

# prisonnews

OCTISSUE 2020  
**CAPTAINS OF LIVES**  
REHAB • RENEW • RESTART

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Photo taken before COVID-19

## PSYCHOLOGICAL AND CORRECTIONAL REHABILITATION DIVISION (PCRD)

MAIN FEATURE



SINGAPORE PRISON SERVICE

# PSW 2020 IS VIRTUAL!

SAVE THE DATE  
08.10 - 30.10

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3	4	5	6	7	8	9
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31						

For more info, visit  
<https://publicserviceweek.gov.sg>  
Do note that this is an internet-facing website

Registration for the events  
will begin on 1 Sep

8  
OCT

## Be Inspired at the Public Service Conference

10AM - 11AM

Hear live from HCS and CE(HDB) on how you can be prepared to meet the demands of the Public Service in the future.

16  
OCT

## Pledge as One at the One Public Service Observance Ceremony

10AM - 11AM

Come together to hear from Minister-in-charge of the Public Service, recommit and reinforce our purpose as public officers.

21  
OCT

## Celebrate together at the Public Sector Transformation Awards Celebration

3.30PM - 4.30PM

Celebrate the achievements and get inspired by the Public Sector Transformation Awards winners. This year, the event is open for all so join us in congratulating your colleagues!

12  
TO  
30  
OCT

## Learn and grow together during Learning Festival

Look forward to a bustling variety of offerings to support you in your journey of continuous learning. Learn about the new core competencies and let's 'Build Our Future Public Service' by transforming our Workforce, our Work and our Workplace.

### HOW ELSE CAN YOU PARTICIPATE IN PUBLIC SERVICE WEEK 2020?



Feeling pensive over what has happened in the past few months?  
Have a vision on how we can do better as a service?

Share with us some of your thoughts and reflection,  
be it in a letter, a poem or a picture.

Email us at [PublicServiceWeek@psd.gov.sg](mailto:PublicServiceWeek@psd.gov.sg)  
and stand a chance to be featured  
on our emailers and get attractive prizes!

**TOGETHER,**  
WE CAN OVERCOME AS  
**ONE PUBLIC SERVICE**

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## EDITOR'S NOTE

### Dear Readers

Ever wondered what goes on behind the rehabilitation of inmates by the Singapore Prison Service (SPS)? The **Psychological and Correctional Rehabilitation Division (PCRD)**, headed by **Director (PCRD)**, engages in a myriad of services to support the rehabilitative services for inmates in the prisons. They engage in research, assessment, delivery and evaluation of rehabilitative services, in addition to training and supporting our Prison Officers.

On a related note, we take a peek at a **Day in the Shoes of Officers in the Psychiatric Housing Unit** and learn how they manage Offenders with Mental Disorders (OMDs) jointly with the staff from the Institute of Mental Health (IMH).

Celebrating our Nation's birthday this August, we also wish to congratulate 71 of our own officers receiving the **National Day Awards 2020**, for their outstanding service and valuable contributions to the Public Service and Nation.

At the top of our list of National Day Awardees is Mr Desmond Chin, former Commissioner of Prisons. He has passed the baton to Mdm Shie Yong Lee via a heartfelt virtual **Change of Command Ceremony**. Join us in our **#Throwback** as we traverse his journey through Prisons one last time. A truly down-to-earth, passionate and inspirational leader, Mr Desmond Chin will be deeply missed by all of us.

On behalf of all Captains of Lives, we wish Mr Desmond Chin great health and all the best for his next chapter of life adventures!

ASP Crystal Seet  
Editor, Prison News

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# Psychological and Correctional Rehabilitation Division (PCRD)

Reported by  
Prison News Reporters  
Faizal Bin Roslan  
and Tan Hui Min



All group photos featured were taken before COVID-19

Formerly known as Psychological and Counselling Services Branch under the Rehabilitation and Reintegration Division, the Psychological and Correctional Rehabilitation Division (PCRD) was established in 2012 to provide more breadth and depth in the scope of rehabilitation and correctional work in the Singapore Prison Service (SPS).

Psychologists and Correctional Rehabilitation Specialists (CRSes — formerly known as Counsellors) develop and deliver programmes to inmates to mitigate their risks of reoffending and facilitate their reintegration back into the society. In this issue, we shed light on some of the units within PCRD.



