

prisonnews

JANUARY ISSUE 2023
CAPTAINS OF LIVES
REHAB • RENEW • RESTART

CONTENTS

- 02 Editor's Note
- 03 Imagination at Work
- 08 Perspective...
- 10 What's the Buzz?
- 11 Let's Talk With...
- 13 Our Reflections
- 14 From Passion to Action
- 16 PN Trivia

NURTURING A FUTURE-FIT SPS THROUGH LEARNING & INNOVATION

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

TO SIR,

WITH GRATITUDE.

A LETTER FROM EX-LOANSHARK
TURNED CALL CENTRE AGENT.



Dear Sir,
I am truly grateful to you for believing in me when no one else did. You have really made an impact on my life. My greatest joy is reconnecting with my family and I am now doing my very best at work. Thank you very much Sir!

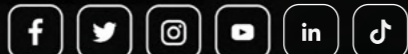
Yours sincerely,
Jack



www.sps.gov.sg/career

BE A CAPTAIN OF LIVES TODAY.
MAKE A REAL IMPACT THAT CHANGES LIVES.

Follow us @SingaporePrisonService



EDITORIAL TEAM

ADVISOR

AC RAFIDAH SUPARMAN

EDITOR

ASP1 CHEN SHUYI

SUB-EDITOR

RO2 MOK HUITING, JUSTINE

REPORTERS

RO2 CYTHIA LIM SI HUI

RO2 CHUNG YU XUAN

RO2 AARON TAN YU XUAN

RO2 KONG DE REN

RO2 ZELIG LEONG

RO2 HARIRAM S/O
THANASEGARA RAJAH

MX12 ABIGAIL ALEXA LEE AI LING

HTS12 LOW JIAN THAN, BLESTON

EDITORIAL SUPPORT

DSP1 RAVIN SINGH

MEDIA SUPPORT

MX15 D'CRUZ BRUCE RUSSELL

PUBLICATION CONSULTANT

OXYGEN STUDIO DESIGNS PTE LTD

FEEDBACK

THEPNEDITOR@PRIS.GOV.SG



© 2023 Singapore Prison Service

All rights reserved. No part of this publication may be reproduced in any form or by any means without the express written consent of the copyright holder.

EDITOR'S NOTE

Dear Readers

Happy New Year to all readers! While we usher in 2023, many of us will look back on the year that has passed and reflect on the ups and downs. It is also timely for us to think about our goals and aspirations for the new year as the journey of continuous learning and self-improvement should never stop.

This issue of Prison News is centred around the theme of **Learning and Innovation**, where we take a look at some of the innovation achievements in SPS in the past year and learn about upcoming exciting learning and development plans in store for all Captains of Lives (COLs).

As work in corrections evolves, innovation will allow us to seize opportunities and venture beyond our current limits. In our **main feature**, read about how our COLs have gone above and beyond to innovate and streamline processes in the various domains of operations, rehabilitation, and community engagement.

Find out more about how we can improve our capabilities by building a **coaching culture** and hear inspiring thoughts on leadership shared by Mr Jimmy Lee, Commandant of the Singapore Prison Training Institute and SPS Chief Coach.

Prison News was also privileged to speak to Ms Deborah Ang, a social worker from The Salvation Army and partner of SPS, who displayed dedication and passion in her work of **lending a helping hand** to offenders and their children.

I hope you enjoy reading the first issue of 2023. Wishing everyone a happy new year!

Chen Shuyi
Editor, Prison News

- 02 Editor's Note
- 03 Imagination at Work
- 08 Perspective...
- 10 What's the Buzz?
- 11 Let's Talk With...
- 13 Our Reflections
- 14 From Passion to Action
- 16 PN Trivia

Imagination AT WORK!

Reported by
RO2 Kong De Ren and RO2 Zelig Leong

In line with this issue's theme of Learning and Innovation, Prison News celebrates the innovative efforts of our Captains of Lives (COLs) who had embarked on various innovative projects across SPS to achieve organisational excellence by improving our operational and rehabilitation outcomes.

FATHERING PLAYBOOK FOR FATHERING SUPPORT GROUPS

Implemented by Cluster B, SPS

The role of family is a vital component in the rehabilitation of inmates and also a key catalyst promoting desistance. RO2 Tamilarasan S/O Teyagarajan, Senior Correctional Unit Officer at Institution B3, tells us more on how his team addressed this important rehabilitation need through innovation.

WHAT INSPIRED YOUR TEAM TO TAKE ON THIS PROJECT?

Our overall aim of this project is to break the cycle of inter-generational offending by equipping inmates with the motivation and skills to become better parents and more



PRO-SOCIAL COMMUNITY OF FATHERS: A volunteer engaging inmates during a fathering support group session with the aid of the Fathering Playbook.

responsible family members. With stronger familial ties, there is also a united community which will lead to a safer Singapore.

We wanted to create content that was practical, captivating, and engaging to the inmate fathers. In doing so, we consulted many stakeholders in the process.

WHAT ARE SOME OF THE OUTCOMES YOU HAVE SEEN UPON IMPLEMENTATION OF THE PLAYBOOK?

With this project, we enabled Fathering Support Groups and the playbook to be effortlessly replicated and scaled up across the other correctional units.

These lasting support groups and accountability communities enhance the inmates' pro-social networks and provide opportunities for them to take ownership of their development, hone their facilitation skills, and engage in helpful conversations about parenting.

Playbook

Fathering Circles
For inmates who want to become better husbands and fathers

How?

Facilitators:

- Inmate Fathering Champions
- RP-Trained Staff

Participants:

- 4-10 inmates per circle

Suggested Frequency:

- Twice monthly
- 6 month period

Circle Activities

Enjoy Privileges

Fathering Circle Activities

Session 1	Discussion: Introduction to Fathering Circles
Session 2	Discussion: Family
Session 3	Movie Review
Session 4	Discussion: Understanding your children's needs
Session 5	Discussion: Showing love to your children
Session 6	Discussion: Gifts and physical touch
Session 7	Discussion: Words of affirmation
Session 8	Discussion: Quality time
Session 9	Discussion: Acts of service
Session 10	Card making
Session 11	Discussion: Fostering a lasting bond with your children
Session 12	Discussion/Literature review: Apology
Session 13	Movie Review
Session 14	Discussion: Co-creating positive memories with your children
Session 15	Discussion: Seeking support for yourself and your children
Session 16	Card making

Sample Discussion Questions

- What do you think a child needs to develop into a healthy balanced individual? (physically, emotionally, socially, spiritually)
- How do you know that is important to your children?
- What challenges do you face providing what they need?

A snapshot of the syllabus and activities in the Fathering Playbook.

- 02 Editor's Note
- 03 **Imagination at Work**
- 08 Perspective...
- 10 What's the Buzz?
- 11 Let's Talk With...
- 13 Our Reflections
- 14 From Passion to Action
- 16 PN Trivia



SUPPORTING INMATE FATHERS IN REHABILITATION: The team who had contributed to the Fathering Playbook.

