



may also have unrealistic job expectations, and have issues in seeking or staying on in their jobs.

At the Pre-Release Centre in the Changi Prison Complex, SCORE has revamped the suite of vocational and employment skills training for inmates with higher risks. However, the real challenge faced by offenders is to adapt to the working environment beyond the prison walls. Assistant Director (Retention Support), Mr Nathan from SCORE, shares with us his observation in managing one of his charges. "Paul" had

conscientiously taken notes and participated actively in his culinary training in prison. Despite this, he still faced challenges after his release. "Paul" had to adapt to the job demands in the bakery and hone his eye for details, from preparing baking recipes to learning different delicate ways of garnishing the pastries. Job Coaches from SCORE thus play a key role in ensuring that supervisees such as "Paul" are better able to cope at work. By addressing their struggles and enabling them to find ways to cope with the stresses and demands arising from work, the Job Coach encourages the supervisee to persevere and remain employed. This will, in turn, improve their chances for reintegration and becoming productive and contributing citizens.

Home Team: Towards a Safer Community


In setting up the throughcare framework for the Enhanced Supervision Scheme, we have taken a multi-party approach to improve the likelihood of ex-offenders successfully reintegrating into society. Leveraging on one another's unique strengths and capabilities, our Home Team colleagues have demonstrated the spirit of collaboration in keeping Singapore safe through the reduction of re-offending.

MX11 TAN KEOK SENG CHARLES

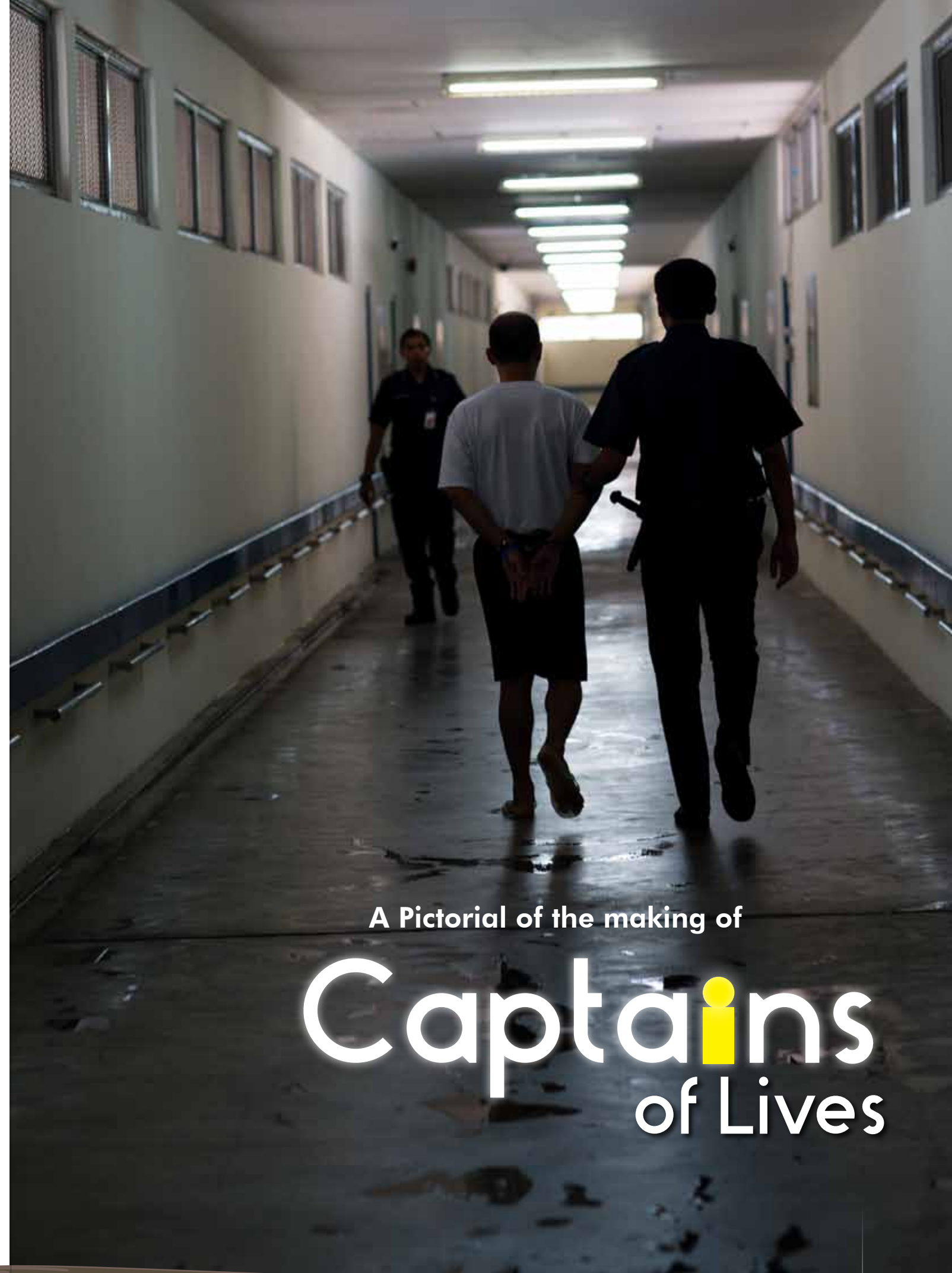
My late wife, Maureen, was diagnosed with advanced lung cancer in 2012. While understudying an Intensive Criminogenic Programme (ICP) group, I shared about Maureen's condition so as to build a therapeutic alliance with the inmates, based on trust, understanding and openness during our group check-in sessions.