## ASSESSMENT AND PLANNING

### 2. CORRECTIONAL REHABILITATION AND PLANNING BRANCH (CRPB)

CRPB consists of two units – Correctional Assessment Planning (CAP) and Correctional Rehabilitation Planning (CRP). CRPB is responsible for SPS' assessment framework, which informs the allocation and resourcing of rehabilitation interventions.



**Ms Vanessa Tang**  
Executive

#### What does CRPB do?

CAP, which I am a part of, manages the policies relating to correctional assessment services. We train specialists in general risk/need assessments, and co-develop in-house assessment tools to guide correctional interventions. We also oversee the provision of pre-sentencing reports to the Court, and work with external stakeholders such as the Ministry of Social and Family Development (MSF).

My teammates from CRP function as the system integrator for PCRD, overseeing the division's Key Performance Indicators (KPIs), workplans, budget and risk audits, in addition to being a hub for PCRD's data and knowledge management. CRP also ensures the Psychology-based Correctional Programmes (PCPs) resourcing of lower risk/need inmates through procurement, and established a PCP Integrity and Audit (PIA) Framework that enables quality assurance of our vendors' services, and at the same time develops the vendors' skills through coaching.

#### What are the factors for consideration in planning assessments and rehabilitation?

SPS' assessment and rehabilitation policies are based on evidence-informed practices, primarily guided by the Risk-Needs-Responsivity (RNR) model for addressing offender recidivism.

#### Risk-Needs-Responsivity (RNR) Principles

##### Risk: "Who"

Higher risk offenders require more services

##### Needs: "What"

Criminogenic factors to treat

##### Responsivity: "How"

e.g. Consider offender's learning style and cognitive ability

Alongside the RNR model, other evidence-based practices such as the Good Lives Model and Desistance Theory are also incorporated into our assessment and rehabilitation work.



## RESEARCH

### 1. CORRECTIONAL RESEARCH BRANCH (CRB)

CRB seeks to understand why people offend and how SPS can best support offenders in their rehabilitation and reintegration.



**Ms Shermaine Chionh**  
Psychologist

#### What does CRB do?

We integrate knowledge from the local and international literature, design sound studies, and gather information from our offenders and stakeholders to understand correctional issues. We then build strong evidence to inform SPS correctional practices, policies and future strategic directions for offender rehabilitation and reintegration.

#### What do you find rewarding about your work?

I find it meaningful that my research can contribute and make an impact, rippling into the lives of people in the community. I also value the opportunities that our research has to advance correctional knowledge for Singapore's criminal justice system and the international literature.

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## DELIVERY OF SERVICES

### 3. PSYCHOLOGICAL SERVICES BRANCH (PSB)

PSB is responsible for the provision of psychological assessment services. It also delivers PCPs for targeted offenders and applies psychological knowledge to operations.



**Mr Ng Kend Tuck**  
Psychologist

#### What are some challenges you face in getting through to inmates?

I work mostly with inmates who have committed sexual offences. The main challenge is helping them get past their shame and guilt. A lot of them acknowledged what they did were wrong and are motivated to not re-offend. However, due to the shame and guilt, some of them might have low self-esteem and are unwilling to share openly. It can be challenging to get past this wall to really understand how they feel and think.

Such offenders also face a lot of stigma, and thus may feel that the society has given up on them and do not believe that they can change. When they hold this belief, they are less motivated to attend interventions and have difficulties trusting people around them. Building rapport and trust with this group of offenders becomes more challenging, but it can also be fulfilling when we succeeded in gaining their trust.

#### How do you work with Prison Officers to further the rehabilitation journey of the inmates?

In 2019, PSB collaborated with a housing unit to create a conducive rehabilitation environment for sex offenders. The psychologists and officers had multiple information exchange sessions, and one of them was a full-day attachment where the psychologists shadowed the officers to better understand the operations. The psychologists also shared tips and ways in which officers can better engage and interact with the offenders. We also had a sharing session by a desistor on his experiences creating a life without re-offending.

### 4. CORRECTIONAL REHABILITATION SERVICES BRANCH (CRSB)

CRSB has three branches overseeing matters related to drugs, women and penal issues. Other than assessing and delivering PCPs to mitigate risks and address criminogenic needs of inmates, they also work closely with the institutions to shape a transformative environment to maximise opportunities for learning and growth.



**Ms Shoba Rajandram**  
Correctional Rehabilitation Specialist

#### What roles do CRSes have besides delivery of PCPs?

We conduct training sessions for officers and service providers of inmates' programmes. Personally, as a Maximising Opportunities to Support Transformation (MOST) trainer, I provide coaching and support

for officers in skills application on the ground. We also design various regimes and activities to facilitate the conduct of inmates' programmes. We work with stakeholders such as families and community partners to support the reintegration of inmates.



