT Edwin Lim Kim Hiong
 SGT Muhammad Syaiful Anuar Bin Jupri

B4 and B5 IIT - Detection of Gang Influences in Assault cases at Institutions B4 and B5

DSP1 Mohamed Rusdi Bin Mohamed Esa

ASP2 Giam Heng Leong Robin
 ASP2 Lee Khum Thong
 SCW1 Wong Ying Kit
 CW2 Kumarasan s/o Ramasamy
 CW2 Lee Kek Wee
 CW1 Herman Rashidi Bin Samsuri
 CW1 Mohamed Haniba Bin Abd Kadir
 SSGT Edwin Lim Kim Hiong
 SSGT Shariffah Binte Sajali
 SSGT Tan Chee Keong
 SGT Mohammed Massuri Bin Mohamed Hashim
 SGT Tan Hua Lun

Setting up of Satellite Registry Office at Sub Court Lock-Up

DSP1 Koo Boon Wah
 CW2 Lim Choon Leong
 CW2 Mohamad Faizal Bin Abdul Razak
 CW2 Muhammad Salik Bin Sidik
 CW2 Ng Peng Wai

Cluster B Medical Centre (CLMC)

CW1 Azrul Faizal Bin Ibrahim
 CW1 Wong Tin Seong
 SSGT Ang Poh Huat
 SSGT Fernandez S/O M Joseph
 SSGT Mohamad Lizam Bin Ya'cob
 SSGT Yeo Suan Siang
 SGT Ismail Sham Bin Ibrahim
 CPL Mohammad Razi Bin Hussain

Enhancement of Security and Medical Features at B2 Sickbay

ASP2 Goh Chiung Yang
 ASP2 Siah Kheng Guan
 ASP1 Han Fu Yuan
 CW2 Yeo Chok Yean
 CW1 Syed Malakus Salleh Bin Syed Hussin
 SSGT Koh Choon San
 SGT Muhammad Nazrul Bin Jamil
 SGT Pournathan S/O Mayalagu
 SGT Ravechandran S/O Suppiah Seenevasan
 CPL Samsudin Bin Zainal

Transfer of Remand Inmates to B3

DSP1 Choo Joon Piau
 DSP1 Ho Kah Leong
 DSP1 Norman Bin Mohd Zain
 ASP1 Lo Chin Yang Roger
 ASP1 Mohamed Norzalan Bin Nordin
 ASP1 Ng Pang Siong
 RO2 Kannan S/O Kalliya Perumal
 SCW1 Bala Muraly S/O Anchang
 CW2 Phoon Jee Kiong
 CW2 Shahrom Bin Hamdan
 CW2 Tan Gim Wah
 CW2 Yeow Teik Huat

CW1 Irniendy Bin Ismail

REFORM Programme

ASP1 Lee Tuck Kham Richard
 CW1 Ke Wai Choong
 SSGT Nagandran S/O Kamalanathan
 SGT Palani S/O Thangaveloo

Project ARISE

ASP2 Chew Sock Maan
 ASP2 Chung Cher Chiang
 ASP2 Lim Wei Kiat
 ASP1 Neo Ming Feng
 ASP1 Teo Wei Qian Paula
 RO2 Luo Shuzheng
 RO2 Pang Yee Shuen Monica
 CW1 Cwa Mirin
 CW1 Jaya Paragas S/O Adaikalasamy
 CW1 Khairudin Bin Kamsan
 CW1 K Kunalan S/O Karupayah
 CW1 Lee Li-Tsung
 CW1 Liew Chee Keong
 CW1 Ng Heng Mun
 CW1 Siow Yong Sin
 SSGT Abdul Aziz Bin Bakri
 SSGT Mohamad Bin Mansor
 SSGT Mohd Sidek Bin Osman
 SSGT Peter Arul Selvan S/O A Arul Puthenneswaran S/O Pakkiry
 SSGT Tan Chee Keong
 SGT Sin Cho Meng
 CPL Jafar Bin Mohamed Sinwan
 CPL Muhammad Irsyad Nurfaiz Bin Ahmad
 CPL Tan Aik Chiat
 CPL Tan Yew Meng

Management of Inmate Incident at CGH

SSGT Tan Ai Ling
 SGT Cheang Wei Ting

Setting Up of DRO Self-Reporting Kiosk

SSGT Sadhana Rai
 MX 12 Jessveen Kaur Dhot
 MX 12 Kathleen De Laure
 MX 12 Kirk Hui Min Yvonne
 MX 12 Reena Senghera D/O Silvaraj
 MX 12 Tan Yew Song
 MX 11 Gan Chock Cheng Zoe
 MX 11 Lynette Stephen
 MSO VI Thiruchelvam Ganesha

Recovery of Missing iPad

SSGT DSP1 Sameeyul Ameen S/O Haji Sulaiman
 ASP2 Kwa Hock Beng
 SCW2 Azman Bin Tahar
 SCW1 Yeo Kee Siang

CW1 Chiew Wai Mun Anthony
 SSGT Azman Zakiuddin Tan
 SSGT Chia Thong Khoon
 SSGT Syed Muhammad Fuad Bin Syed Fathil