A few months after her passing, I was touched to receive a sympathy card titled "Because Love Never Dies" from this ICP group. Receiving this heart-warming card strengthened my belief that our counselling can make a positive difference in the inmates' lives over time.

Maureen has truly been a "Captain of Lives" in her own special and unique way, touching the lives of this ICP group, and the other inmates with whom I will share her story with in future.



CAPTAINS OF LIVES



A Pictorial of the making of Captains of Lives



Making sure our inmates are kept in good health through close collaboration with our medical partners. Safety is paramount in sensitive environments like the medical triage.



Leveraging on technology to ensure that SPS is a high tech, high touch organisation with a keyless system. Control centres in the Housing Units also act as our secondary defence by consistently scanning for irregularities on the ground.



Walking in an orderly fashion from point to point is a necessity for instilling discipline and also operational control. Escorts form the basic building block of an officers' jailcraft in ensuring no escapes and no incidents.



Clear and adequate briefings to inmates are conducted regularly to keep them abreast of the dos and don'ts in our operating environment. Briefings have to be precise to ensure that we can carry out our jobs in a firm and fair manner.

Working closely with our partners, we inspire the highest level of operational readiness. No one is exempt from the rigours of being an exemplary prison system.



Keeping a watchful eye during dayroom yard when inmates have their time out to watch TV and play board games. Ensuring that order and discipline is kept even in confined spaces.



Calling for support and reinforcements. Within seconds, officers would respond to the area of threat as a show of force and would not hesitate to use necessary means to keep the situation under control. The lives of both officers and inmates are dependent on this.

The daily ritual of equipping every prison officer, from the men on the ground to the commanders, with the right tools so that we are ready at a moment's notice.



Supervising yard on a typical hot weekday afternoon. Staying vigilant for unusual and suspicious activities and being ready to respond to incidents.



Searches are conducted daily on all officers before duty. No one is above the law in ensuring that our prisons remain free of contraband and a safe and secure environment to work in. Professionalism is key and we keep ourselves to its highest values.

The Changi Prison Complex has multiple levels of security with biometric controls. These added features enhance security and make it an impregnable fortress both from internal or external threats.



When the going gets tough, the tough get going. SPEAR, a highly trained and highly skilled force, is on hand with the necessary force options to deal with any contingencies.

Inspired Action



Counsellors and psychologists can spend hours in one to one sessions helping inmates to process their pent up frustrations, reorganise their thoughts and lead them back to the right track.

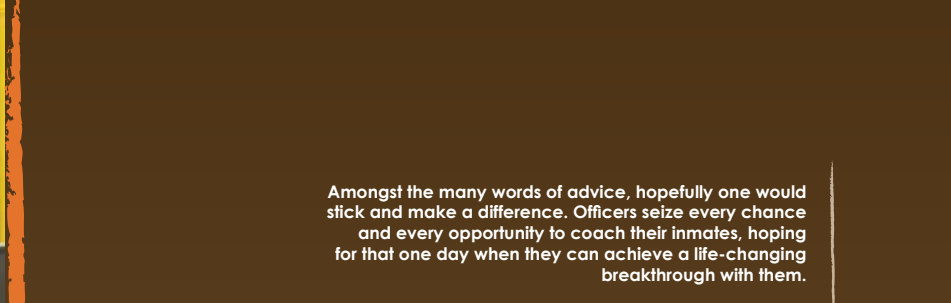


SCORE works with a multitude of agencies to ensure that inmates get the opportunity to learn new skills and then place them in jobs upon their release. With a new found confidence and hard work, prison becomes a gateway to new beginnings.

Officers not only ensure discipline but also genuinely care for their charges by case managing their reintegration and rehabilitative needs, conducting regular and purposeful interviews and even acting as life coaches, finding all means necessary to inspire hope and motivate change in them.



Dealing with requests and making sure that they are followed up with swiftness is just one of the many ways officers show that they care for their charges.



Amongst the many words of advice, hopefully one would stick and make a difference. Officers seize every chance and every opportunity to coach their inmates, hoping for that one day when they can achieve a life-changing breakthrough with them.

Inspiring community action through the conduct of visits for key partners in rehabilitation remains a strong suit of our officers. By better understanding what prisons are like, volunteers feel safe to come in and change the lives of offenders.



Counsellors conducting the Integrated Criminogenic Programme, helping to change deepset drug and criminal mindsets. In groups, inmates form new identities, understand themselves better and seek to set new goals for their lives ahead as responsible citizens.



Laughter and camaraderie helps to lift our spirits and keeps us accountable to one another for the tasks at hand. Sharing of successful inmate stories of change during handing and taking over of duty can be a great way to build confidence and belief in the work that we do.



Officers play a critical part in motivating inmates, sharing real life experiences and stories that can stir hearts and minds. Addressing hundreds of inmates in a single setting can be an intimidating experience, but the effort is worth it when we see the smiles on their faces.



As Captains of Lives, it is not just about inspiring the lives of inmates, but also that of our fellow officers. An open culture of learning is critical to keep the dialogue going and making sure we keep each other on our toes.



We are a family, we are the Singapore Prison Service.



Prisons can be surprisingly open and welcoming if one's eyes are open to the potential for transformation that is all around us. Volunteers finding some time to take a break and galvanise their thoughts through the sharing of experiences.



Multi-disciplinary teams are critical in ensuring that an inmate's issues are dealt with holistically. Involving the inmates, religious counsellors, officers, specialists and families - all play that critical role in piecing a broken life back together again.