With this Playbook, volunteers can also be quickly onboarded to assist in the facilitation of the programme too!

WHAT ADVICE DO YOU HAVE FOR OTHERS WHO ARE TRYING TO BREAK THEIR BOUNDARIES AND BE INNOVATIVE IN THEIR EVERYDAY LIFE?

Being innovative is about finding simple solutions to our day-to-day problems so that we have a healthier and conducive work environment.

INTERACTIVE VIDEOS TO ENHANCE INMATES' ENGAGEMENTS

Implemented by Psychological & Correctional Rehabilitation Division (PCRD), SPS

To address concerns regarding inmates' rehabilitation motivation, a team from PCRD innovated on the learning modalities used in Psychological-based Correctional Programmes (PCPs) to enhance rehabilitative outcomes. We interviewed Ms Loh Jia Hui, Correctional Rehabilitation Specialist (CRS) from PCRD, to find out more.

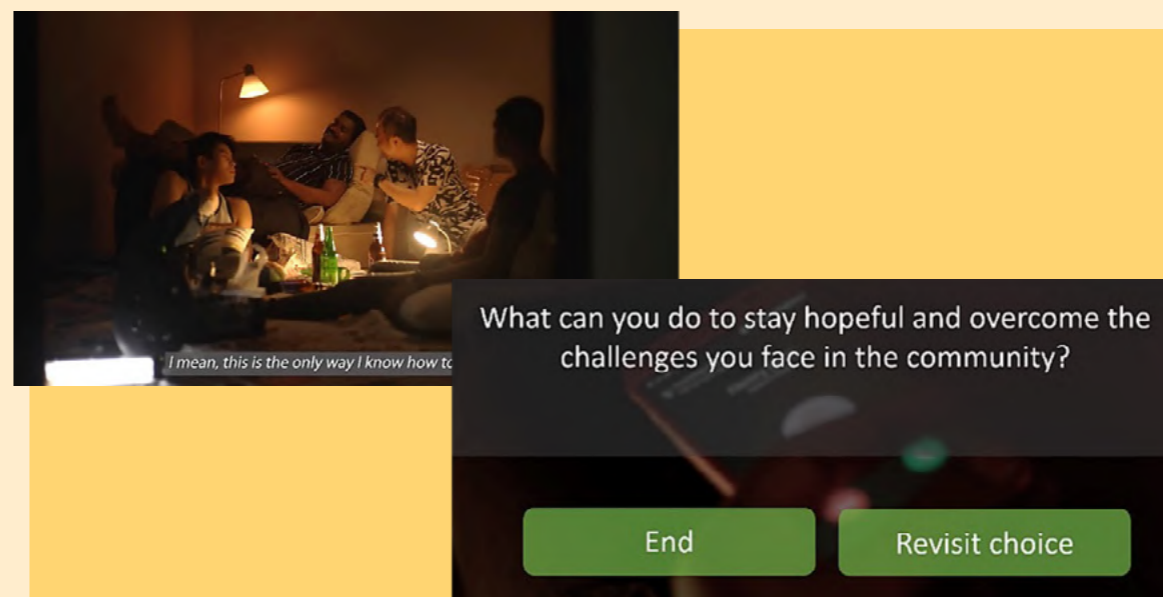


MEET THE CREATORS: The team behind the implementation of interactive videos for Drug Rehabilitation Centre (DRC) inmates.

TELL US MORE ABOUT USING INTERACTIVE VIDEOS IN INMATES' ENGAGEMENT.

The team addressed a gap in inmate engagement by creating four interactive videos which enhanced motivation and skills practice during counselling sessions. With the videos, the inmates exhibited creativity and proactiveness throughout the process.

In this project, interactive videos were conceptualised to represent stories of four common local drug inmate profiles. To ensure that storylines are convincing and relatable to the target audience, the team applied a user-centric approach by actively involving drug inmates in the scripting and design process.



CHOOSE YOUR PATH: Through the stories of common drug inmate profiles, viewers get to make choices for the characters and unravel the consequences.

The videos also serve the purpose of enhancing skills practice opportunities, which is met with the inclusion of interactive features. In a format similar to the groundbreaking *Bandersnatch* (the choose-your-own-adventure film in Netflix's *Black Mirror* science fiction series), viewers can make choices for the characters at various life-defining moments that will result in different consequences. Discussions on their choices and the consequences are facilitated during sessions to integrate skills practice and learning in the process.

WHAT INSPIRED YOUR TEAM TO TRY ON THIS PROJECT?

The use of interactive videos is an idea proposed by the team after conducting ground research on learning needs of the drug inmate population. The team learnt that videos are a popular learning resource amongst Drug Rehabilitation Centre (DRC) inmates. The existing ones used in the regime were mostly from the open source for the purpose of teaching concepts but lack the applicability to local context. In other words, there were no resources available that are relatable to inmates' personal experiences and include elements of skills practice.

WHAT ARE SOME OF THE BENEFITS YOU HAVE SEEN UPON IMPLEMENTATION OF THIS PROJECT?

The videos were piloted in a DRC and received positive feedback. The relatability of the storylines has enabled the Correctional Rehabilitation Specialists to facilitate deeper discussions on inmates' drug offending behaviours.

More importantly, inmates felt the emotional impact from watching the videos; they provided feedback that it was a good reflection point for themselves as they had similarly hurt themselves and their loved ones as the main lead in the interactive video, and this has resulted in noticeable shifts in their motivation for change.

Watching their lives unfold on screen makes the inmates realise that they have a choice, and the choice comes with consequences that will affect not just themselves, but also the people around them.



REEL LIFE: The videos comprise scenes that are relatable to inmates' personal experiences to help to facilitate deeper discussions.

These observations were also identified for inmates with language barriers (i.e., unable to comprehend the English Language well). These inmates gave feedback that the interactive videos allowed them to better understand the context with the visual aids leading to a more active discussion despite the language barrier, increasing the effectiveness of the counselling sessions. This is consistent with SPS' efforts to increase the responsiveness of the interventions for inmates.

WHAT ADVICE DO YOU HAVE FOR OTHERS WHO ARE TRYING TO BREAK THEIR BOUNDARIES AND BE INNOVATIVE IN THEIR EVERYDAY LIFE?

Embrace creativity and inspiration in all forms! Think out of the box and you will be surprised by what amazing ideas that could work well in your everyday life. Inaction leads to long term disappointment and 'what if' rumination. So, why wait? Have a crazy idea? Just pen it down and explore it!