Registry Team, AWP

ASP2 Chiang Mui Chin
 RO2 Kwek Nian Xing
 CW2 Rosalie Chai
 CW1 Abdul Rahim Bin Abdul Rahman
 SGT Yen Chia Hsien

Take-over of KCP by AWP

ASP2 Saiful Ali Bin Rizman Ali
 CW2 Tan Cheng Siang
 CW2 Toh Yeow Kok
 SSGT Mohamed Zuandi Bin Mohamed Zubir

THE LONG SERVICE MEDAL

AC Gr 9 K Chandra Kumar
 DSP1 Aa'Ishah Binti Shaikh Salman
 DSP1 Aw Cheong Boon
 DSP1 Wahab Bin Hamid
 ASP2 Christopher Kanthi Kumar
 ASP2 Ravichandran S/O Ambalavanar
 CW1 Arasu S/O Velmurugan
 SSGT Chee Wang Yong Winston
 SSGT Noridan Bin May
 SGT Juber Bin Atan
 SGT Segar S/O Subbian
 CPL Abdul Kadir Bin Abdul Hamid
 CPL Paramash Naidu s/o R Ramadass
 CPL Sapah Ruddin Bin Abdullah
 MX 11 Normah Bte Hamid Sultan
 MSO VII Kogilavanees Singaravelu

ASP1 Lum Choi Hoong
 SSGT Toh Cheng Siew
 SGT Xu Yunrou
 HTS 9 Leo Hee Sun Timothy
 HTS 11 Cheng Xiang Long
 HTS 11 Elijah Teo Tzee Siong
 HTS 10 Melvinder Singh
 HTS 12 Lim Yan Lin
 MX 10 Troy Jack Thevathasan
 MX 11 Pathma Jothee Kesava Kumaran s/o Govindasamy
 MX 11 Soh Tee Peng William
 MX 11 Umardani Bin Umle
 MX 11 Wong Li Ling Karen
 MX 12 Ang Seow Ping
 MX 12 Farul Mohamed Iqbal
 MX 12 Gan Kian Heng Tony@Narin Gan
 MX 12 Jessveen Kaur Dhot
 MX 12 Kirk Hui Min Yvonne
 MX 12 Lau Kuan Mei
 MX 13 Ho Ying Ying Angeline
 MX 13 Julian Addison S/O Anthony Samy
 MX 13 Lim Hui Ying
 MX 13 Poh Xiu Ting
 Mgmt Gr 5 Suraya Bte Sudhi

OUTSTANDING CAPTAINS OF LIVES AWARD

DSP1 Mohamed Nizaar Bin Md Ibrahim
 CW2 Yang Ling Yong
 SSGT Ravinran S/O Vasu

MINISTER FOR HOME AFFAIRS NATIONAL DAY AWARD

DSP2 Choo Wei Li Ivy
 DSP2 Sebastian Liew Kok Keong
 DSP1 Cheong Kum Foong
 ASP2 Neo Aik Wee
 CW1 Ismail Bin Ibrahim
 CW1 Mohamed Haniba Bin Abd Kadir
 SSGT Ng Phei Ling Vivian
 MSO V Teng Bee Lian
 CSO III Tan Ah Kim

BEST UNIT AWARD

Admiralty West Prison

THE PUBLIC ADMINISTRATION MEDAL

Silver

SAC Gr 9 Lee Kwai Sem
 SAC Gr 8 Teo Tze Fang

Bronze

AC Gr 9 Chew Chwee Leong Vincent

THE COMMENDATION MEDAL

MX 10 Lee Ping Ping Delphine
 SUPT1 Peck Tiang Hock

THE EFFICIENCY MEDAL

DSP1 Ayub Bin Mohamed
 ASP2 Zainal Bin Asmore
 CW2 Azni Bin Abbas
 SCW1 Illamaran Thamizhkkothai
 SCW1 Zainal Bin Haron
 CW2 Chua Chiew Lian
 SSGT Noridah Binte Abu Bakar
 CSOI Chng Swee Lay

MINISTER FOR HOME AFFAIRS AWARD FOR OPERATIONAL EXCELLENCE

Mandatory Aftercare Scheme (MAS) Prototype

SUPT 1A Rafidah Bte Suparman
 DSP2 Choo Wei Li Ivy
 DSP2 Hoo Poh San Kelvin
 DSP2 Ong Choon Teck
 DSP2 Shepherdson Olivia Genevieve
 DSP2 Teh Phuay Hian Cammy
 DSP1 Ng Tanny
 DSP1 Ong Po Ling
 DSP1 Woo Choo Yan Louis
 CW1 Kong Mei Chee
 CW1 Mohamed Ridzuan Bin Mohamed Sani
 CW1 Siow Yong Sin
 ASP2 Chong Chun Yong
 ASP2 Kwa Hock Beng
 ASP2 Lin Ren'en Jonathan
 ASP2 Phor Cai Juan Pamela
 ASP2 Siah Kheng Guan
 ASP2 Sim Jing Xin Cem
 ASP1 Lee Jianwei Benjamin