Exercising together and keeping fit keeps our officers in great shape for the daily grind. Whether civilian or uniformed officers, we find the time to work hard and play hard together as one.



We endeavour for broken bonds to be repaired and for families to be reunited. When family dysfunction is lackled in prison, we stand a greater chance in our fight against re-offending.



A safe and secure environment inspires inmates to take responsibility for their own change. Without fear of gangs, inmates can concentrate on restarting their lives, and rebuilding relationships with those that matter.

we have
 morphed from
 merely being
 a prison service, to
 becoming a
**correctional
 service.**



A LIFE INSPIRED

Success Story of a Reformed Ex-Offender

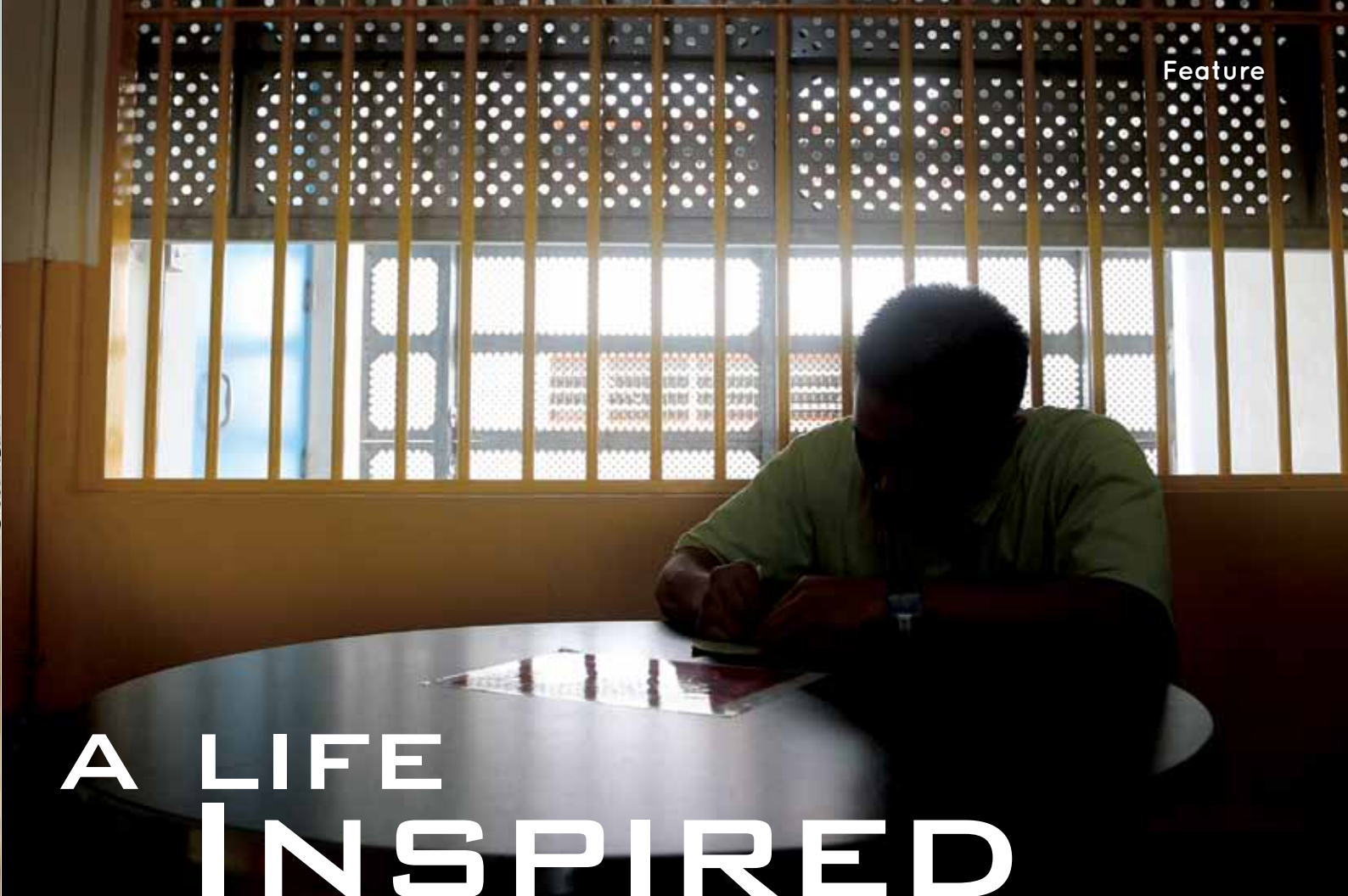
Once Upon A Time

At the tender age of 10, I started fraternising with dubious “friends” who plied my neighbourhood – one that was notorious for its disreputable activities and seedy characters. Before I knew it, I was drawn into the exciting world of illicit drugs. It did not help that I was young, impressionable and exposed. It did not strike my mind that what started off as a curious experiment would mark the beginning of my loathsome life, marked by periods of drug abuse and wasteful indulgences.

I was 14 when I found out that I was adopted. I felt hurt and betrayed. Like a recalcitrant child, I rebelled by leaving home. I felt the need to isolate and detach from the family that raised me as their biological child. For reasons I could not comprehend, I wanted them to hurt like how I was hurting.