5-day Restorative Practice training conducted by CRSes for Prison Officers in 2019

#### In what other ways do CRSes support operations?

We implement initiatives to support staff in building their resilience, as well as develop session plans and toolkits to support inmates in coping and adjusting to life in prisons. We work closely with the officers to facilitate these sessions.



## EVALUATION OF SERVICES

### 5. PROGRAMME DESIGN AND EVALUATION BRANCH (PDEB)

As designers, PDEB strives to develop relevant and effective interventions and regimes. They also ensure the quality of programmes by providing training and supervision to the staff. As evaluators, PDEB assesses how well the rehabilitation work is being conducted in SPS. The findings of these evaluation studies are used to improve the work being done with the offenders.



**Ms Farhanis Ahmad**  
Correctional Rehabilitation Specialist

#### How does evaluation contribute to the rehabilitation of inmates?

At the heart of our work, it is always to ensure that the rehabilitation work can improve the lives of the offenders. Hence, we aim to encourage best practices in all aspects: the system, process, protocol, routine, programme and engagement. We revise programmes with unfavourable evaluation results. If the quality of the interventions has been assured, then evaluation has done its job.

#### What does an evaluation process encompass?

Firstly, the purpose and scope of evaluation is established in an agreement among key stakeholders. Secondly, we require a clear and unbiased understanding of the evaluand and the context. We meet key stakeholders involved in the development and implementation of programmes to unravel the design and thinking behind it. We also conduct observations to see how the programme or regime works. Thirdly, we design the evaluation methodology and framework. We choose how, when, who and where to evaluate. Finally, we present the findings from the data we collected and analysed.

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Evaluation is only meaningful when the findings enable stakeholders to make sense of their efforts and plan for their next step. Hence, sharing is facilitated in a myriad of ways that best benefits the stakeholders.



Ms Farhanis presenting an evaluation study at the Yellow Ribbon Conference in 2018

### What happens post-evaluation?

We cry in happiness, run around the office and scream "IT'S OVER" to the heavens.

But in all seriousness, PDEB acknowledges the importance of following-up with the respective programmes and regimes. Proposals and recommendations are provided to improve the evaluand's performance.

Internally, PDEB also spends some time reviewing the entire evaluation process. As we evaluate others, it is crucial that we evaluate ourselves and reflect on how we can do it better.

And then...we go again.



## INTERNATIONAL IMPACT

To enhance Singapore's position as a thought leader in corrections, PCRD also engages, advocates and shares our correctional research and practices with international counterparts.

Ex-PCRD Director, Mr Timothy Leo, was part of the Singapore delegation who attended United Nations Commission on Narcotic Drugs (UNODC) meetings from 2017 to 2019. In 2019, current PCRD Director, Mr Karam Singh, was also involved in the UNODC Expert Group Meeting to share SPS's approach to assessment of offenders.



Mr Timothy Leo presenting Singapore's evidence based approach to drug rehabilitation at the 2017 UNODC Intersessional Meeting in Vienna.

In collaboration with the UNODC, PCRD also led a 2-day SIN-UNODC Correctional Rehabilitation Workshop to share Singapore's experiences and exchange best practices in the areas of correctional rehabilitation and community reintegration. This workshop was held in conjunction with the Yellow Ribbon Conference 2018, attended by more than 450 international delegates from 15 Asia Pacific countries.



Mr Desmond Chin, former Commissioner of Prisons (fourth from right), and Mr Timothy Leo (second from right) with panelists involved in the 2-day SIN-UNODC Correctional Rehabilitation Workshop in 2018

### International Corrections and Prisons Association (ICPA)

In the past 5 years, PCRD's psychologists and CRSEs have presented about 50 papers at various international conferences. In 2017, PCRD won the ICPA Correctional Excellence Award on a write-up of the Enhanced Supervision Scheme.

In addition, PCRD has been actively involved in ICPA's Research & Development Network, with Mr Karam Singh and Dr Gabriel Ong (Deputy Director, Psychological Research, Operations and Programme Design) on the panel of editors that review papers submitted to ICPA's journal, 'Advancing Corrections'.

In recent years, PCRD has also been involved in the International Association of Correctional and Forensic Psychology (IACFP). In 2019, Mr Timothy Leo was invited to be part of the first IACFP International Correctional Mental Health Leadership Network to discuss current and emerging issues in the field of correctional mental health. In 2020, Dr Gabriel Ong was a member of the panel on an IACFP webinar, presenting SPS's experiences in supporting staff mental well-being and resilience during COVID-19.

