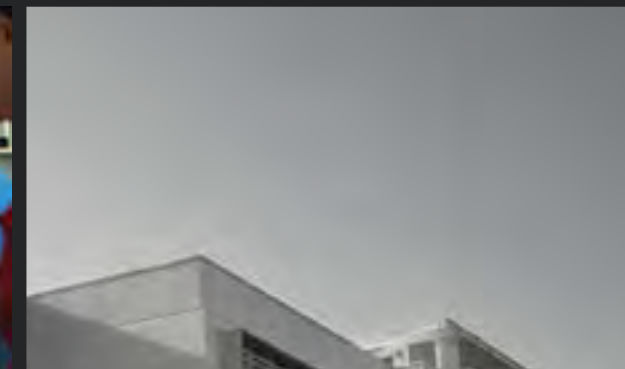
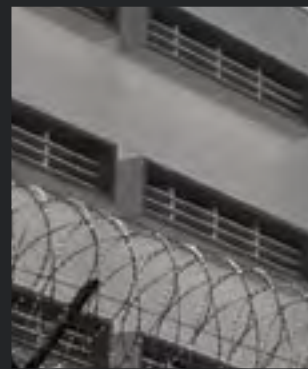
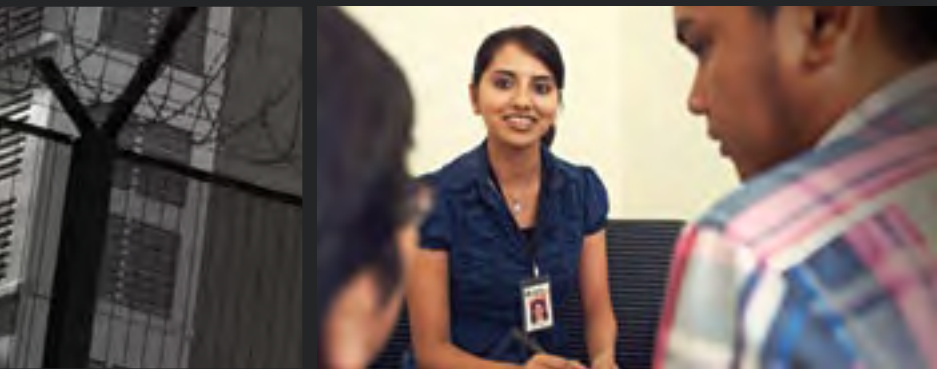




SINGAPORE PRISON SERVICE

ANNUAL REPORT 2011

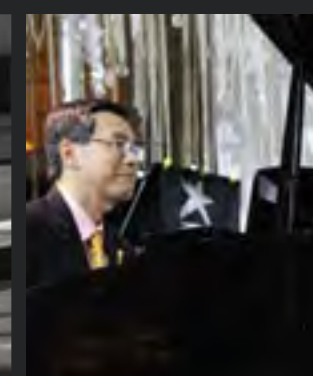
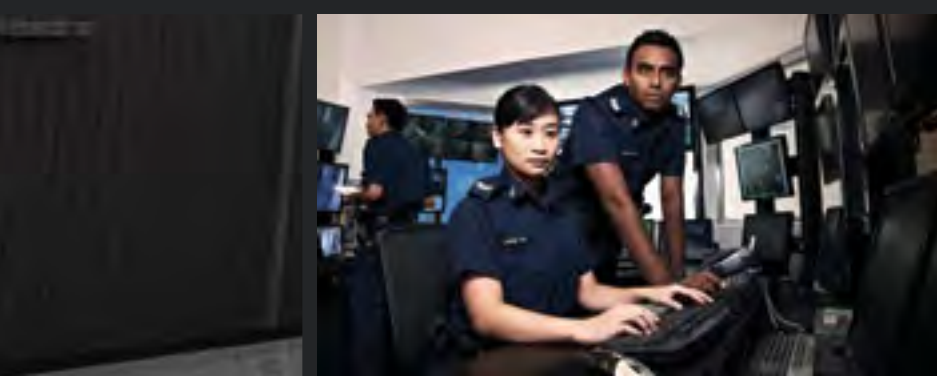


CONVICTIONS

Conviction (kən'vɪkʃən) – Collins

- n.
- 1. the state or appearance of being convinced
- 2. a fixed or firmly held belief, opinion, etc.

Driven by the convictions of our officers, partners and the community, Singapore Prison Service relentlessly progresses towards our vision as an exemplary prison system. Prisons Annual 2011 is a distillation of our convictions manifesting into reality for the year that we take pride in.





OUR THOUGHTS ARE UNITED

VISION

We aspire to be captains in the lives of offenders committed to our custody. We will be instrumental in steering them towards being responsible citizens, with the help of their families and the community. We will thus build a secure and exemplary prison system.

MISSION

As a key partner in Criminal Justice, we protect society through the safe custody and rehabilitation of offenders, co-operating in prevention and aftercare.

OUR PRINCIPLES ARE SHARED

The Captains of Lives' principles

REHAB

is a commitment to our programmes and services within the system to support inmates who have proven that they have the inherent desire to change.

RENEW

is a commitment an inmate makes to change his/her life for the better. Looking beyond their imprisonment, they demonstrate a willingness and desire to renew their lives.