- 02 Editor's Note
- 03 Imagination at Work
- 08 Perspective...
- 10 What's the Buzz?
- 11 Let's Talk With...
- 13 Our Reflections
- 14 From Passion to Action
- 16 PN Trivia

SINGAPORE PRISON SERVICE – FAMILY SERVICE CENTRES (SPS-FSC) COLLABORATION

Implemented by Rehabilitation & Reintegration Division (RRD), SPS, in collaboration with Ministry of Social & Family Development (MSF)

Incarceration can be a difficult period for inmates' families, who might face financial difficulties, adjustment problems, or childcare and parenting complications. To minimise the cases of vulnerable families falling through the cracks, the Family Team from Rehabilitation and Reintegration Division embarked on a project to improve and reinvent the workflow for referrals. ASP1 Chua Shi Qin, Staff Officer (Family Policy) from RRD, tells us more.

DID YOU KNOW?



Since the collaboration started in end 2020, more than **800** inmates were triaged with more than **400** families benefitting from it.

TELL US MORE ABOUT THE COLLABORATION BETWEEN SPS AND FSC.

Under this collaboration with the Ministry of Social and Family Development (MSF) and Family Service Centres (FSCs), SPS will systemically identify and refer newly admitted inmates whose families require more support, especially those with young children, to FSCs nearest to their residence for further intervention and support in the community. For cases that require more support, SPS will facilitate information exchange with FSCs to better support these families. In doing so, we consulted many stakeholders in the process.



HELPING HANDS: The Family Team from SPS (from left: ASP1 Chua Shi Qin, SUPT1A Ong Choon Yong, Ms Wong Wen Hui, Ms Siti Fatimah Mohamad Nor) collaborated with MSF and FSC to reinvent and streamline the referral workflow.

WHAT INSPIRED YOUR TEAM TO TAKE ON THIS PROJECT?

Our study and trial have shown that family support is essential in an inmate's rehabilitation especially during critical periods, such as the first six months and last six months of an inmate's incarceration. During the first six months, families might be destabilised by the loss of the main caregiver or sole breadwinner; whereas for the last six months, the families would need to be ready to prepare for the inmate's return, to support his/her reintegration into society.

The team recognises the importance of family support, and SPS cannot do it alone when it comes to providing support for the family in the community. Hence, the team has reached out to MSF to formalise a process to ensure timely intervention and support for the inmates' family upon their loved one's incarceration.

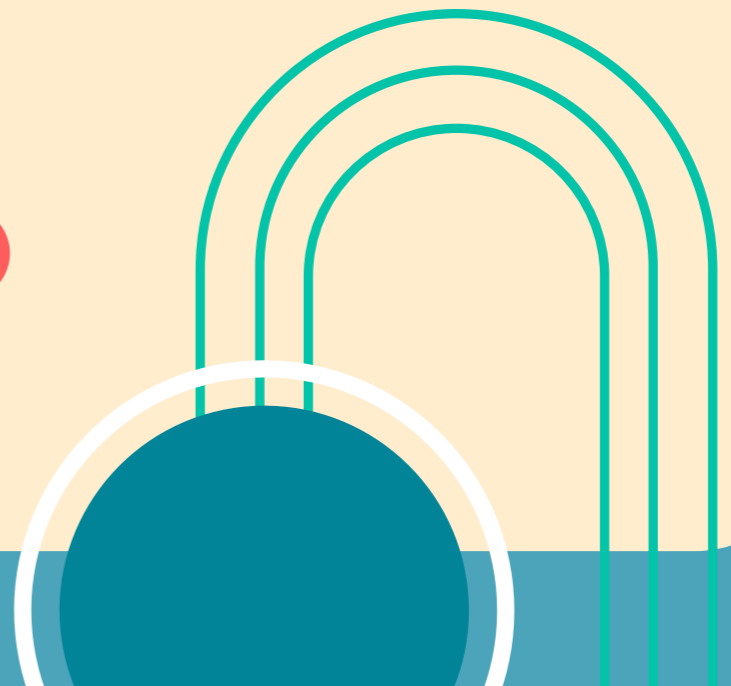
WHAT ARE SOME OF THE OUTCOMES YOUR TEAM HOPE TO SEE FROM THIS COLLABORATION?

With adequate support and assistance from FSCs and the community, the families can become more stable, and in turn they can become a source of motivation and support for the inmates. Inmates themselves can better focus on their rehabilitation, knowing that their families' needs are attended to. Children of the incarcerated parents can also be better supported during this challenging period, therefore minimising the chance to the child's involvement in criminal or drug activities.

Family involvement in an inmate's rehabilitation is crucial to motivate them to desist and lead a crime and drug-free lifestyle. The SPS-FSC collaboration is one of such example of family involvement.

WHAT ADVICE DO YOU HAVE FOR OTHERS WHO ARE TRYING TO BREAK THEIR BOUNDARIES AND BE INNOVATIVE IN THEIR EVERYDAY LIFE?

Be ready to step out of the comfort zone to overcome multiple challenges along the way, and work towards the goal collectively with others.



- 02 Editor's Note
- 03 **Imagination at Work**
- 08 Perspective...
- 10 What's the Buzz?
- 11 Let's Talk With...
- 13 Our Reflections
- 14 From Passion to Action
- 16 PN Trivia

PRISON AUTOMATED SCREENING SYSTEM (PASS)

Implemented by Community Corrections Command (COMC), SPS, in collaboration with Home Team Science and Technology Agency (HTX)

Did you know that COMC conducts about 5,000 Urine Testing (UT) per month for supervisees placed under the Community-Based Programmes (CBPs)? To automate this routine and manual process, SPS embarked on a collaboration with HTX to develop and trial PASS. We interviewed the team from COMC to find out more.

TELL US MORE ABOUT THE PASS TRIAL.

Given that the number of supervisees on community supervision has increased, resulting in an increase in the number of urine tests conducted on a monthly basis, there is a need for a more efficient and effective way to procure and test urine samples collected from supervisees.

The COMC team looked at the issue and felt that the current 5-Steps UT process, involving 31 tasks can be made simpler with the advancements in robotics and AI.

We felt it is timely to explore automation of the UT process as it would help to optimise the use of limited resources, maintain operational effectiveness, and enhance efficiency of operations.

With SPS' management support, the team scanned numerous research papers on urine test and bio-markers, and we linked up with HTX to explore such possibilities.

Together with HTX, we ensured that the integrity of the test results was not compromised and developed an operating system and process where we can build and trial the PASS while current routine urine test operations can still continue to run.



NO IDEA IS TOO SMALL: The COMC team from SPS, led by DSP2 Sameeyul Ameen S/O Haji Sulaiman, had envisioned a UT system that is fully automated and unmanned.

WHAT INSPIRED THE TEAM TO TAKE ON THIS PROJECT?

The idea of PASS came about during one of our coffee break sessions where we usually talk about anything interesting and bounce off ideas with one another!





UT can be a labour-intensive manual task. Therefore, we hoped to explore the use of technology to prevent foul-play and to achieve a fully unsupervised urine procurement and testing procedure.