**As rehabilitation and correctional work continues to evolve in breadth and depth in scope, PCRD continues to innovate in research, assessment and planning, delivery and evaluation. Their good work not only impacts rehabilitation and corrections locally, but also shapes conversations and opinions for correctional policies on a global macro-scale.**



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**Sgt Tan Yew Meng**

#CaptainsOfLives Sgt Tan Yew Meng, a Cluster Control Centre Officer who oversees the security of Cluster B in the Changi Prison Complex, is an avid runner. He participated in Cluster B's Tri-Factor Challenge in 2019, a competition which encourages staff to adopt a healthy lifestyle, in which he clocked a total of 291.69 km within a month and clinched the "Longest Distance Runner" title!

[Click here to see IG post](#)



**Happy Teacher's Day!**

Ms Gill Saul is a volunteer art teacher at the Visual Arts Hub (VAH) in Changi Prison Complex. She inspires inmates to use art as a medium to express their feelings and emotions. Art is an effective platform to facilitate rehabilitation inmates and she has witnessed how art has unleashed a lot of their hidden potential.

Ms Gill is not only an art teacher but acts as a mentor to the VAH inmates as well by providing them with useful life advice whenever they share their struggles with her. She is grateful to be part of the inmates' rehabilitation journey and hopes that the inmates would grow to become art and life mentors themselves. Even though people can come from different backgrounds, they can still be connected through a common platform — art.



Gill Saul  
Volunteer Art Teacher  
Visual Arts Hub  
Changi Prison Complex

[Click here to see IG post](#)

**WHAT'S THE BUZZ?**

By: Prison News Reporter Huzaifah Bin Mustaffa

**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 @CaptainsOfLives social media accounts to provide a peek at what our COLs are up to. #ICYMI

Follow us! @CaptainsOfLives



**One United People**

For this year's NDP, our Home Team Departments came together to sing our version of "One United People" to signify that as a Home Team, we are stronger when united. This music video reflects each Home Team's function in keeping Singapore safe and secure. 2020 has been a year unlike any other, but we are determined to emerge stronger as One Home Team.

Singapore Prison Service is proud to have our very own SSGT Muhd Rizal Kedua Ismail representing us and showcasing his wonderful talent.



[Click here to see IG post](#)



**Volunteering with a Heart**

With the current Covid-19 pandemic causing many members of public to have emotional and psychological distress, Paul Yong decided to volunteer with the National Care Hotline (NCH) to provide support to those in distress. Using his skills honed as a Psychologist with the Singapore Prison Service (SPS), he supports callers who were experiencing challenging moments and directs them to the relevant help they need.



Paul's sustained passion in volunteering comes from being inspired by family, friends, and colleagues who are just as passionate about giving back to society. Paul shared that his experience with NCH gave him a chance to understand that despite challenges others might face, they do have their own strengths and means to cope. Applying his volunteer experience to his job as a Prisons' Psychologist, he learnt to be more mindful to look at the strengths of the inmates under his care.

[Click here to see IG post](#)

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## CONVERSATION WITH...

Director of Psychological and Correctional Rehabilitation Division:

# MR KARAM SINGH



Reported by  
Prison News Editor  
Crystal Seet and Reporter  
Liew Wan Rong

**P**iqued by the work that Psychological and Correctional Rehabilitation Division (PCRD) does? This inspiring chat with Director PCRD, Mr Karam Singh, might leave you wanting to join them to make a change!



### OUR VISION:

*As Captains of Lives,  
we inspire everyone, at every  
chance, towards a society  
without re-offending.*

Q1

**YOU HAVE RECENTLY TAKEN OVER AS D/PCRD. WHAT ARE SOME OF THE NEW CHALLENGES YOU FACE IN THIS ROLE, AND HOW DO YOU DEAL WITH THEM?**

I've served in the Singapore Prison Service (SPS) for almost 21 years as a psychologist. While this was in various appointments, it has pretty much been within the same function as a specialist. The tendency to become complacent from being so familiar with rehabilitation work poses a distinct challenge for me – that I may be blind to new and different ways of doing rehabilitation more effectively or efficiently and, in a sense, miss out on the other 'right answers' out there.