Like any other teenage runaway, I learned to survive on the streets. I was quickly inducted into a gang and, in no time, adapted to its wretched habits and lifestyle. I realised that I needed an income and I needed it fast. I learnt the tricks of the trade that took me from drug trafficking to a myriad of other illegal dealings. Consumed by the financial power I thought I had, I lived frivolously and dangerously. I squandered my ill-gotten gains on illicit drugs, and it was a matter of time before I became severely addicted.

Life became lonely and I craved for the warmth of my family. I swallowed my pride and went home for a visit. I was heartened by their unconditional acceptance, but my guilt towards them was so overpowering that I chose to leave again.



I was first convicted of a drug offence at age 25. It was the beginning of a series of prison convictions. Change was not a thought I actively entertained. Even if I wanted to, I never knew how to go about doing it.

The Turn

Recently, I was imprisoned for the fourth time. While serving time, I was selected to participate in the ten-month Pre Release Programme in Institution B4. The group structure was initially uncomfortable for me. I was inwardly resistant and outwardly reticent. I felt that it was out of my character to share secrets that have plagued me for my entire life, and I was sceptical to do so in the presence of fellow inmates. I had, after all, a reputation to upkeep.

It took me some time to open up and I credit the counsellors for their efforts and patience. I recall with respect one particular counsellor who, against all odds, planted the seed of change in me. Sensing my discomfort in the group, he went the extra mile to provide individual sessions for me. He demonstrated immense concern through his attempts to understand me. With his unfailing encouragement, I gradually opened up but, more importantly, I recognised the need to change for the better.

Towards the end of my sentence, I was introduced to my Correctional Rehabilitation Specialist (CRS) and Reintegration Officer (RO) under the Enhanced Supervision scheme. I took to them instantly as they were non-judgemental and conveyed genuine warmth and trust in me. I looked forward to my release knowing that I will be supported through every challenge that would inevitably arise. Together with raised hopes and a willingness to change, I was inspired to take ownership of my life and make a positive change for the better.

Just the Beginning

The first few weeks following my release were tough. I was not prepared to return home yet. As expected, I encountered a series of problems. I was homeless, unemployed and struggling financially with what little money I had. My officers took it upon themselves to see that I had sufficient resources to tide me through this difficult period. They made prompt referrals to job and financial agencies, and concurrently sourced for donations that included clothes and sleeping bags for me. They were always there to encourage me and lend a listening ear whenever I needed to make difficult decisions. Through this period, thanks to them, I developed further resilience to facilitate my change.



The journey, however, was not smooth sailing; it seemed paved with insurmountable problems. I was tempted to return to drug use on many occasions as it seemed like the only way to cope. I consulted my CRS regularly. She provided many safe platforms for me to work out my issues. The absolute trust my CRS and RO placed in me increased my confidence and fuelled my motivation to move forward.

It was not long after that I found the courage to return home. I made resolutions to confront my deep-seated fears and to stand firm on the decisions I made.

Living Life Free

Since my release in February 2013, I have been living a productive and fulfilling life strongly anchored with purpose and motivation. My income is earned from legitimate work and I contribute to my household as one of my ways to make amends. I also attend night courses on Internet Design to upgrade myself.

The transformation in me would not have been possible without the help of many people, namely my incare and aftercare officers, as well as my family and my employers. Their genuine interest in my recovery strongly motivated me to make serious internal changes to my behaviour and my lifestyle. I had never expected to reconcile with my adopted family, nor rekindle my relationship with my biological mother. But all these happened, and they filled me with a zeal and enthusiasm I never thought I would ever experience.

I am aware that the road to recovery is a long and arduous one. There will be many more challenges ahead, and I make no guarantees that I will not falter. Nevertheless, I am now more committed to change than before, and will strive to better myself for my own good and for those who did not give up on me.

THE YELLOW RIBBON PROJECT: A DECADE OF INSPIRING LIVES

The Seed

The seed of inspiration for the Yellow Ribbon Project (YRP) was planted ten years ago at the Singapore Prison Service (SPS) clubhouse. Mr Jason Wong, then CEO of Singapore Corporation of Rehabilitative Enterprises (SCORE), remembers the day when a few SPS colleagues and families were gathered in a karaoke room singing "Tie a Yellow Ribbon Round the Old Oak Tree". The song speaks about a prisoner who, being unsure of his wife's acceptance, wrote a letter to her before his release. He told her, "Tie a yellow ribbon 'round the old oak tree... If I don't see a ribbon round the old oak tree, I'll stay on the bus, forget about us, put the blame on me."

Through this song, Mr Jason Wong saw the potential of using the Yellow Ribbon to symbolise the acceptance ex-offenders seek and need from society. The Yellow Ribbon thus became the unifying theme for the series of efforts by SPS and SCORE to generate acceptance for ex-offenders. This seed soon blossomed into a sturdy tree thanks to the support from the community.

BEYOND AWARENESS TO ACTION

EXTENDING OUR REACH

FOUNDATION YEARS

2013

2011

2010

2006

2005

2004

2011
Yellow Ribbon Conference was held on 14 September as part of the 13th International Corrections and Prisons Association (ICPA) Conference.

2012
Yellow Ribbon Mobile Application launched.

2013
 1,230 participants formed the **Giant Yellow Ribbon Formation** and entered the Singapore Book of Records.

2011
Yellow Ribbon: A Book of Success Stories was published in collaboration with Publisher Marshall Cavendish.

2013
Yellow Ribbon Project Commemorative Book, The Courage to Believe, was launched to mark the 10-year journey of the YRP.

The pilot **Yellow Ribbon Tattoo Removal Programme**, sponsored by GIGATT International Marketing Pte Ltd, helped 154 inmates renounce their gang affiliations by removing gang related tattoos.