WHAT ARE SOME OF THE OUTCOMES YOU HOPE TO SEE UPON THE IMPLEMENTATION OF PASS TRIAL?

PASS plays a critical role in community supervision to ensure that the supervisees comply with the supervision conditions that they are subjected to, thereby reducing reoffending, supporting desistance from crime and ensuring a safe and secure Singapore.



TURNING IDEAS INTO REALITY: The HTX and NEC team who was involved in the engineering of PASS.

Curious to know what are some of the key features of PASS?			
	Contactless Screening Process <ul style="list-style-type: none"> • Iris Authentication • Standing Urinal • Auto-lock door 		Tampering Proof & Validity Features <ul style="list-style-type: none"> • Thermal cameras • Adulteration test • Human counter
	No Cross-Contamination <ul style="list-style-type: none"> • Specially selected materials and proper flushing methodology 		Automated Testing <ul style="list-style-type: none"> • Operated by robotic arms • Video analytics to analyse results

WHAT ADVICE DO YOU HAVE FOR OTHERS WHO ARE TRYING TO BREAK THEIR BOUNDARIES AND BE INNOVATIVE IN THEIR EVERYDAY LIFE/WORK?

Always have time for sharing of jokes, news, and information from studies and recent readings. Sometimes, components of the sharing can trigger out-of-this-world ideas. In the midst of our busy work, we just need the discipline to make time to talk at least 3 times per week for 20 minutes.

In our unit, we practise purposeful coffee breaks to simply talk anything under the sky for 20 minutes a day. In fact, this PASS idea was a result from such casual talk among staff about street urinals for drunks implemented in countries overseas!

- 02 Editor's Note
- 03 Imagination at Work
- 08 Perspective...
- 10 What's the Buzz?
- 11 Let's Talk With...
- 13 Our Reflections
- 14 From Passion to Action
- 16 PN Trivia



PERSPECTIVE...

OF A SENIOR TRAINER

Reported by
ASP1 Chen Shuyi

ASP2 KOH HUI TING

Senior Trainer,
Singapore Prison Training Institute (SPTI),
Staff Development Division

ASP2 Koh Hui Ting, Senior Trainer, Singapore Prison Training Institute, Staff Development Division. Her portfolio includes leadership development, restorative practices training and establishing a coaching culture.

Ever wonder how SPS coaches and inspires future generations of Captains of Lives (COLs)? Prison News peeks into the life of ASP2 Koh Hui Ting, Senior Trainer at the Singapore Prison Training Institute (SPTI) and learns more about her training motto.

DESCRIBE YOUR WORK AS A SENIOR TRAINER IN SPTI.

I will usually start off the morning with a check-in session with the trainees – setting the mood right for the day is important!

Then, there would be physical training as well as classroom sessions. During these classes, I would conduct modules on SPS' rehabilitation approaches, such as our restorative practices. I will always end the learning with a reflection session for trainees to share their key takeaways from the lesson.

This is also a mutual exchange of evaluation with the trainees where trainers can learn to improve our teaching style. I believe that every single evaluation submitted is an idea on how we can improve ourselves and how we can better deliver our lessons.



SHAPING MINDS AND HEARTS: ASP2 Koh Hui Ting (right, standing) engaging trainees in a classroom lesson.

As coaches and leaders, we should always ask, 'What and how can we do better next time?', instead of questioning 'Why did you let this happen?'. Our training must always amplify SPS' culture of 'We Dare and We Care' to do what is right and do our best."

WHAT ARE THE CHALLENGES YOU FACE AS A TRAINER IN SPS AND WHAT KEEPS YOU GOING?

My deadlines! Just kidding.

Teaching, staff development, and nurturing others are work that trigger my intrinsic motivation and passion. I also find motivation in my relational connections and shared experiences with others – that gives me positive energy to drive myself at work.

Today, I'm still a work in progress.



FORGING TIES OVER SHARED EXPERIENCES: ASP2 Koh Hui Ting (first from right) in an outdoor leadership experiential learning with her trainees.

SHARE WITH US YOUR MOTTO.

The quote by Maya Angelou, "People will forget what you said, people will forget what you did, but people will never forget how you made them feel." It captures the essence of my beliefs. When you exhibit coach-like behaviours and genuinely care for the people around you, they will naturally feel your concern and care. Such positive daily interactions, no matter how small or big, can help to foster good relationships and level up our confidence and capabilities not just as COLs, but also as individual human beings.

WHAT IS YOUR TRAINING STYLE?

Training new cohorts of COLs is akin to filling in a blank sheet of paper. Most trainees come in with no preconceptions of the work in prison. Therefore, I emphasise a lot on the 'being' and 'doing' – the 'being' referring to their values, beliefs, and attitudes, and the 'doing' referring to my facilitation style, communication, and interactions with them.

I do not believe that inducing fear is the way to enhance learning experience. When a mistake happens, the mindset has to be shifted for it to be seen as a learning experience and I will process the experience together with the trainees.

In my daily conversations with the trainees, I also try my best to demonstrate empathy and coach-like behaviours. I believe that human beings are naturally creative, resourceful, and capable to hold themselves accountable.

SPTI is nurturing a future-fit learning culture. What do we mean by future-fit? We don't just talk about skillsets, but also the attitudes and mindsets of COLs in embracing the unknowns of the future and developing his or her own perspectives. If I were to give a ten-step manual to the trainee, it might not help a COL in the long run. Instead, I must let the COL develop the capability to think and respond critically.

With the right engagement and activities, we can be innovative beings, and learning can become fun!



BEING AND DOING: ASP2 Koh Hui Ting believes in being hands-on and present for her trainees, as it helps to build trust and rapport between both parties.



DEVELOPING FUTURE-FIT COLS: ASP2 Koh Hui Ting (bottom row, left) works hand-in-hand with her fellow Senior Trainer, ASP2 Venu Arsh (middle row, right) to implement lesson plans on SPS' operations and rehabilitation.

- 02 Editor's Note
- 03 Imagination at Work
- 08 Perspective...
- 10 What's the Buzz?
- 11 Let's Talk With...
- 13 Our Reflections
- 14 From Passion to Action
- 16 PN Trivia

- 02 Editor's Note
- 03 Imagination at Work
- 08 Perspective...
- 10 What's the Buzz?
- 11 Let's Talk With...
- 14 Our Reflections
- 15 From Passion to Action
- 16 PN Trivia

Singapore Prison Service
September 23, 2022

Asian Pacific Conference of Correctional Administrators (APCCA)
SPS hosted this year's APCCA virtually from 19 to 23 Sep 2022. With over 1,000 participants from 22 countries and regions, participants exchanged meaningful insights and best practices in corrections. Click the post to learn about what went on during the five-day conference!



Thank you to all participants for joining us at APCCA 2022!