Operationalizing and Management of Subordinate Courts Lock-up

SUPT1 Faisal Bin Mustaffa
 DSP1 Song Yew Hean
 ASP2 Mohamed Azhar Bin Zailan
 CW2 Muhammad Salik Bin Sidik
 CW2 Ng Peng Wai
 CW1 Kirpal Singh
 CW1 Lim Kah Lan
 CW1 Soong Seng Veng
 CW1 Tan Chun Chang
 SSGT Abdul Wahid Bin Omar
 SSGT Goh Choon Thiang
 SSGT Idi Bakhtiar Bin Md D'Zokere
 SSGT Imran Bin Mohd Arsek
 SSGT Lim Bee Hong
 SSGT Mohammed Moktar Bin Yusoff
 SSGT Nur Hairina Bte Sani
 SSGT Nur Rafidah Bte Abdul Rahim
 SSGT Tan Teik Cheong
 SSGT Yap Ban Lye
 SGT Mohamad Salimi Bin Jamaluddin
 SGT M Shawalludin Bin M Zainan
 SGT Puvaneswari D/O Tampy Duray
 SGT Ravindran S/O Doraisamy
 SGT Sri Devi D/O Ganga Tharan
 SGT Surish S/O Kuttan
 CPL Pang Shi Ting
 CPL Paramash Naidu S/O R Ramadass