2010
Shatec Training Course, sponsored by Temasek Touch, saw the first batch of 11 trainees graduating from the 'Certificate in Basic Culinary Skills' Course'.

2009
Inaugural Yellow Ribbon Prison Run was flagged off by DPM Teo Chee Hean.

2008
Yellow Ribbon Journey Exhibition, 'Our Crossroads', allowed the community to gain insights into the intricate issues affecting ex-offenders and their family members.

2006
Celebrating Second Chances Award Ceremony was held for the first time to commend ex-offenders for remaining crime and drug-free.



2006
Creative Festival (Poetry and Song-writing Competition) held in Changi Prison for the first time.

2007
Tribute of Love 12 inmates who participated in the inaugural YR Cooking Competition cooked and dined with their family on Mothers' Day.

2005
Registration of Criminals Act amended to provide for records of convictions for minor crimes kept in the Register of Criminals to become spent, provided certain conditions were satisfied.

2005
'One More Chance', a movie directed and produced by Jack Neo was shot within Changi Prison Complex.

2005
Inaugural Yellow Ribbon Job Fair, co-organised by North East CDC, offered employment to pre-release inmates.

2004
Launch of Yellow Ribbon Project by former President S.R. Nathan.

2004
Community Movie: 'Coming Home' featuring celebrity Irene Ang on three ex-offenders' struggles to reintegrate into the community.

NOURISHING THE TREE:
 KEY YELLOW RIBBON MILESTONES



Yellow Ribbon Celebrating Second Chance Awards Ceremony



Fruits from the Tree

Over the past 10 years, the YRP has inspired ex-offenders, their families and the community to pave the way for those who desire to change and make full use of the second chances given to them. Reuben Narain is one such example. From someone who spent 23 years of his life abusing drugs to being the current Senior Assistant Counsellor with the National Addictions Management Service (NAMS), he has definitely come a long way from his troubled past.

After spending numerous years trying in vain to get out of drugs, Reuben began to realise that he was not alone in his struggles, and that help was available from many sources, including the YRP. He met William Teo at The Helping Hand, a halfway house, in 1996. William, who was in charge of the place, became Reuben's main motivation to stay and volunteer at the halfway house.

Besides having a friend and mentor who strongly believed in him, his current employer, NAMS, offered him a job in 2005 even though he was an ex-addict. It was a big risk to them, but they believed in Reuben's ability to reach out to patients, given his personal experience. Throughout Reuben's eight years at NAMS, his achievements at work have been recognised, and he has been treated with respect, just like everyone else.

Reuben's wife was yet another source of inspiration for him. A firm believer in second chances, she stood by him throughout the years he was incarcerated. Despite Reuben's multiple failed attempts to kick his addiction, his wife continued to support him throughout his reintegration journey.

Reuben has come a long way. He is now a Yellow Ribbon advocate and a prison volunteer. He inspires others to extend the second chance that offenders need. Also, he received the Outstanding Achievement Award at the Celebrating Second Chances Awards 2013.

Every morning, I wake up feeling thankful – that I have a job to go to, a wife to love, and a daughter who is willing to forgive my mistakes.

– Reuben Narain

Flourishing the Tree: The Way Forward

The YRP has made significant headway in changing the community's perception of ex-offenders in the last ten years. Many organisations, such as SPS, SCORE and the Community Action for the Rehabilitation of Ex-offenders (CARE) Network, have also been working together for more than a decade to coordinate rehabilitation and reintegration efforts of ex-



offenders, and are ready to embark on the next level by taking a throughcare approach.

The concept of throughcare is that we must begin with the end in mind. At the point of admission into prison, what is the end state that we desire of the inmate? Our desired end state is that he is reintegrated into society and will not return to prison.

– Mr Soh Wai Wah, Director of Prisons.

This throughcare concept would encompass many different stages of an inmate's rehabilitation journey and would require all agencies involved, as well as the community at large, to work together. Moving forward, to support this throughcare concept, the YRP would need to extend its reach into new segments of society and help the public gain a deeper understanding of the real issues faced by ex-offenders.

They (the next generation) are a 'wired' generation, which means that YRP will need to connect with them on their preferred platforms – through social networking, the internet and smartphones. YR must move with the times.


– Mr Chng Hwee Hong, Chairman of SCORE.

Developing a deeper understanding of reintegration challenges and greater involvement by the community will transform the YRP beyond a community awareness campaign into a community-supported movement. In this ideal state, the reintegration of ex-offenders is initiated by the community rather than by a government agency or non-profit organisation. When the society at large embraces the YR spirit, there would no longer be a need to convince employers to offer jobs to ex-offenders who have served their time, there would be no discrimination against colleagues with past records, and families will no longer be ostracised simply because they have a member who is an ex-offender.

We aim to work ourselves out of a job. It is for the YR spirit – the spirit of giving second chances – to become spontaneously the spirit of Singapore within the next 10 years.

– Mr Teo Tze Fang, CEO SCORE

CAPTAINS OF LIVES



CW2 ANG JOO HIONG

Our duty as Provost Officers is to conduct investigations into disciplinary issues, something not many will like to associate a Captain of Lives with.

However, as we see our peers epitomise the values of being a COL, we too stride forward to embrace its significance. We see the term "COL" as a beacon, guiding us in our daily interactions with inmates as we endeavour to steer them back onto the right path.