Singapore Prison Service
November 20, 2022

Yellow Ribbon Community Project (YRCP) Awards and Appreciation Luncheon

On 19 Nov 2022, SPS and Singapore Anti-Narcotics Association jointly organised the 12th annual Yellow Ribbon Community Project (YRCP) Awards and Appreciation Luncheon, graced by Guest-of-Honour, Mr Masagos Zulkifli, Minister for Social and Family Development, Second Minister for Health & Minister-in-charge of Muslim Affairs. In recognition of outstanding efforts and contributions to the YRCP, a total of 115 awards were presented to grassroots divisions and individuals. Congratulations and thank you to all partners and volunteers!



WHAT'S THE BUZZ?

Reported by MX12 Abigail Alexa Lee Ai Ling

GET UP TO DATE WITH OUR CAPTAINS OF LIVES!

CLICK ON THE POSTS TO FIND OUT MORE!


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

Follow us! @SingaporePrisonService



Singapore Prison Service
September 25, 2022

Yellow Ribbon Race 2022
Despite the heavy downpour on that Sunday morning, spirits were high as participants braved the rain at the Yellow Ribbon Race 2022. After a two-year hiatus, the physical run/walk segment returned and was held around the Changi Prison Complex. Deputy Prime Minister and Minister for Finance, Mr Lawrence Wong, graced the event and joined 3,000 participants in a lively celebration of second chances to build a more inclusive society.



Singapore Prison Service
December 2, 2022

National Youth Achievement Awards (NYAA)
Did you know that since the inception of NYAA in 2001, over 2,000 inmates have received the National Youth Achievement Award? SPS works with community partners to organise activities for inmates to hone their pro-social skills, such as adventure-centric challenges, voluntary service, and fund-raising projects. Hear from RO2 Cythia Lim as she reflected on her experience in guiding the inmates at Institution A4 through their NYAA journey!




Singapore Prison Service
December 4, 2022

Embarking Beyond Prison Walls from Inside Maximum Security
Do you remember Boon Keng and Graceson from 'Inside Maximum Security'? Catch on the sequel by CNA Insider and follow the duo as they embark on their Community-based Programmes, which commence during the tail-end of their sentences and help them to reintegrate as reformed members of society.



Singapore Prison Service
October 10, 2022

World Mental Health Day
To allow Captains of Lives to thrive in a correctional setting, SPS has rolled out many initiatives to support their mental wellness, including workshops, consultation projects, personal wellness kits, and specially curated self-help resources.



MR JIMMY LEE

Commandant, Singapore Prison Training Institute, and SPS Chief Coach

Reported by RO2 Hariram S/O Thanasegara Rajah



EMPOWERING LEADERS OF TOMORROW: Mr Jimmy Lee currently helms the position of Commandant in the Singapore Prison Training Institute.



If your actions inspire others to dream more, learn more, do more and become more, you are a leader." - John Quincy Adams

These are the very beliefs of Mr Jimmy Lee, SPS Chief Coach, to inspire and support the long-term growth of Captains of Lives (COLs). Prison News spoke to Mr Jimmy Lee to find out more about his role in SPTI and his thoughts on leadership and coaching in SPS.

Q1 TELL US MORE ABOUT WHAT YOU DO AS COMMANDANT, SPTI

This is my second posting to a training role. I was a Senior Trainer in the former Prison Staff Training School (PSTS) in the late 1990s for four years. So, this is my second tour, although I am performing a very different role.

As a purpose-driven person, I must first define my purpose as a Commandant. My purpose in SPTI is to:

"Empower Leaders To Be An Authentic Version Of Themselves In The Way They Live, Lead And Love"

To honour my purpose, I take on the role of a Steward, who will clarify the purpose, direction, and goals of the Institute. My second role is akin to a Designer, who designs systems, structures, and processes to achieve sustainable results. Lastly, I seek to be a Coach and a Teacher, to nurture and coach all my officers as leaders and unleash their potential.

In SPTI, our purpose is to nurture a future-fit learning culture in SPS. Therefore, everything we do in SPTI must serve SPS and the larger system. Some key areas I am developing with my SPTI leadership team:



LEADERSHIP

Enable SPS to achieve its Corrections 2035 aspirations through leadership development and capability building of COLs at all levels.



STRATEGY AND CULTURE

Nurture a coaching culture in SPS to support our strategic outcomes and desired culture.



LEARNING ORGANISATION

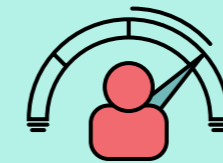
Nurture a future-fit learning culture and transform how officers learn at work so that SPS can continue to fulfil our Vision and Mission into the future.

Q2 WHAT IS LEADERSHIP TO YOU?

It is commonly perceived that you need a title to be a leader. To me, leadership is defined as 'those who are responsible for their world' – it is about taking the initiative and responsibility where anyone can choose to lead. The rank you wear on your shoulders or title does not define how you can or cannot lead. As long as you take responsibility and initiative to do what it takes to make your environment (both personal and professional) better, you are a leader!

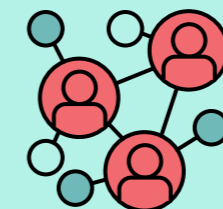
3 P's: My Perspective on Leadership

From my experience as a leader, I believe that a leader must deliver three types of outcomes Performance, People and Purpose.



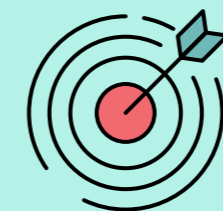
Performance: A leader must first perform well in their job and meet the objectives set to inspire others to have confidence in their leadership abilities. One key question the people you lead will ask

is, "Do you know what you are talking about?". This is a competence question. As the saying goes, we cannot lead others to a place we have not been ourselves. However, we must be mindful that performance is not the only outcome we focus on.



People: Investing in people is the most sustainable strategy in any organisation. A leader needs to invest in coaching and developing others to bring out the best in them. A good leader inspires others to have confidence in the leader who is

leading, while a GREAT leader inspires others to have confidence in themselves. Leaders must help their people to be future-fit and empower them to become leaders when they are ready.



Purpose: A leader must be purpose-driven and help the staff discover their purpose and apply it to their daily work. The what and how will become more manageable when the WHY is clear. The COVID-19

- 02 Editor's Note
- 03 Imagination at Work
- 08 Perspective...
- 10 What's the Buzz?
- 11 Let's Talk With...
- 13 Our Reflections
- 14 From Passion to Action
- 16 PN Trivia



- 02 Editor's Note
- 03 Imagination at Work
- 08 Perspective...
- 10 What's the Buzz?
- 11 Let's Talk With...
- 13 Our Reflections
- 14 From Passion to Action
- 16 PN Trivia

pandemic has made people everywhere re-evaluate their lives and work, and many now expect their jobs to be a significant source of purpose in their lives. In SPS, we need to help COLs to meet this need or be prepared to lose talent to organisations that communicate their purpose effectively. Please do not assume that our SPS purpose is so compelling that we do not have to talk about it regularly in our leadership communications. I urge more SPS leaders to talk about our 'Purpose' more intentionally to meet the aspirational needs of the next generation of COLs.