EXCELLENT SERVICE AWARD

STAR					
DSP 2	Thomas Zai	RO 2	Kwek Nian Xing	RO 2	Kok Han Kwang Kenneth
DSP 1	Ng Kheng Hong	RO 2	Loh Kain Liat	RO 2	Lee Boon Kiat
ASP 2	Christopher Kanthi Kumar	RO 2	Theepan Prakash s/o	RO 2	Lim Wei Jiat
ASP 2	Soh Hwee Fun, Ivy	CW1	Ravintheran	RO 2	Ong Soo Wee
ASP 1	Lo Chin Yang Roger	CW1	Chiew Wai Mun Anthony	RO 2	Robson Ng
RO 2	Nadirah Farhana Binte Suhaimi	CW1	Ebi Ang Chiew Har	RO 2	Serene Ng
		CW1	Fauziah Binte Pareed	RO 2P	Tony Immanuel Tan Kok Ping
CW2	Anthony Peter Chia Boon Kong	CW1	Jasni s/o Abdul Rayman	RO 1	Michelle Huang Ling Li
		CW1	Jesmond Ong Teck Meng	SCW1	Goh Kim Pok
CW2	Tay Han Meng	CW1	Kang Hock Seng	CW2	Gordon William Campbell
CW1	Ivy Lim Sze Hoay	CW1	Mason Lum Kok Choong	CW2	Manogararajan s/o Nadarajan
CW1	Mohamad Hazlan Bin Mohd Said	CW1	Rosalie Chai	CW2	Tan Cheng Siang
		CW1	Roslee Bin Johari	CW2	Zulkifli Bin Said
CW1	Sim Keh Soon	CW1	Soo Lai Leng	CW1	Chai Kuo Fatt
CW1	Tan Ting Kang	CW1	Tan Gim Wah	CW1	Chan Hai Peng
CW1	Thean Nyoong Kong	SSGT	Abdul Hakim Bin Mohd Zakaria	CW1	Chong Kum Leong
CW1	Voon Min Yock Irene	SSGT	Fadhlor Rahman Bin Mohd Yat	CW1	Gunaseelan s/o Churian
SSGT	Aloysius Ong Leong Hui	SSGT	Koh Hui Nee Alice	CW1	Ismail Bin Ibrahim
SSGT	Anita d/o Retnasamy Anthony	SSGT	Koh Lee Fang (Xu Lifang)	CW1	Kumaran s/o Ramasamy
SSGT	Chai Chee Uei	SSGT	Loh Mei Chin	CW1	Mohamad Hisam Bin Abu Bakar
SSGT	Goh Keng Kiong	SSGT	Md Faizan Bin Kairoman	CW1	Mohamed Mubarak Bin Mohamed Yusof
SSGT	Koh Nyok Lan	SSGT	Mohamed Azrian Bin Mohamed Zin	CW1	Musafir Lara Bin Selamat
SSGT	Kumaraguru s/o Subramaniam	SSGT	Mohd Sam Bin Abdullah	CW1	Sim Kim San Eric
SSGT	Mohamed Zuandi Bin Mohamed Zubir	SSGT	Muhammad Fauzi Bin Jusri	CW1	Wang Yuan Mun
SSGT	Ng Bee Teng	SSGT	Ronald Avery	CW1	Yeo Chin Boon William
SSGT	Norizan Binte Mustafa	SSGT	Ruben Rabendharen	CW1	Zainudin Bin Ismail
SSGT	Norlisa Binte Alias	SSGT	Sathiaseelan s/o Thurasingam	CW1	Zuriat Bin Rashid
SSGT	Phung Yin Lei Sandy	SSGT	Siti Suhailah Binte Saini	SSGT	Dui Siew Hua
SSGT	Ramesh s/o Packrisamy	SSGT	Tan Kyim Hiong, Eddie	SSGT	Eswaran s/o P Muthusamy
SSGT	Randeep Singh s/o Jagindar Singh	SGT	Tang Wai Wah	SSGT	Hing Su Wan
SSGT	Rubiana Binte Shamsul Sahedah Binte Jalil	SGT	Lai Kong Chan	SSGT	Jojo Lee Lea San
SSGT	Shek Mei Kei	SGT	Mohamad Darvin Bin Rahmat	SSGT	Kang Zhangwen Jonathan
SSGT	Tan Lee Teng	SGT	Muhammad Hafidz Bin Abd Aziz	SSGT	Lee Sing Cheong
SSGT	Te Cheng Fea, James	SGT	Pichappan Balasubramaniam	SSGT	Lion Leng Leng
SSGT	Tiang Siok Ting	SGT	Poh Tien Soo	SSGT	Luffi Bin Mohamed Ali
SSGT	Viknesh s/o Govida Dras	CPL	Santhiran S/O Nadarajah	SSGT	Mahad Ridzuan Bin Mohd Zin
SSGT	Wong Sin Min, Eric		Surish s/o Kuttan	SSGT	Mazirah Abdul Rahman
SGT	Ann Ang Meng Kim	MSO VIII	Malwinderjeet Kaur d/o Karnail Singh	SSGT	Mohamed Reza Bin Mohamed
SGT	Chang Joo Noi		Saravanan Baba s/o Sivaperumal	SSGT	Muthukumari d/o N Vellasamy
SGT	K V Raj Tevan s/o Vijayatevan			SSGT	Nur Fazila Binte Ibrahim
SGT	Muhammad Darwisy Bin Haroon	SILVER		SSGT	Nurinbariah Binte Biarfin
		SUPT 1	Abdul Majid Bin Abdul Rahim	SSGT	P. Ramesh Menon
SGT	Ng Riyang	DSP 1	Chan How Lee	SSGT	Peng Zhibiao
SGT	Nor Zahriaturreihan Binte Sonny	DSP 1	Lim Tee Hock	SSGT	Rajeev s/o Janakaraj
SGT	Sakila Binte Abdul Rahman	DSP 1	Steven Teo Seng Boon	SSGT	Rajkumar s/o Muthu
SGT	Wong Tze Min	ASP 2	Chew Shi Jie Martin	SSGT	Rohaizat Bin Roslan
CSO III	Lim Kha Gek	ASP 2	Choh Poh Tee	SSGT	Sanmugam S/O Balakrishna
CSO III	Hamidah Benti Omar	ASP 2	Christina Tay Bee Lan	SSGT	Tracy Tan
CSO IV	Musalmah Binte Mohd Said	ASP 2	Lee Boon Kiat	SSGT	Wee Kim Chye
		ASP 2	Lee Hock Meng	SSGT	Wong Mui Leng
		ASP 2	Lee Khum Thong	SSGT	Yeo Yan Ting
		ASP 2	Lim Chwee Leong Steven	SGT	Abdullah Shukri Bin Abdul Talip
		ASP 2	Soon Tat Fam	SGT	Adrian Loh Chun Siang
		ASP 2	Tan Gek Eng	SGT	Chang Sian Kwee
		ASP 2	Thilagavathi d/o Doraisamy	SGT	Chow Li Jen
		ASP 2	Vinod Jenardhanan	SGT	Chua Ah Kng
		ASP 1	Mohamed Norzalan Bin Nordin	SGT	Ghandhi s/o Rengasamy
ASP 2	Leonard Lim Chi Yong	ASP 1	Ng Wee Teck	SGT	Lin Qiaoli
ASP 2	Letitia Naomi Phebe De Zilva	ASP 1	Paul Tan Suan Lim	SGT	Mazlan Bin Mohd Zen
ASP 1	Manisekaran s/o Ramasamy	ASP 1	Ong Cheng Peng	SGT	Mohammad Robany Bin Sawal
RO 2	Aarti Pathak	ASP 1	Tan Siang Leng Gary	SGT	Muhammad Faizal Bin Mohd Nor
RO 2	Chen Congyi	RO 2	Chew Siew San	SGT	Muhammad Haeikal Bin Abdullah @ Hew Koon Hock
RO 2	Cheng Yeow Tong Thomas	RO 2	Eng Wee Heng	SGT	Muhammad Ryan Mikhail @ Daljit Singh