Another challenge I set for myself is – how do we exist for the greater good? It's human tendency perhaps to look out for our own interests but that's not what we are called to do. This is especially so as we serve in the public service. Thus, as a division, and even as a generation, we need to aim to work for the greater good.

Q2

**WHAT IS THE DIRECTION THAT PCRD IS TAKING TO CONTINUE STRENGTHENING THE REHABILITATION AND REINTEGRATION OF INMATES?**

We are looking for 'more right answers' in effective rehabilitation. We may have found some right answers in the past decade but the potential for more right answers exists out there. For example, we have learnt well the answer to "Why do offenders offend?" We even appear to know how to predict the probability the person will re-offend. That's good... but not good enough. We now pursue answers to a new question, "Why do offenders stop offending, and for long periods of years?" Knowing 'what works' can lead us to put into place conditions which enable people to not re-offend. That's after all what our **Vision** is about, isn't it?

Secondly, we also recognise the potential of daily operations to inspire offender change, and we want to do more to support operations in this area.

Lastly, we want to make our people more effective, as we are the agents of change after all. Programmes and processes are important, but good people trump both any day! While we can't increase our numbers, we can increase our quality.

Q3

**WHO HAS INSPIRED YOU IN YOUR TIME AS A CAPTAIN OF LIVES? HOW HAVE THEY INSPIRED YOU?**

Former Deputy Commissioner of Prisons, Jason Wong, was an inspirational leader who led with much humility. Though he was so senior in rank, in our first conversation in my first year in service, he introduced himself to me as Jason. He took an interest in getting to know me and wanted to hear my views on rehabilitation. Jason was a well-rounded Captain of Lives – an officer who understood humanity and offender change as well, if not better than, specialists like psychologists. Through Jason, I learnt what it means to be a leader who serves.

My other inspiration was a Reformatory Training Centre (RTC) inmate in my second year of service. He was my first teacher in how inmates change. This was a youth who was labelled a 'trouble maker' in the former Changi RTC. I assessed and asked him to attend our violence programme. He initially refused but gave me some face and agreed to give it a try. He sat through the first few sessions with a 'black face' and was silent. He slowly opened up. By the time the programme was over, he had produced the biggest change in the group. He renounced from his gang; and told his friends who wanted to continue in the gang to go follow someone else because he's decided to live differently. He left RTC and became a responsible son and big brother, pulled his younger brother out of the gang, shielded his sister from preying gang youth, successfully completed his NS in SCDF; and is now married with a child. Some years later I asked him, "Was there something in RTC which helped you to change?" I was hoping to hear it was about how good our programmes or regime were. But he said without a blink of an eye, "Because I know you really cared for me and was not just doing your job." He said he saw that in the simple ways we talked and went about doing our work. How often we miss the simple answers in life because we are so busy looking for the complex ones.

Q4

**WHAT IS ONE IMPORTANT DECISION YOU MADE THAT YOU HAVE NEVER REGRETTED?**

Joining and staying on in SPS over the past 21 years. I initially thought that I joined SPS "by accident" (long story) but now realise I remain by purpose. Staying on is an annual decision I choose to make after some reflection on 'What keeps me here?' I believe that if I am clear about the 'why' of work, the "what" and 'how' will follow easily.

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# OFFICERS IN THE PSYCHIATRIC HOUSING UNIT

Reported by  
Prison News Reporters  
Lin Rouxiu and Sim Lin Yi



Prison officers, Institute of Mental Health staff and nursing staff in the Psychiatric Housing Unit

All group photos featured were taken before COVID-19

## A COLLABORATION BETWEEN SINGAPORE PRISON SERVICE (SPS) & INSTITUTE OF MENTAL HEALTH (IMH)

The Psychiatric Housing Unit (PHU) was established in 2011 in partnership with the IMH to provide appropriate interventions to Offenders with Mental Disorders (OMDs), to assist them in their recovery, address re-offending risks and improve their reintegration and rehabilitation potential after their release from the prisons.

### A Multi-Disciplinary Team (MDT) Approach

The PHU employs a MDT approach. The MDT is led by the Superintendent of the institution, and comprises prison officers, psychiatrists, psychologists, counsellors, occupational therapists, nurses, and medical officers. The team meets monthly to discuss the progress of cases and aftercare plans for OMDs.

### General Process of Inmate Referral to PHU

All inmates referred to PHU will be housed at PHU for observation. The IMH team would assess the inmates' suitability for the PHU programme. If found suitable, the inmates will remain at PHU to complete the programme.