During the investigations into a bullying case, I managed to convince the perpetrator to realise his mistakes and the suffering he caused to his family members every time he got into trouble. He heeded my advice and changed completely.

As our Provost's saying goes, "We are not here merely to 'charge' you and extend your EDR, but to make you realise and understand the consequences of your mistakes and become a more responsible person."



INSPIRED TO INSPIRE: VOLUNTEERING ONE'S PAST TO CHANGE ANOTHER

Kim Whye Kee: Painting for a Cause

When one thinks about the fine arts, it may be hard to imagine the hands behind the exquisite sculptures and thought-provoking art pieces to be that of a tattooed ex-gang member. A knife in his younger days would have been used in gang clashes, but the knife in 34-year-old Kim Whye Kee's hands now is for creating art.

Being picked on and bullied in school had driven him to fighting and joining a gang. He had just turned 19 when he first entered prison, and each time he was released, he would quickly find himself back in again. By his third incarceration, he looked hard at the other inmates and realised that that was not the future he wanted for himself. The passing of his father further cemented his resolve for a real change, as he realised that he needed to stay out of prison not just for himself, but also for his family.

Finding the Sparkle

Whye Kee's path to being offence-free was supported by many benefactors. Recognising Whye Kee's talent, local artist Henri Chen encouraged him to enrol in the Lasalle College of the Arts, and helped him prepare his portfolio



to get into the school. While earning his Bachelor of Fine Arts, Whye Kee worked full time as a product designer in a furniture company, Ergos International Sales, recommended by a Grassroots volunteer, Mr Patrick Chan.

Paying It Forward

As an expression of his immense gratitude for the help he had received, Whye Kee chose to express his appreciation for the help he had received by helping others. Coming a long way from the time he got started as a volunteer with Ms Jane Ittogi's introduction, Whye Kee is now not only a Grassroots volunteer, but also a Yellow Ribbon Community Project volunteer. He also went on to start Beacon of Life, an ex-offender self-support group at the Taman Jurong Division. He also founded the Beacon of Life Academy (BoLA), an outreach programme for at risk and underprivileged youth in partnership with SportCares of Singapore Sports Council, as well as BoLA Art Club, where he has worked with the National Heritage Board to curate for an art exhibition at Taman Jurong.

Whye Kee laid down his under-privileged past, picked up the pieces, and created a beautiful future, not just for himself, but also for the young people to whom he is an inspiration.



Ali: Befriending for a Change

Ali (not his real name), 52, is a security guard who enjoys playing soccer and fishing in his free time. In his younger days, he dabbled with drugs and went in and out of prison repeatedly before he became repentant and decided to stay clean.

Ali shared how difficult it was to reintegrate into society the final time he came out of the Drug Rehabilitation Centre. There were bills to pay, no work for him, and no one to turn to. No one, until he met his friend, who, just like him, was an ex-drug addict trying to stay on the straight and narrow path. His friend understood his struggles and difficulties, helped him with his bills, and encouraged him to get back on track.

Stigmas of a Forgettable Past

His past would still haunt him once in a while. One of the difficulties ex-offenders face is being stopped by law enforcement agencies for screening and testing. Ali shared how he was once detained for nearly 12 hours even though he had been drug- and offence-free for more than a decade, only to be released after they were certain his urine test results were clean. While Ali understood that the officers were just doing their jobs, he shared that some of his friends would lament how the many years of staying clean did not seem to make a difference. Despite the setbacks, Ali was not discouraged. Instead, this reinforced his belief that the right support is essential in helping ex-drug addicts stay clean.

Building Friendships, Building Lives

Many years on, Ali found that there is no better way to repay the kindness he received than to pay it forward as a Community Befriender. Befrienders provide additional emotional support to ex-offenders who lack positive peers and family support during their aftercare phase. The Befrienders become the go-to person for those who need someone to talk to about the issues and problems they face. Being an ex-offender turned Befriender, Ali is able to understand the sensitivities and worries of an offender. Hence, he is better able to offer support, and yet be firm to his clients when he picks up any signs of relapse.

Ali muses over how he used to negatively influence his friends to take drugs with him. However, as a Befriender, he sees himself trying to make up for the damage he had done by positively influencing offenders who are about to be released and being an inspiration to show that, yes, it is possible to stay drug- and offence-free.



Materials Issued

Instructions

EVERYONE AT EVERY CHANCE

Casting a stone **across**
the waters,
to create many **ripples**

OPERATIONS DIVISION



OVERCOMING CHALLENGES WITH DYNAMIC OPERATIONS

IN THIS EVER CHANGING OPERATING ENVIRONMENT, NEW CHALLENGES WILL ARISE.

THE PAST YEAR HAD BEEN A CHALLENGING ONE FOR OPERATIONS DIVISION (OPS DIV). IT WAS A YEAR MARKED BY TESTING SITUATIONS AND EVENTS WHICH OPS DIV, WITH THE HELP OF VARIOUS UNITS, HAD HELPED TO MITIGATE AND CONTINUED TO LOOK FOR WAYS TO ENHANCE OPERATIONAL EXCELLENCE.

OPS DIV STRIVES TO STRENGTHEN ITS OPERATIONS DYNAMICALLY TO OVERCOME ANY CHALLENGES AHEAD.