SGT Nora'aini Binte Razak
 SGT Nur Fazlina Binte Yusri
 SGT Nurulhuda Binte Sukati
 SGT Puvaneswari D/O Vellasamy
 SGT Sridanti Binte Surya
 SGT Suffian Bin Abdul Rahman
 SGT Sunarti Binte Mohamed Salleh
 SGT Terence Singh
 SGT Wendy Wong
 SGT Yeo Kok Beng
 SGT Yusree Bin Mohd Idahar
 CPL Hameedah Bee Binte Shamsudin
 CPL Iqbal Afiq Bin Salim
 CPL Johan Aidil Bin Yusop
 CPL Kader Bacha Bin Abdul Wahab
 CPL Koh Tiong Hwee
 CPL Mohamed Faris Bin Osman
 CPL Mohamed Ishak s/o Mohamed Ibrahim
 CPL Muhammad Ashary Bin Rostan
 CPL Nur Emma Binte Mohamed Kamal
 CPL Rahmat Bin Bakar
 CPL Sabrina Wong Fong Peng
 CPL Shazwani Binte Jumat
 CPL Siti Aishah Binte Mohamed Amir
 MSO VI Wu Wenlong

SPO OFFICERS PROMOTED

Promotion to the rank of SAC Gr-9

Lee Kwai Sem
 Shie Yong Lee

Promotion to the rank of AC Gr-9

Chew Chwee Leong Vincent
 K Chandra Kumar
 Lam Cher Soon
 Phang Seok Sieng

Promotion to the rank of SUPT 1A

Chia Jin Ming Benjamin
 Kan Hsueh Yee Carolyn
 Lim Bee Bee
 Lim Beng Wee
 Lim Guan Seng Francis
 Matthew Wee Yik Keong
 Ng Chun Chow Patrick
 Ong Pee Eng
 See Hoe Kiat
 Tan Bin Kiat

Promotion to the rank of SUPT 1

Chew Aun Phong
 Chua Hwee Yong
 Chua Sio Ping
 Faisal Bin Mustaffa
 Juliana Binti Abdul Khalik
 Karen Lee Tze Sein
 Law Chee Kiang
 Lim Ai Lian Caroline
 Lim Siew Lin Doris
 Loo Sook Nee

Margaret Ngoi Ming Kin
 Ng Gee Tiong
 Sze Chuck Huang
 Tan Chun-Yuan Avryl
 Tan Hock Seng
 Tan Yew Teck

Promotion to the rank of DSP2

Chan Chon Tze
 Cheam Tiong Pheng
 Chiang Hwee Yen Jean
 Chua Cheng Wah
 Dave Singh Calais
 Goh Poh Kwang Paul
 Goh Song Huat Edwin
 Huang Shuxian
 Kok Weng Chew
 Liew Mye Fong Irene
 Lim Bee Peng
 Lim Boon Inn
 Mohamed Farik bin Omar
 Muhammad Ibrahim Bin Abdul Rahman
 Ng Kheng Hong
 Ong Choon Teck
 Phandeyan S/O Thangavellu
 Ronald Pang In Tai
 Shanthi D/O Pandian
 Shepherdson Olivia Genevieve
 Seu Mun Chung
 Teo Huey Xiang
 Teo Siew Hoon Magdalene
 Toh Hong Chuan
 Tong Ping Kum
 Wong Yew Lum

Promotion to the rank of DSP1

Abdul Manan Bin Hassan
 Ahmad Nilautama Bin Abdul Ghani
 Ajitpal Singh S/O Amarjeet Singh
 Ayub Bin Mohamed
 Chew Tee Seng
 Chan Chee Kiat Roger
 Cheang Yew Kong Andrew
 Chew Sheng Meow
 Christina Tay Bee Lan
 Dennis Kochukutty
 Doris Seah Hui Shee
 Elanchelian S/O Uthirapathy
 Foo Yue Xuan Hatsuee
 Kee Mong Hoe
 Koo Boon Wah
 Lee Chin Meng Mervin
 Lee Jiann Ann Mark
 Lim Chi Yong Leonard
 Lim Hoe Leong
 Mohamed Nizaar Bin Md Ibrahim
 Ong Po Ling
 Osman Bin Aspari
 Soh Hwee Fun Ivy
 Song Yew Hean
 Soon Tat Fam
 Sulaiman Bin Mohd Salleh
 Tan Chang Wei Elgin
 Tan Gek Eng
 Teo Sze Ying
 Tong Teck Hong
 Yeo Sung Kai Stanley
 Yuen Mann Shy Diana

Promotion to the rank of ASP2

Aw Kah Hoe
 Chia Kah Mun
 Chin Chuen Chee
 Chong Kah Hin Eugene
 Ganesh Kumar S/O Vendesan
 Khoo Chok Ming Jeremy
 Lim Chin Wee
 Lin Ren'en Jonathan
 Mak Wai Keong
 Ng Aik Boon Jeremy
 Ng Wee Teck (Huang Weide)
 Rina Arip Wee
 Siah Kheng Guan
 Tan Choon Hiang
 Tan Wee Zi
 Tang Chee Wah
 Teo Chong Lian Dylan
 Tham Ai Jie
 Tseng Chay Heng

Promotion to the rank of ASP1

Fock Chin Wai
 Goh Shufen Charmaine
 Lee Jianwei Benjamin
 Moganapriya D/O Sandiramogan
 Mohamed Fahmy Bin Mohamed Hanifah
 Muhammad Alphian Bin Hashim
 Ng Lay Chin
 Rossheema Binte Haniff
 Ryan Tan Ser Leong
 Sean Ang Wee Chong
 Selina Binte Mohamed Naim
 Tan Chun Wee