## INMATES AT PHU UNDERGO THE FOLLOWING:

### 1. Clinical Treatment

OMDs are assessed on a regular basis by psychiatrists and nurses.

### 2. Nursing Programmes

Nurse educator conducts psychoeducation sessions to coach OMDs in developing personalised strategies and skills to lead functional and fulfilling lives.



An inmate studying the Mass Rapid Transit map

### 3. Occupational Therapy Programmes

The occupational therapist conducts therapeutic activities such as the use of creative and expressive art, music and supportive therapy group discussions to help OMDs raise their self-esteem and develop effective pro-social choices.

### 4. Indoor Gardening Therapy

PHU initiated the Indoor Gardening Therapy Programme in November 2019 to improve the well-being of OMDs.



Hands-on learning with plants



Gardening Therapy with grow lights

### 5. Art Therapy for Offenders with Special Needs

The Art Therapy programme aims to help offenders improve their overall functioning by increasing internal awareness of thoughts and emotions and developing social skills.



Senior Occupational Therapist Mr Devaraj Prathipraj sharing about Arts Therapy with Prison Officers



A creative clay piece by an inmate



A clay rose done by an inmate

### 6. Family and Community Day

Family members interact with mental health experts and key community partners, to support their caregiving challenges, and strengthen inmates' social support systems.



Briefing about Mental Health to inmates and their families



A gathering for inmates and their families, joined by mental health experts and key community partners

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## 7. Recovery Awareness Day

The inaugural Recovery Awareness Day held on 7 January 2020 allowed OMDs to share their personal achievements in coping with their mental health issues and aspirations through role-play, songs and testimony sharing.



A group of inmates performing a song to celebrate their journey to recovery

**"I was diagnosed with paranoia with mood swings. My moods were erratic at best. The staff at PHU are very professional, patient and kind. With the IMH and PHU staff working together to encourage inmates like me, I have come to understand and manage my mental issues well. I am now employed as an inmate attendant and have been entrusted to help other inmates with mental health issues and assure them that they will be well taken care of in PHU."**

— Inmate Tony (not his real name)

### Throughcare Approach

A holistic approach is taken towards the inmate's rehabilitation from admission to release. Risks and needs are identified early to allow sufficient time for these areas to be addressed. Closer to their release, aftercare plans are discussed with the inmates, their family members, Community Corrections Command (COMC) Correctional Rehabilitation Specialists and/or Reintegration Officers and community partners such as the Forensic Psychiatry Community Service (FPCS).

Aftercare services include assistance in sourcing for accommodation, job, financial aid, out-patient psychiatric care and counselling and working with families supporting the ex-offender's reintegration.

## ONGOING EFFORTS TO STRENGTHEN THE MANAGEMENT OF OMDs

Managing such a unique inmate population is no easy task. Housing Unit officers undergo regular training to upskill their ability to safely and effectively manage OMDs.

We spoke to two PHU officers about their experience working in PHU:



**CW AHMAD  
RUZAILI  
BIN SA'AD**

### How long have you been with PHU and what is your role in PHU?

I have been with SPS for 11 years and working in PHU for more than five years. My role involves operational work and referring inmates to in-care counsellors for rehabilitation interventions. I also work closely with IMH professionals to reinforce inmate's learnings such as practicing good personal hygiene.

### How has PHU prepared you for your role?

Training was provided to equip me with the necessary skills and knowledge to effectively manage OMDs in PHU. Some courses I attended include counselling, restorative practice, cognitive behavioural therapy and negotiation techniques. We also went on a learning journey to IMH, where we observed how a therapist managed and worked with individuals with mental disorders.

### What was your experience like working at PHU?

It has been an eye-opener and an enriching experience for me. Every day is an adventure and there is always something new to learn. The nature of our work can be challenging, and it is helpful that we have a supportive and encouraging management.

### What is your most memorable experience working in PHU?

The most memorable experience for me was the setting up of the indoor gardening room for therapy. It promoted a sense of mindfulness and patience in inmates to keep and grow healthy plants.



**SGT P  
MATHAVAN A/L P  
PARAMASVARAN**

### How long have you been with PHU and what is your role in PHU?

I have been with SPS for 8 years and working in the PHU for about 1.5 years. I played several roles such as a personal supervisor, Multi-Disciplinary Team (MDT) member and IMH class planner. I assist the IMH team to identify inmate's medical and reintegration needs, as well as plan intervention and recovery classes.

### How has PHU prepared you for your role?

PHU encourages teamwork as we have skilled individuals from different disciplines working together to provide care and intervention for OMDs. We keep open channels of communication, share knowledge and experiences, and respect and recognise each team member's efforts.