ENHANCING OPERATIONS WITH TECHNOLOGY

The responsibilities of being a prison officer are demanding and challenging. While officers have kept a high standard in inmate management, we must also be mindful of the challenges that lie ahead. Therefore, to improve SPS' operational capabilities in inmate management, Ops Div actively seeks resource efficient means and technologies to assist our officers. The successful deployment of the Electronic Medical Report (EMR) and Automated Tablet Packing Machines are the results of such efforts in actively sourcing for suitable technology in enhancing operations. Pushing forward, the technology trials in the pipeline include:

- An automated equipment handling system which automates the security items accounting, issuance and return;
- A multi-biometric enrolment system which aims to reduce enrolment time for newly admitted inmates; and
- An analytics system for monitoring inmates' behavior,

all with the common goal of enhancing the safe and secure custody of inmates.

PARTNERSHIPS AND COLLABORATION

Leveraging on partnerships and collaboration is an important strategy to increase efficiency and effectiveness of our operations. In 2013, Ops Div worked tirelessly on the contracting of new medical services throughout prisons for inmates. Another area of partnership is with the Institute of Mental Health (IMH) on the revamped Psychiatric Housing Unit (PHU) which commenced operations in October 2013. The revamped PHU has paved the way to a more holistic approach in SPS' efforts to manage offenders with mental disabilities.



Collaboration with stakeholders is vital in ensuring a robust and efficient criminal justice system. Since 2012, SPS has been supporting the Subordinate Courts in the development of the Integrated Case Management and Filing System (ICMS). The ICMS is a system that enhances the synergy of all stakeholders in the criminal justice system by increasing the efficiency in case processing, and affording timely access to court schedules and case outcomes. The first phase of the system was successfully rolled out on 19 July 2013.

EXCELLING IN CONTINGENCY READINESS

A high level of contingency readiness is essential to ensure that there is operational continuity and that security is not compromised in any contingency situations. Ops Div has thus been conducting regular contingency exercises to assess and enhance the department's contingency preparedness. In 2013, Ops Div collaborated with the Ministry of Home Affairs (MHA) Joint Operations Division in the planning, preparation and staging of a joint operations exercise. The exercise was successfully conducted in July 2013, and the objectives of the exercise were met, as a result of the active discussions and successful collaboration between both partners. In addition to contingency exercises, plans and SOPs for the

A HIGH LEVEL OF CONTINGENCY READINESS IS ESSENTIAL TO ENSURE THAT THERE IS OPERATIONAL CONTINUITY AND THAT SECURITY IS NOT COMPROMISED IN ANY CONTINGENCY SITUATIONS.

various contingency scenarios are constantly developed and reviewed to ensure SPS is ready for any possible threats and future challenges. In June 2013, SPS contingency readiness was put to the test when the Pollutant Standards Index (PSI) level hit historical highs. Ops Div dealt with the challenge swiftly with its comprehensive haze action plans and measures to ensure our prisons remained a safe and secure place for our inmates.

OPERATIONS DIVISION



CHANGES TO THE PRISONS ACT

Through the years, the recidivism rate for released inmates has decreased from about 40 per cent for the 2000 release cohort to 23.6 per cent for the 2010 release cohort. Although fewer are returning to prison, those who do so are repeat offenders. Such repeat offenders comprise more than 80 per cent of the prison population, and many of them have drug antecedents.

To break the cycle of re-offending, strengthen aftercare support and improve the reintegration of ex-inmates into society, SPS will be implementing the Conditional Remission System (CRS) and Mandatory Aftercare Scheme (MAS) in 2014. Ops Div has played a key role in the development of amendments to the Prisons Act to effect these initiatives.

HIGHLIGHTS

NEW MEDICAL SERVICE PROVIDER

At the start of 2013, a new medical service provider (MSP), Parkway-Shenton Pte Ltd (PSPL), took over the provision of medical services to offenders. The transition to the new MSP was successful due to the considerable amount of work and communications done by the operations units and clusters. In the past year, we have been actively and constantly engaging PSPL to ensure a fruitful partnership for the years to come.

AMENDMENTS TO PRISON ACT FOR LAUNCH OF CONDITIONAL REMISSION SYSTEM AND MANDATORY AFTERCARE SCHEME

In 2012/13, Ops Div worked closely with RRD and MHA's Policy Development Division in the formulation of policies and the necessary legal provisions to administer the new CRS and MAS. Ops Div was also involved in proposing other changes to the Prisons Act necessary for facilitating prison operations. The Bill was introduced for First Reading at the Parliamentary Sitting on 11 November 2013 and the Second Reading of the Bill took place 20 January 2014. The passing of the Bill on 21 January 2014 marked a major milestone in the history of SPS.

OPPS

ROLES & FUNCTIONS

OPPS DIV IS CHARGED WITH OVERSEEING THE DAY-TO-DAY OPERATIONS OF 14 INSTITUTIONS ADMINISTERED BY SPS, AS WELL AS THE SAFE AND SECURE CUSTODY OF INMATES. OPS DIV COMPRISES FOUR BRANCHES - OPERATIONS MANAGEMENT BRANCH (OMB), OPERATIONS PLANNING BRANCH (OPB), OPERATIONS POLICY & DEVELOPMENT BRANCH (OP&D), AND MEDICAL SERVICES BRANCH (MSB). THE BRANCHES MANAGE DIVERSE OPERATIONAL ISSUES, DEVELOP POLICIES AND CAPABILITIES, ENHANCE CONTINGENCY PREPAREDNESS AND ENSURE THE PROVISION OF EFFECTIVE MEDICAL SERVICES.