Promotion to the rank of RO2

Huang Ling Li Michelle
 Luo Shuzheng
 Nizar Bin Tharama Baledram
 Nurazura Binte Mohamed Jani
 Ou Kaiming
 Roy Phang Kian Hwee
 Song Zuowei

CIVILIAN JUNIOR OFFICERS PROMOTED

Promotion to the rank of MSO IV

Heriati Binte Jaiz

Promotion to the rank of MSO VI

Ng Seok Khoon

Promotion to the rank of CSO I

Mohammad S Man Bin Saleh

Promotion to the rank of CSO II

Rabiya Binte Mohamed Sharif

Promotion to the rank of CSO III

Noraini Binti Abdullah

Promotion to the rank of CSO IV

Gawri D/O Ramasamy

Promotion to the rank of SCW2

Kobi Krishna S/O Ayavoo
Overee Elvis Richard

Promotion to the rank of SCW1

Abdullah Bin Eskak
Bala Muraly S/O Anchang @ Muthu
Charlvi Tan Hoon Hui
Chua Swee Hwa
Kwa Sin Wee
Nasir Bin Mohamed Yusoff
Ng Choon Boon Gabriel
Sasukumar S/O G Sathiyaseelan
Sushminder Singh S/O Endar Singh
Tan Boon Kwee
Tan Chye Thiam
Yeo Kee Siang
Zainal Bin Haron

Promotion to the rank of CW2

Ang Joo Hiong
Ang Yong Wee
Azni Bin Abbas
Chong Kum Leong
Chua Chiew Lian
Debbie
Fauziah Bte Pareed
Giam Mee Mee
Goh Wei Xiang
Jacob Raja S/O Rajamani
Jamaludin Bin Karmani
Jeyaudin S/O Mohd Shareef
Kwok Hoe Khuen
Kumarasan S/O Ramasamy
Lau Chin Wang
Lau Han Heong Patrick
Lee Kek Wee
Lim Choon Leong
Lim Moh Leong
Lum Kok Choong
Mahenthiran S/O Rajanthiram
Mohamed Ifanos Daulai Bin Arsat
Mohammad Dzulkifly Bin Yaakop
Mohamad Hazlan Bin Mohd Said
Muhammad Irsham Bin Samat
Muhammad Salik Bin Sidik
Mohamed Sarraj S/O Shahul Hameed
Ng Peng Wai
Nur Hannah Wang @ Wang Yu Han Seek
Hock Meng
Pang Suh Ling
Poo Foo Choon Woon
Rosalie Chai
Roslee Bin Johari
Sabrina Tiyu @ Sabrina Abdullah Tiyu
Sakthival S/O Tharmu@Darmu
Siow Kent Fung
Soh Chi Yiong
Tan Gim Wah
Tan Ting Kang
Tay Liong Heng

Teoh Hoe Seok
Vickkesh Selva
Yeo Chok Yean
Yeo Choon Pheng Felix
Yeow Teik Huat

Promotion to the rank of CW1

Ang Kian Heng
Azrul Faizal Bin Ibrahim
Chan Chee Siang
Charles S/O Pangkeas
Chua Chee Horng
Faris Bin Mohamed
Goh Yeow Hwee
Ho Siew Thong
Heng Sock Hui
Jumariah Bte Jumahat
Junaidi Bin Abdullah
Junainah Binte Mohamed
K Kunalan S/O Karupayah
Kannan S/O Kunasaykaran
Ke Wai Choong
Khairul Bin Sanif
Kirpal Singh
Koh Chai Hock
Koh Lian Boon Simon
Kong Oi Mei
Kuah Shiao Long
Lam Wing Woh
Lee Choon Hong
Lee Hui Hoon
Lee Mei Yin Eileen
Lee Wei Long
Lee Yuen Nam @ Hady Muhammad Lee
Lim Bee Hong
Lim Boon Hwee
Lim Chee Beng
Lim Kar Hoe
Lucian Dharmasena S/O Jayathilaga
Luffi Bin Mohamed Ali
Mohamed Azam Bin Missuan
Mohamed Ishaq Bin Mohamed Salim
Mohamed Khalid Bin Mohamed Idris
Mohamed Masri Bin Khairuman
Mohamed Nazrie Bin Wahid
Mohamed Rahadian Bin Mohamed Kassim
Mohd Sam Bin Abdullah
Mohd Zakee Bin Mohamad Jamari
Mohammad Faizan Bin Kairoman
Manoharan S/O Shanmugavel
Narasamy S/O Gobal
Ng Bee Peng
Ng Pei Fen
Phung Yin Lei
Poh Seng Tat
Ponnarasi D/O Gopal Chandra
Randeep Singh S/O Jagindar Singh
Ravichandran S/O Marimuthu
Rose Lee @ Nur Roselinda Lee
Ruben S/O Rabendharen
Seah Chuan Heng