### What was your experience like working at PHU?

Working with OMDs is a little different from working with the general inmate population. I believe having a positive attitude and showing empathy for OMDs can help them better follow the rules and regulations in the prison. In my daily work, I need to be vigilant for signs and symptoms of relapse in inmates, and also have the courage to handle any unexpected scenarios that may arise.

### What is your most memorable experience working in PHU?

My most memorable experience was during the inaugural PHU Family and Community Day. We brought inmates, their family members, and community partners together to allow them to gain a better understanding of mental health disorders and the interventions provided in PHU.

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OUR CAPTAINS OF LIVES

# Congratulating our National Day Award 2020 Recipients

Credits:  
Well-Being & Personnel Branch  
(Staff Development Division)

The National Day Awards are a means of recognising various forms of merit and service to Singapore.

This year, a total of 5,472 individuals in 24 award categories received National Day Honours, including 71 of our very own officers from SPS.

We are pleased to congratulate the following officers who have been conferred the National Day Awards 2020 for their outstanding service and valuable contributions to the public service and Nation.

**The Public Administration Medal**  
**(Gold)**

Comr Gr 6  
Desmond Chin  
Kim Tham

**The Public Administration Medal**  
**(Silver)**

SAC Gr 8  
Terrence Goh  
Leng Chuang

**The Public Administration Medal**  
**(Bronze)**

SUPT1A  
Faisal Bin Mustaffa

SUPT1A  
Toh Hong Chuan

SUPT1A  
Ricky Eu Kok Keong

AP10  
Yeo Connie

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## The Commendation Medal

**SUPT1A** Lim Lam Seng

**SUPT1A** Cheam Tiong Pheng

**HTS10** Jasmin Kaur

**DSP2** Kiu Cher Han

## The Efficiency Medal

**DSP1** Teng Song Guan

**ASP2** Ang Kok Choon Daniel

**RO2** Mahendran s/o R Marimuthu

**RO2** Muhammad Salik Bin Sidik

**RO1** Sow Siew Chian

**SCW1** Anuar Bin Abdullah  
(De Rozario)

**CW2** Zulkiflee Bin Sarip

**CW2** Tan Heng Kuan Caderline

**CW2** Kang Hock Seng

**CW2** Charles s/o Pangkeas

**CW2** Tan Chin Guan

**CW2** Aloysius Ong Leong Hui

**CW2** Tan Hock Guan

**CW2** Lim Boon Hwee

**CW2** Sureshkumar s/o K Rajoo

**CW1** Mohd Othman Bin Aman

**CW1** Umaparen s/o Subramaniam

**SSGT** Indra Gandhi d/o Gunasegaran

**SSGT** Mohamad Sahar Bin Omar

**SGT2** Mohamed Ishak s/o  
Mohamed Ibrahim

## The Long Service Medal

**SAC Gr 8** Shie Yong Lee

**AC Gr 9** Daniel Tan Sin Heng

**AC Gr 9** Chia Jin Ming Benjamin

**DAC Gr 9** Tan Yeow Chong Simon

**SUPT1A** Ronald Pang In Tai

**SUPT1A** Tan Yew Teck

**SUPT1A** Chong Fung Ping

**SUPT1** Kalaivanan s/o Visvalingam

**DSP2** Choo Joon Piau

**DSP1** Loon Peng Seng

**DSP1** Goh Ee Kar

**DSP1** Tseng Chay Heng

**DSP1** Ong Hock San

**DSP1** Lim Cher Hiang

**ASP2** Soh Chee Eng

**RO1** Abdullah Bin Eskak

**RO1** Yeo Kee Siang

**SCW1** Tan Aik Tong

**SCW1** Lee Yue Heong

**CW2** Palani s/o Amudalingam

**CW2** Jumariah Bte Jumahat

**CW2** Mohamed Ridzwan  
Bin Mohamed Ali

**CW2** Tan Hock Guan

**CW2** Wong Mee Ling

**CW2** Chong Sook Fong

**CW2** Muhammad Rizal Bin Alias

**CW2** Mohamad Hairul Bin Abdul Razak

**CW2** Mohamed Rahadian  
Bin Mohamed Kassim

**CW1** Kelana Bin Ali

**CW1** Saharil Bin Muntahar

**CW1** Mohamad Bin Mansor

**CW1** Ramu s/o Krishnan

**CW1** Selva Seelan s/o Ramalinggam

**CW1** He Yet Lee

**CW1** Tiang Siok Ting

**SSGT** Lai Kong Chan

**SSGT** Ang Meng Kim Ann

**SSGT** Jordan Chua Poh Heng

**SSGT** Goh Lay See

**SSGT** Teoh Eng Liang

**SSGT** Mohammad Firus Bin Razali

# Mr Desmond Chin

Commissioner of Prisons (2016-2020)