Over the years, I learnt that the most challenging part of leadership is leading myself. I am still learning to overcome my fears, insecurities, and blind spots as a leader after so many years. It is a lifelong learning journey. I am doing my best to spend more of my time and energy focusing on 'People' and stewarding the 'Purpose' of my organisation instead of managing the day-to-day. When the team is ready, we as leaders should empower them to execute the 'Performance' outcomes as much as possible while watching closely behind to support them when required.

1. **Do you know what you are talking about?**
This is a Competence question
2. **Can I trust you?**
This is a Character question
3. **Do you care for me?**
This is a Connection question



In summary, I urge all SPS leaders to take these three questions to heart when they lead. These are the three key questions your people will always ask when you are the leader. If the answer to all three questions is YES to most people you lead, you are leading in the right direction.

Q3 PLEASE SHARE WITH US ABOUT THE COACHING CULTURE YOU ARE FOSTERING IN SPS

Performance Management and Coaching

Let me clarify that coaching is NOT performance management, although the key objective may overlap – continual improvement of the individual. When we manage performance, we focus on the problem, outcomes and results. In coaching, the focus is on the person – their internal way of being, mindset, and development – not their problem or goal.

Let's be practical now. All leaders are accountable for outcomes. As such, we must ensure we manage our people's performance well. We need to set aside time to have performance conversations with our people to ensure we

are all moving towards the right direction and producing outcomes that serve SPS's Mission and Purpose. We ought to be very proud that many of our SPS leaders are dedicating time to talk to our COLs and help them perform better in their daily work.

As we prepare our COLs to be future-fit, coaching must be offered to more staff, beyond the senior leaders. To develop leadership at all levels, coaching must be offered to all COLs who want to be coached. SPS must continue to deepen our coaching culture. Coaching is a deliberate process using focused conversations and coaching skills to create an environment for individual growth, purposeful action, and sustained improvement. It is a more collaborative process. The coachee will lead the conversations and make more decisions about their roles, goals, and development. The idea is that the coachee will become more confident and empowered with increased ownership and autonomy. The coach's role is to listen, articulate observations, ask powerful questions, challenge, support and encourage. You need to be trained and receive coaching to be a good coach.

In essence, it is not about Performance Management **OR** Coaching. It is about Performance Management **AND** Coaching.



AN INSPIRING TEAM: Mr Jimmy Lee (top right) with some of the Coaching Champions in SPS.

Deepening Our Coaching Culture

Coaching in SPS was established in 2001 and was last reviewed in 2019. Building on all the excellent work done by the COLs before us, the SPS Coaching Champions will deepen our Coaching Culture by empowering and engaging COLs to be coachlike in their day-to-day interactions with staff and inmates. Coaching Advocates in several Divisions and Institutions were



IT'S ALL ABOUT BEING HANDS-ON: Mr Jimmy Lee (middle) facilitating an in-house coaching programme with Coaching Champions in SPS.

appointed and trained to drive and co-create strategies with their respective leadership teams at all levels of the organisation. We strive to make all our prisons a place of transformation for both staff and inmates, one conversation at a time.

In addition, we will continue to deepen our coaching knowledge and skillsets by professionalising our training and building our in-house training capabilities. For example, 15 SPS Coaching Champions will be trained over three years as Professional Certified Coaches who will develop and deliver all in-house coaching programmes for all COLs. Finally, SPTI will develop a coaching infrastructure to ensure a sustainable, robust, and integrated execution of SPS's coaching processes and activities into the future.

I believe that by embodying a coaching mindset, coach-like communication, and leadership styles, we can make SPS' desired culture of COLs who 'Dare' and 'Care' a reality. This will create a psychologically safe workplace where COLs will be encouraged to speak up and innovate. Failures will be seen as learning opportunities. The desired end goal is for COLs to become self-driven learners. A coaching culture is crucial to creating a culture of continual learning and development that will enhance the capabilities and capacities of all COLs towards achieving our Vision and Mission.

I invite all readers to get in touch with me if you are aligned or resonated with what I shared about how we want to nurture a coaching culture in SPS. Let's chat to see how you can contribute; perhaps, you may have what it takes to become an SPS in-house Professional Certified Coach.

I challenge you!



OUR REFLECTIONS

What is

Innovation

to me?

Reported by
RO2 Cythia Lim

Steve Jobs once said, "Innovation is the ability to see change as an opportunity – not a threat". With the ever-evolving correctional landscape today, SPS has cultivated a Dare-to-Do spirit amongst our innovation champions to improve operational effectiveness and efficiency, and encourage fellow Captains of Lives to do the same. Prison News sat down with four of them and asked them, "What is innovation?"

MX12 Giovanniell Kong Gin Hin
Correctional Rehabilitation Specialist, Psychological & Correctional Rehabilitation Division
Trained in Behavioural Insights (BI)



“

WHAT IS INNOVATION TO ME?

Innovation is the thinking of new ways to solve an existing problem to make the process more efficient and even more fun for everyone. Innovation can come in all shapes and forms that could help the organisation as a whole.

ANY WORDS OF WISDOM YOU WOULD LIKE TO SHARE?

There is a particular innovation-related quote that I strongly believe in. "Creativity is thinking up new things while innovation is doing new things." Simply put, many people have great ideas but many of such wonderful ideas remain buried unless we take the first step to share them with others and work on innovating the process or product.

SUPT1A Teo Sze Ying
Superintendent, Institution TM1, Cluster C
Recipient of Home Team Innovation Award 2022



“

WHAT IS INNOVATION TO ME?

Innovation is never about coming up with new ideas only. The most organic and unnoticed ways of innovation are actually what we do as part of our work, such as redesigning current workflows to improve situations or simplifying existing processes. This even includes improving on an idea that has been implemented! So long as the idea creates and adds value for someone else, I think that is innovation.

ANY WORDS OF WISDOM YOU WOULD LIKE TO SHARE?

Every one of us is an innovator. We all have opinions, suggestions, or ideas on how to improve things. However, the reality is that most of these ideas won't produce any positive results if we don't act on it. It takes conscious effort and resolve to pull ourselves out from the day-to-day commitment and challenges to take action! It's not easy, and I'm still learning how to do it better too.

ASP2 Mohamed Taufiq Razali
Team Leader, Institution B3, Cluster B
Trained in Behavioural Insights (BI)



“

WHAT IS INNOVATION TO ME?

There was a time when everyone thought that it was crazy to open a restaurant for 24 hours. Then, McDonald decided to do so and now, everyone thinks it is crazy if a McDonald outlet is not open 24 hours. This is just one example of how innovation changes the way we look at things.

Innovation is about having a growth mindset. It is reframing of the mind. It is the 'why' and more importantly, the 'why not'.