Seah Lee Ping Kenny
Segarraj S/O S Yellappen
Shahril Bin Mahnoh
Sharin Bin Abdul Rahman
Siti Masitah Binte Abdullah
Sow Sek Heng
Tan Chun Chang
Tan Heng Kuan
Tan Kyim Hiong Eddie
Tan Tze Seng Edwin
Tan Wee Kiat Alvin
Thai Chee Yong Ewen
Thye Boon Siong
Tina Ong Ai Ling
Wira Bin Said
Wong Loo Sun
Wong Sin Min
Yak En Siong
Zoey Lee Pooi Fun
Zulkifli Bin Osman

Promotion to the rank of SSGT

Abdul Aziz Bin Bakri
Abdul Hafiz Bin Abdul Wahab
Adrian Loh Chun Siang
Ahmad Syaadiq Bin Mohammed Musni
Airul Mohsit Bin Mohamed
Amin Nuralim Bin Mohamed
Amir Hamzah Bin Jaffar
Ang Meng Kim Ann
Anthony Gui Tajor
Ayisath Rajiba D/O Akbar Ahmad
Azlinah Binte Othman
Azmi Bin Osman
Binte Omar
Bohan Bin Selamat
Chang Joo Noi
Chang Peck Keang
Chang Sun Mei
Cher Yong Heng
Dianawati Bte Abdullah
Eo Hwee Mui (Yang Huimei)
Goh Ai Hoon
Goh Yan Xiu
Irwan Bin Kamarudin
Irwan Kurniawan Bin Rahmat
Isninshah Bin Mohamed Ismail
Junaidah Kalaiselvam S/O Perimaloo
Lam Zhiwei
Lerry Johan
Lee Kwang Hui Jeremy (Li Guanghui)
Lim Kian Peng
Lin Qiaoli
Ling Hwee Ping
Lingasvaran S/O Rengan
Loqman Hakeem Bin Mohamad Padik
Loy Teik Sing
Lu Liangwei
Mas Radinawati Binte Mazlan
Mohamad Azhar Bin Mohamed Yassin
Mohamad Darvin Bin Rahmat

Mohamad Dini Bin Ahmad
Mohamad Rizal Bin Mohamad Harith
Mohamad Sahar Bin Omar
Mohamad Zaid Bin Mohamed Yusoff
Mohamed Alfian Bin Ahmad
Mohamed Azhar Bin Mohamed Khaili
Mohamed Rafi Bin Mohamed Basiron
Mohamed Sharel Bin Mohamed
Mohammad Isham Bin Abdul Kadir
Mohammad Noor Bin Hamid
Mohd Rozman Bin Masuni
Monaliza Binte Mohamad
Muhammad Bin Mustaffa
Muhammad Faizal Bin Mohd Nor
Muhammad Farhan Bin Mahmood
Muhammad Helmi Bin Kasmani
Muhammad Mirzalee Bin Amir
Muhammad Razi Bin Kamis
Muhammad Shahfizan Bin Kadir
Muhammad Sharulnizad Bin Azmi
Muhammad Rusydi Bin Miswan
Nagandran S/O Kamalanathan
Nazrul Bin Mohamed Farouk
Ng Chinn Siew
Ng Riyong
Ng Shu Juan Sabrina
Nola Binte Mansjur
Noor Azhar Bin Mohamed Yusoff
Noor Iskandar Bin Johari Manta
Noorhasida Binte Jumien
Norhaya Binte Isnain
Norherdawati Binte Samshul Bahri
Noridan Bin May
Nur Diana Binte Kasmani
Nur Hairina Bte Sani
Nur Sulaiman Bin Adnan
Ong Heng Huat
Peter Arul Selvan S/O A Arul
Pichappan Balasubramaniam
Quek Pao Leon
Rahamattulla
Ramu S/O Krishnan
Rani D/O Kerishnasamy
Raniza Binte Roslan
Ravinran S/O Vasu
Rymee Iskandar Bin Sukadis
Sadhana Rai
Sandaran S/O Sidamppram
Santhiran S/O Nadarajah
Seoh Jian Liang
Shalfin Bin Illias
Siti Aisyah Binte Ahmad
Sree Kanapathy S/O Krishnan
Tan Boon Pheng
Tan Siew Chin
Tay Hui Lang
Tow Chee Choy
V Rajakumar
Wendy Wong Mun Choo
Wong Tze Min
Yeo Bo Li