PEOPLE, AT THE HEART OF ALL WE DO

HUMAN RESOURCE MANAGEMENT IS THE STRATEGIC MANAGEMENT OF EMPLOYEES, WHO INDIVIDUALLY AND COLLECTIVELY CONTRIBUTE TO THE ACHIEVEMENT OF THE ORGANISATION'S STRATEGIC OBJECTIVES. IN SPS, THIS IMPERATIVE TASK OF HUMAN RESOURCE MANAGEMENT IS UNDERTAKEN BY THE STAFF DEVELOPMENT DIVISION (SDD).

SDD AIMS TO ALIGN ALL CAPTAINS OF LIVES WITH SPS' MISSION AND VISION VIA THE KEY STRATEGIES OF:

- RECRUITING AND RETAINING THE RIGHT STAFF;
- DEEPENING AND BROADENING STAFF COMPETENCIES; AND
- BUILDING AN ENGAGED AND RESILIENT WORKFORCE

UTILISING TECHNOLOGY IN STAFF RECRUITMENT

Technology plays an increasingly important role in today's recruitment processes. I-Recruit is an automation initiative, launched to replace the manual and paper-based recruitment processes. Using android application technology, Phase One of I-Recruit automates the selection assessment tests, allows progress tracking of candidates across assessment stations, and provides instant churning of tests results. I-Recruit will boast a fully paperless selection process when its two-part development is completed.

INCREASING STAFF ENGAGEMENT

Staff engagement continues to be a definitive approach in our endeavour to sustain staff commitment towards our organisational goals. The Pulse Survey, an annual survey which aims to complement the biennial Organisational Health Survey, was conducted in March 2013. This survey helps to keep a more regular tab on engagement levels within SPS.



The HR Survey is another new staff engagement initiative. It was administered to a sample group of staff across ranks and functions, and was focused at measuring staff satisfaction with the existing services provided by SDD. The underlying objective of the HR Survey is to identify areas of improvement to make SDD an even more valued business partner to our internal stakeholders.

STRENGTHENING COACHING CULTURE

In 2013, SDD continued our efforts to strengthen the coaching culture in SPS by promoting a positive coaching culture in the Housing Units. SDD facilitated discussions with staff to understand the support needed to create an environment that encourages on-the-job training. One of the key questions explored was how a nurturing environment could be created to preserve the strong coaching culture in SPS. This was done by providing resources such as coaching tools and aids for Housing Units, holding Coaching Forums with OCHUs for a better picture of the existing coaching culture, and soliciting feedback on the support needed from SDD.

LEARNING AND DEVELOPMENT ENHANCEMENTS

In-Service Training (IST) is part of our commitment to deepen and broaden our staff competencies through continuous learning after the Basic Officer Course. A comprehensive review of the IST structure and syllabus was conducted in FY2013 with feedback gathered from ground staff. As a result of the review, 'bite-sized' IST topics and a more participative IST format were implemented to help enhance the learning experience.

STAFF ENGAGEMENT CONTINUES TO BE A DEFINITIVE APPROACH IN OUR ENDEAVOUR TO SUSTAIN STAFF COMMITMENT TOWARDS OUR ORGANISATIONAL GOALS.

STAFF DEVELOPMENT DIVISION



PREPARING CAPTAINS OF LIVES FOR THEIR GOLDEN YEARS

In a bid to better engage retiring officers who have given many years of loyal service to SPS, SDD revamped the existing ad hoc measures into a Retirement Framework. Among other recommendations, new courses were introduced for retiring officers to equip themselves with additional skills in preparation for possible careers after retirement. Besides extending the department's appreciation to our staff beyond their retirement, the new framework also allows the seamless engagement of our staff as they advance towards their golden years.

It has been a busy yet exciting year for SDD. Capitalising on innovation and technology in our strategic moves, we have seen breakthroughs and new milestones reached in the area of human resource management. Bearing in mind that every staff is important and has the potential to shine in the path ahead, we strive to create a workforce that is not only committed to high standards of excellence and professionalism, but also strongly driven by passion in what we do as Captains of Lives and inspire to create a society without re-offending.



HIGHLIGHTS

NEW RECRUITMENT VISUALS

"Security. Humanity. Rehabilitation" and "Inspiring Hope. Transforming Lives." are the new advertisement headlines in SPS' latest recruitment campaign. This time, the accompanying visuals for the headlines veered away from the norm as they showcased our officers in action. Apart from being featured in traditional media, the new advertisements were strategically installed at 100 bus-stop shelters all over the island from 17 October to 14 November 2013 to reach out to potential employees.

LAUNCHING THE RECRUITMENT GAME

We have ventured into unexplored territories in our attempt to engender job awareness. The Recruitment Game is a Role-Play Game developed to entice the younger, IT-savvy generation to find out more about our service through gaming. The game was soft-launched at the Home Team Festival in November 2013 and subsequently made available to the public via our recruitment microsite.

PERCEPTION STUDY

SDD conducted the inaugural perception study in 2013 to identify factors that would motivate staff towards maintaining good physical well-being, as well as assess the effectiveness of the existing health promotion strategies and programmes in SPS. The study revealed that while most staff are open to the idea of healthy eating and regular exercise routine, some lack discipline and awareness in controlling their diets. To this end, SDD is committed to ramp up the existing nutrition and exercise awareness programmes. In addition, the current Active Hour and formation of interest groups were reviewed. New initiatives are in the pipeline to promote healthy living through these means.



ROLES & FUNCTIONS

BESIDES HANDLING DAY-TO-DAY HUMAN RESOURCE PROCESSES, SDD DRIVES THE STRATEGIC WORKFORCE PLANNING IN SPS AS A BUSINESS PARTNER TO OTHER DIVISIONS.