Collated by  
Prison News Sub-editor  
Muhammad Sadiq Bin Sa'ad

1990



A beaming Mr Desmond Chin (left) fresh out of university with Mr Teo Tze Fang (former Deputy Director of Prisons and CEO SCORE [now YRSG]). Mr Desmond graduated from NUS with Honours in Social Work — Photo by Mr Teo Tze Fang

*Farewell dear Mr Desmond Chin, it's been our pleasure to have known and worked with you!*

1996



Visit to the old Prison Staff Training School in Sembawang

1999



Mr Desmond Chin (third from right) during a visit to Her Majesty's Prison (HMP), Belmarsh, United Kingdom

1999



Mr Desmond Chin (second row from bottom; first from right) at the Changi Prison Complex Groundbreaking Ceremony

2006



Mr Desmond Chin as CEO SCORE at the 'Beyond the Horizon' event

2002



Mr Desmond Chin (back row, second from right) with the Asian and Pacific Conference of Correctional Administrators Working Group in Hong Kong

2001



Mr Desmond Chin (first from left) during a Deepavali visit to a staff residence

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2011



Mr Desmond Chin at the CARE Network Attachment Programme

2013



Mr Desmond Chin (front row, third from left), together with the training staff and Senior Officer trainees of Cohort 02/2013 aka TITANS, in Nepal

2018



Mr Desmond Chin in his office in the new Prison HQ

2019



Mr Desmond Chin with Mdm President Halimah Yacob at the Yellow Ribbon Prison Run 2019

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# Change of Command Ceremony

Reported by  
Prison News Reporter  
Lim Choon Leong

Yong Lee, you have your head on your shoulders, your feet on the ground and your heart in the right place. No words can express how happy and proud I am to see you appointed as the new Commissioner.

You also have a highly competent Directorate Team, Leadership Group and Captains of Lives who will continue to chart new grounds and achieve greater heights.

I have absolute faith that our Captains of Lives will continue to transform lives, not just for better, but for good.



Commissioner, you have been a Captain of the Captain of Lives. You have been a living testimony, on what it really means to be a man of faith, a good son and a good son-in-law too, a good husband, father, boss and friend.

Your footprints, albeit shoe size 6.5, and "DNA" is everywhere in our prisons as you have been deeply involved in the transformation of SPS in your 30 years of public service.

We stand on the shoulders of giants, our predecessors like you who have laid a good solid foundation and uplifted our profession, so that we can envision bolder, go further and reach higher.

We wish you every success in your new adventure.

612

Captains of Lives was live on Workplace @ 15 September at 10:08 am

612 views

### Comments

Comments (35)

**Shahran Firdaouz Bin Zainudin (SPS)** · You are a true inspiration to many of us. Happy retirement Sir, and all the best in your future endeavours! 😊

Like

**Thuwaibah Binte Abdul Rahman (SPS)** · 🙏🙏🙏

Like

**Law Chee Kiang (YELLOWRIBBON)** · Mr Desmond, Sir. All the best to you and wish you a happy retirement!

Like

**Lee Hai Chuen (SPS)** · Dear Commissioner, Sir, thank you for leading us for the past 30 years. Wishing you good health and joy and fulfilling journey ahead.. very grateful for your solid leadership and good humor and care for all of us.. 😊😊😊

@ organising committee, amazing preparation with videos, live feed, etc.. well done 👍👍👍

Like

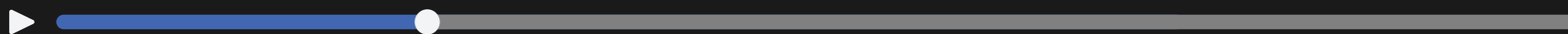
**Tan Teck Tien (SPS)** · Thank you Sir for your leadership and contribution.. We will miss you!

Like

Write a comment...

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Outgoing Commissioner of Prisons Mr Desmond Chin handing over the Swagger Stick to Incoming Commissioner of Prisons Mdm Shie Yong Lee at the Change of Command Ceremony, which was broadcasted virtually



Like Comment Share