Innovation is about having that crazy idea, and to go for it. It is about daring to try, and daring to fail, and daring to keep going. It is about caring enough to make a change, and to do what is right.

ANY WORDS OF WISDOM YOU WOULD LIKE TO SHARE?

Where does your imagination lead you to? What does innovation mean to YOU?

The correctional landscape of tomorrow begins from our imagination today. So dare to dream far, care to start small, and never ever stop trying.

ASP1 Ang Chuean Wee Kelvin
Head, SPEAR Force, Operations Division
Recipient of Exemplary SkillsFuture Public Service Transformation Award 2022



“

WHAT IS INNOVATION TO ME?

Innovation is everyday life. We solve problems and issues every day. That in itself is innovation.

In life nothing is constant, the only constant is change.

ANY WORDS OF WISDOM YOU WOULD LIKE TO SHARE?

Don't be put down by the word 'Innovation'. It just means finding ways to do the same thing quicker, easier, and better.

- 02 Editor's Note
- 03 Imagination at Work
- 08 Perspective...
- 10 What's the Buzz?
- 11 Let's Talk With...
- 13 **Our Reflections**
- 14 From Passion to Action
- 16 PN Trivia

THE SALVATION ARMY

Igniting Hope, Rebuilding Relationships

Reported by
RO2 Chung Yu Xuan and RO2 Aaron Tan

- 02 Editor's Note
- 03 Imagination at Work
- 08 Perspective...
- 10 What's the Buzz?
- 11 Let's Talk With...
- 13 Our Reflections
- 14 From Passion to Action
- 16 PN Trivia

Did you know that the Salvation Army (TSA) recently clinched the Star Partner Award during the Public Sector Transformation Awards Ceremony in July 2022? This award recognises organisations and individuals who had contributed to better outcomes for the Public Service.

Singapore Prison Service (SPS) is a close partner with TSA since 2000, collaborating to render support to families affected by incarcerated individuals. Prison News spoke with Ms Deborah Ang, a Senior Social Worker who has been with TSA for the past four years, to learn more about the impactful work done by the organisation.

WHAT IS ONE OF THE MOST MEMORABLE EXPERIENCES YOU HAD IN YOUR JOURNEY SUPPORTING EX-OFFENDERS AND THEIR FAMILIES?

During the COVID-19 period, we had to scramble to respond to the changes in our Family Bonding Programme (FBP) format. During the first video conference event that we held for the children to zoom their parents (in place of the open visit), I was very moved by the unique contributions and strengths of each of my teammates. Despite being a small team with very different working styles, we did our best to come together to serve the families.



A family engaging with their father during the June 2021 Virtual Family Bonding Programme.

Although it was not the most top-notch video conference event ever planned, each of us prioritised the needs of the children to have safe and meaningful connections with their parents. Even the prison officers and coordinators ran around trying to help us fix connection issues that popped up unexpectedly!

We also saw the inmates struggle to talk and connect verbally with their children over technology. It was not the easiest experience, especially for some of the fathers with young children! We were inspired by their efforts, and it also made my team focus more on increasing parents' resources and skills in engaging and communicating with their children during our subsequent runs.

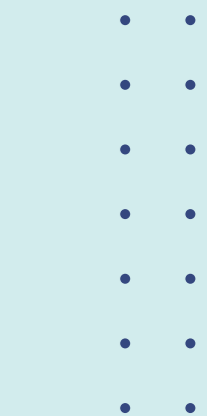
"Sometimes children come into the video conference or open visit knowing that it is not guaranteed that their parents will not relapse after this incarceration. It is both difficult and encouraging to see this. My team believes that each safe moment between a parent and child is precious. So, we will do our best to safeguard them."



Ms Deborah Ang (first from left) together with her co-workers from TSA, preparing for children to join the June 2022 Open Visit in prison.

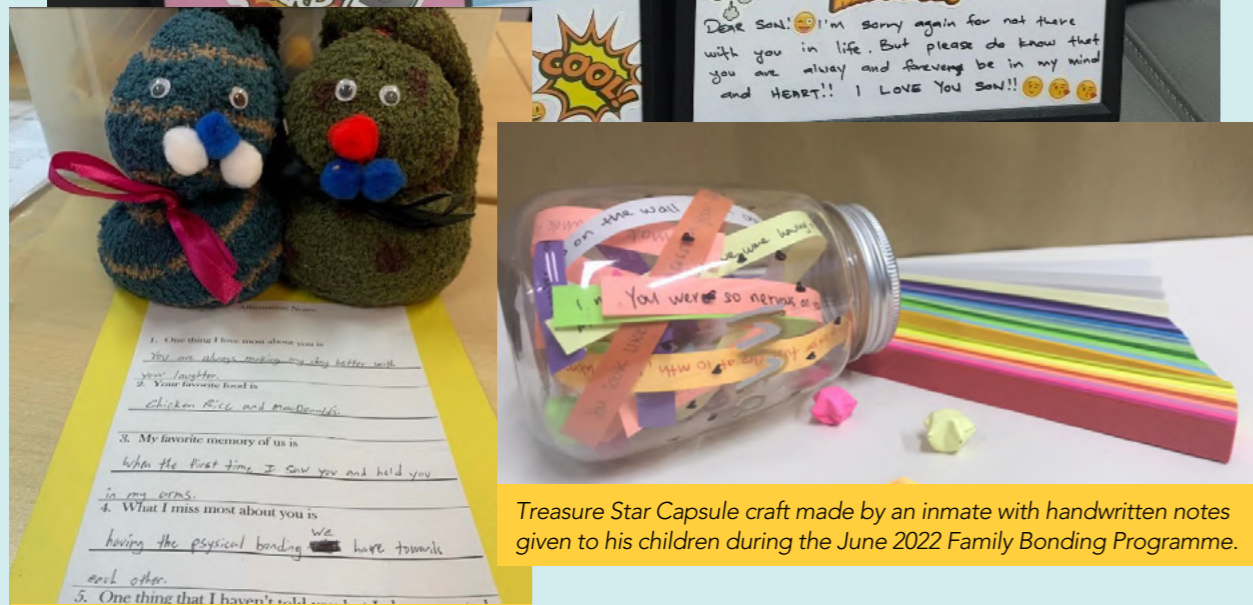
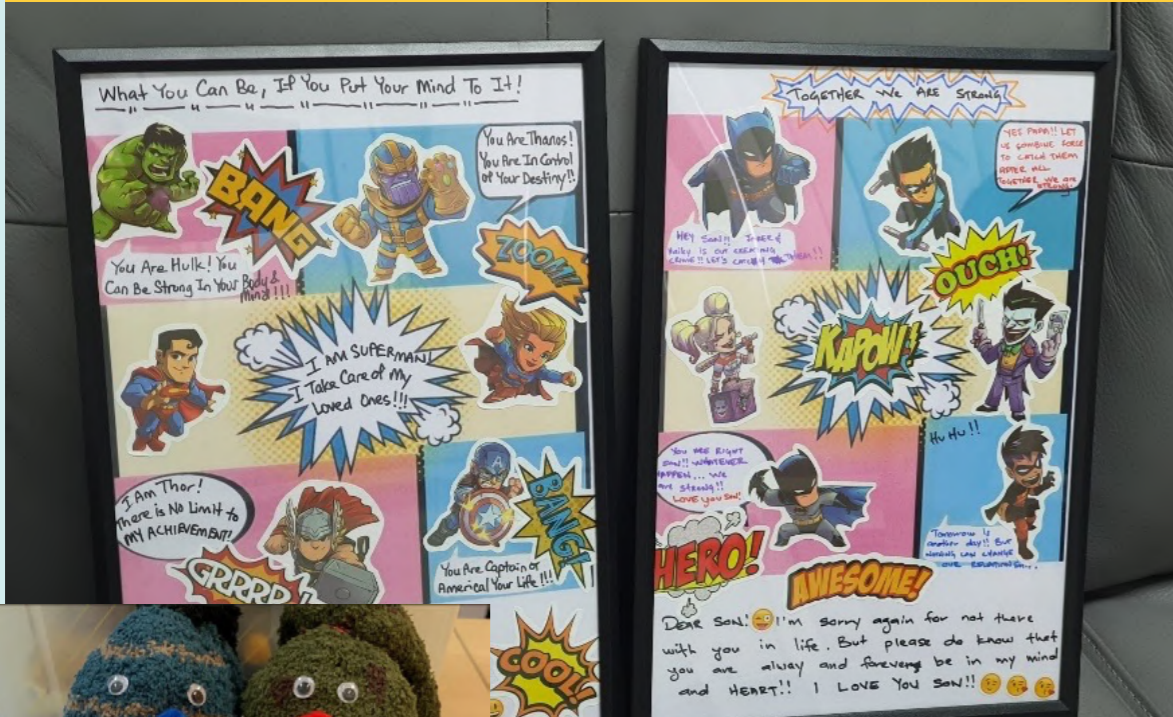
As a social worker with TSA, Ms Deborah Ang works closely with inmates and their children under their 'Kids In Play Programme' to help incarcerated parents strengthen their relationships with their family members and children.