Yugeshwaran S/O Maniam
Zamakhair Bin Bujang

Promotion to the rank of SGT

Ahmad Saifullah Bin Rusli
Asha Devi
Benjamin Richard Pereira
Cheng Yew Weng
Ganesan S/O Bala Subramaniam
Go Chee Wee
Hang Yong Zhou (Han Yongzhou)
Immirza Binte Ismail
Indra Gandhi D/O Gunasegaran
James S/O Sivagnanam
Jerome Andre Bosco Pereira
Johan Aidil Bin Yusop
Koh Tiong Hwee
Mohammed Massuri Bin Mohamed Hashim
Mahadi Bin Abdol Majid
Mark Sandra
Mohamad Yasin Bin Omar
Mohamad Yazzid Bin Mohd Jaffar
Mohamed Yazid Bin Mohamed
Moy Wei Lun
Muhamad Yusoff Bin Majid
Muhammed Hairolsah Bin Othman
Muhammad Ashary Bin Rostan
Muhammad Ayub Bin Zakaria
Muhammad Farhan Bin Hassan
Muhammad Gaddafi Bin Badaruddin
Muhammad Hafiz Bin Hamzah
Muhammad Hafiz Bin Harun
Muhammad Ilham Firdaus Bin Mohd Ali
Muhammad Nur Bin Mohammed Jamil
Muhammad Ridwan Bin Masuhan
Muhammad Said Bin Zainol
Muhammad Shafiee Bin Salleh
Muhammad Zaki Bin Ibrahim
Nidzamuddin Bin Noh
Nor Rafizah Binte Rashid
Nur Muhammad Khir Bin Abas
Nurazlin Binte Abu Bakar
Palani S/O Thangaveloo
Rahmat Bin Bakar
Ravi Kumar Muthiah
Roszaidi Bin Johari
Santosh Prakash Singh
Senthil Kumar S/O Rajakumar
Supiahhat Bin Salam
Syehrul Nizam Bin Mohd Sham
Tan Hua Lun (Chen Hualun)
Tan Wanzhen Serene
Tan Zhao Xian Edwin
Toh Hong Chye
Vickneswaran Mariappan
Wan Khairulnizam Bin Wan Mustaqim



HOME TEAM SPECIALISTS PROMOTED IN 2012

Promotion to the rank of HTS 11

Cheng Xiang Long
Neo Chong Wee

Promotion to the rank of HTS 12

Mohamed Effin Bin Jamalludin

HASE PROMOTED IN 2012

Promotion to the rank of MX 10

Wong Hui Hannah

Promotion to the rank of MX 11

Elaine Soon Yuet Chuen
He Shuhui, Cheryl
Ibrahim Bin Abdul Alim
Koh Li Ying, Geraldine
Koh Nan Yen
Liang Suet Lay
Liaw Sze Wai
Prashanth S/O Sankaran
Tang Keng Lai
Veena Nanthakumar
Wong Li Ling, Karen
Yam Kai Wing, Danny

Promotion to the rank of MX 12

Chiam Pei San
Foo Yong Wei, Felix (Fu Yongwei)
Gayathri D/O Rajeswara Sarma
Joe Waldy
Khoo Jing Wen
Lim Li Ting
Mathan s/o Gunasekaran
Pang Hong Xiang
Parvin Kaur Sandhu
Quah Feng Ling
Siow Zhi Wen, Kelven
Tan Hui Yang, Aston
Vishalini D/O Chandara Sagar

OFFICERS RETIRED IN 2012

Date of Retirement	Substantive Appointment	Name
04.01.2012	DSP2	Ngian Tong Leng
08.01.2012	CPL	Rossitah Bte Karim
30.01.2012	MSO I	Chua Sock Kiang
01.03.2012	CSO I	Chong Siew Choo
09.03.2012	SGT	Toh Cheng Lai
18.03.2012	DSP2	Lim Quay Lin
13.04.2012	SGT	Moonshi Sirajuddin Bin Moonshi Saifuddin
15.06.2012	SGT	Tay Ah Huat
22.07.2012	Senior Driver	Ong Thian Lian
24.07.2012	CW1	G Vasu Theavan
06.08.2012	ASP1	Vijay Kumar S/O Chint Ram Sharma
26.08.2012	SSGT	Paramasamy Rames
31.08.2012	CW2	Jagathan S/O Shanmugam
04.09.2012	SGT	Kulanthai Pandiyan S/O Subramaniam
06.09.2012	SSGT	Chia Meng Kuan
05.10.2012	ASP2	Tan Puay Kiat
09.10.2012	CPL	Malwinderjeet Kaur D/O Karnail
14.10.2012	Driver	Law Hong Chian
06.11.2012	SCW1	Sundaram S/O Chinniah
11.11.2012	SGT	Lim Kar Chai
14.11.2012	CPL	Tan Tian San
15.11.2012	MSO IV	Mohamed Bin Mohamed Arshad
21.11.2012	SSGT	Kamir Bin Kayat
21.11.2012	SSGT	Ang Poh Huat
03.12.2012	SGT	Adnan Bin Nordin
19.12.2012	SGT	Mian Bin Mohamed
27.12.2012	SCW 1	Arunkhan Bin Alizaman



Editorial Board (left to right):

Mohammad Dzulkifly Bin Yaakop
Ho Kim Teck (Editor)
Paula Teo (Dy Editor)
Foo Kok Hun
Selina Binte Mohamed Naim
Lin Ren'en Jonathan

absent with apologies:
Pang Hong Xiang and Lopez Nicole Marina

EDITORIAL BOARD PUTTING IT ALL TOGETHER

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

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All information provided in this report is up-to-date and accurate at the time of printing.



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