While it is not an easy task rebuilding strained relationships, she finds her job meaningful as it is always a joy to talk to the caregivers, engage the youths and hear the experiences and reflections of the inmates.



PHOTOS OF HANDICRAFTS MADE BY INMATES...
FAMILY BONDING PROGRAMMES

Comic strip made by inmates for their children during the June 2021 Virtual Family Bonding Programme.



Treasure Star Capsule craft made by an inmate with handwritten notes given to his children during the June 2022 Family Bonding Programme.

Sock Bunny Craft and an affirmation note made and written by an inmate for his child at the 2020 Children's Day Family Bonding Programme.

WHAT IS ONE MOTTO YOU LIVE BY?

One key belief that I hold onto in my work is that healing takes place in relationships. Whether it is an incarcerated parent's relationship with himself/herself or with their family members, each relationship has the potential to provide one with the opportunity to integrate past trauma and experience connecting and creating safe attachments again. This hope is what drives the work at 'Kids In Play Programme'. We are intentional in creating safe and fun spaces for the incarcerated parent and child to bond. But at the same time, we are also cognisant of the child's need for emotional safety, and the impacts of broken trust that may play out between parent and child given the multiple incarcerations/relapses that may occur.

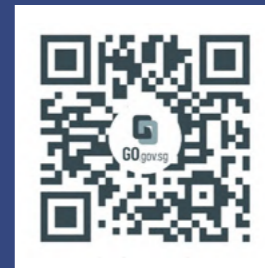


Ms Deborah Ang engaging a beneficiary during a counselling session.

DID YOU KNOW?

'Kids In Play' aims to build an inclusive society where families of incarcerated persons are embraced and empowered to be contributing members of society. They provide professional support to address the impact of parental incarceration on children and caregivers, help to strengthen familial bonds, and facilitate the reintegration of incarcerated persons with their families.

To find out more about the various support provided under TSA's 'Kids In Play', you may click or scan the QR code:



- 02 Editor's Note
- 03 Imagination at Work
- 08 Perspective...
- 10 What's the Buzz?
- 11 Let's Talk With...
- 13 Our Reflections
- 14 From Passion to Action
- 16 PN Trivia

- 02 Editor's Note
- 03 Imagination at Work
- 08 Perspective...
- 10 What's the Buzz?
- 11 Let's Talk With...
- 13 Our Reflections
- 14 From Passion to Action
- 16 PN Trivia

prisonnews TRIVIA!

Let's test your knowledge of SPS!

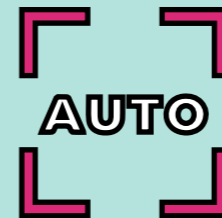
Fill in the blanks below and email your answers to thepneditor@pris.gov.sg by **10 Feb 2023, 2359 hours**. Three readers with the correct answers will walk away with **attractive** SPS Collaterals!



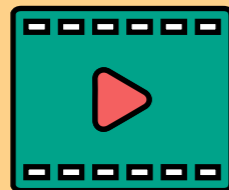
The Fathering Playbook for Fathering Support Groups aims to break the cycle of _____ offending by motivating and equipping inmates with parenting skills through support groups.



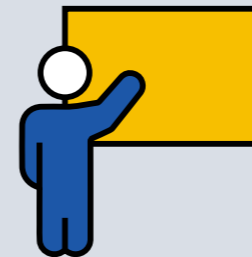
_____ support is essential during the first and last six months of incarceration. Through the collaboration between Singapore Prison Service and Family Service Centres, more than 800 inmates were triaged with more than 400 families benefitting from it since 2020.



SPS collaborated with HTX to develop _____, which seeks to automate the conduct of around 5,000 urine tests per month without any manual supervision.



Interactive videos allow inmates to feel the _____ impact as they can relate to how the main lead hurt himself and his loved ones, which motivates them in their journey of change.



Coaching is a deliberate process using focused conversations and coaching skills to create an environment for individual growth, purposeful action, and sustained improvement. The _____ will lead the conversations and make more decisions about their roles, goals, and development.

TO MA'AM, WITH GRATITUDE.

A LETTER FROM EX-DRUG ADDICT
TURNED BAKER.



Dear Madam,
Words cannot express how thankful I am for your assistance and advice. You never gave up on me when others did. I'm now working at a cafe near town, do visit me and try our yummy handmade muffins!

sincerely,
Alice



www.sps.gov.sg/career

**BE A CAPTAIN OF LIVES TODAY.
MAKE A REAL IMPACT THAT CHANGES LIVES.**

Follow us @SingaporePrisonService



Follow us @SingaporePrisonService