RESTART

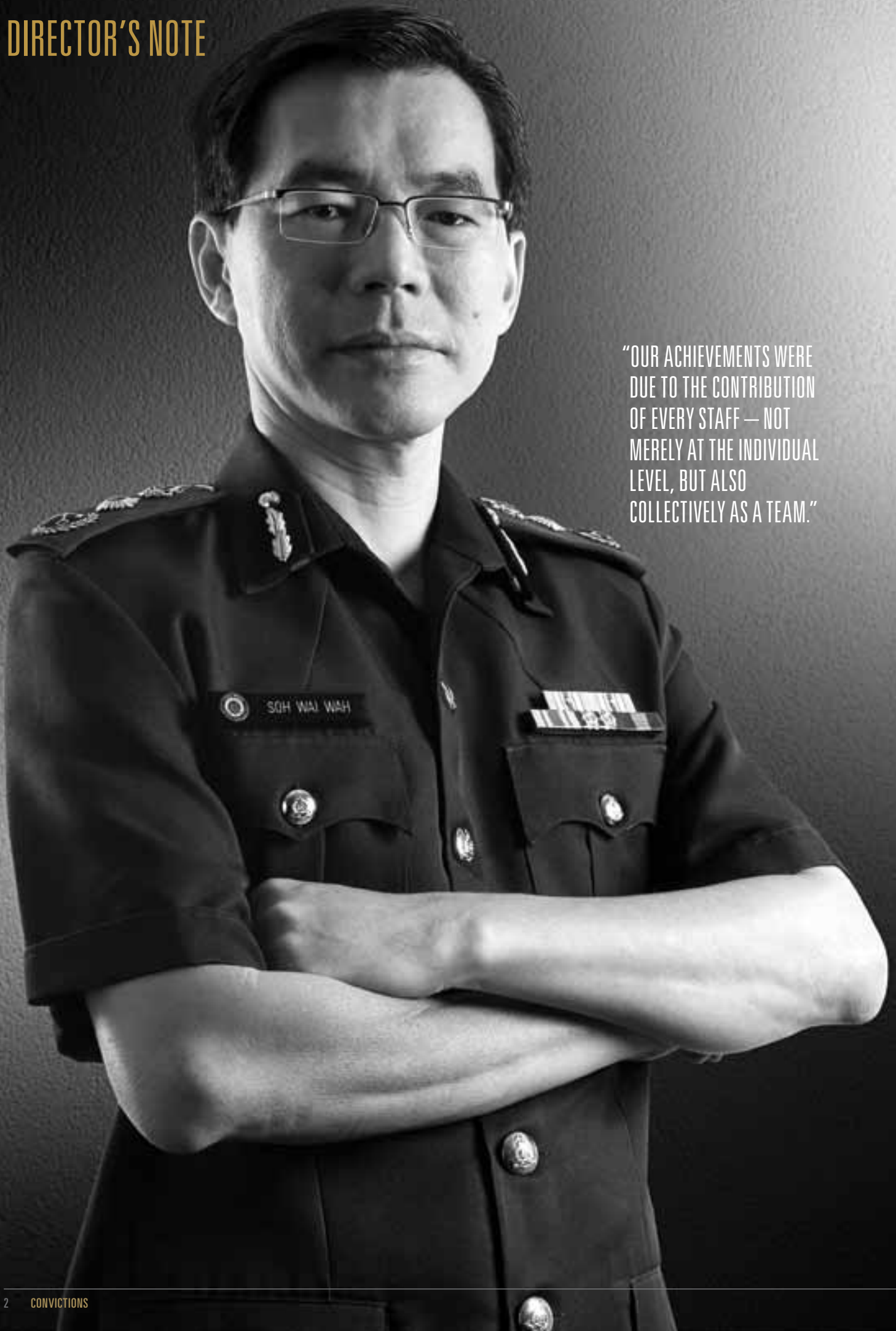
is a commitment to garner the support of the community. Through the CARE Network, our offenders are given opportunity to restart their lives.

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DIRECTOR'S NOTE

"OUR ACHIEVEMENTS WERE DUE TO THE CONTRIBUTION OF EVERY STAFF — NOT MERELY AT THE INDIVIDUAL LEVEL, BUT ALSO COLLECTIVELY AS A TEAM."



2011 was quite a year. On the operational front, we extended our responsibilities when we took over the lockup at the Subordinate Courts from the Police. We also de-commissioned the old Kaki Bukit facilities and moved the Prisons School to the renovated Tanah Merah Prison. On the rehabilitation front, we made major inroads into the heartland with the appointment of Yellow Ribbon Champions among the grassroots. We broke another record when we had more than nine thousand three hundred members of public sign up for the Yellow Ribbon Prison Run. We had also never been busier hosting our counterparts and friends from overseas as we successfully organised the ASEAN Prisons Track and Field Championships as well as the International Corrections and Prisons Association Annual Conference. Among numerous other achievements this year, we were also recognised twice by Aon Hewitt with the Best Employer Awards, first for Singapore, and then for Asia Pacific.

It is my conviction that all these were made possible because of the great team we had in the Singapore Prison Service. Our achievements were due to the contribution of every staff – not merely at the individual level, but also collectively as a team. As a team, we helped, inspired and cared for one another towards greater effectiveness, both at work as well as outside work.

The great teamwork we had was not just confined within the Singapore Prison Service. I must also convey my deepest appreciation to our various partners and volunteers for their extensive support, working with us hand in hand whether inside or outside the various prisons. In the 2011 National Day Rally, our Prime Minister highlighted the Yellow Ribbon Project and Dining Behind Bars as shining examples where volunteers came forward to work alongside with us in our work.

I am certain that this teamwork will see Singapore Prison Service through another challenging year ahead. We will be embarking on a new and exciting journey in 2012 with a great expansion in the scope of our work in aftercare. This will be complemented with an equally dramatic transformation in our pre-release regime. These changes are required as we seek to enhance our inmates' reintegration back into the community and make Singapore our safe and secure best home.

And it is my conviction that we will be able to succeed, as a team.

SOH WAI WAH
Director of Prisons
Singapore Prison Service

DIRECTORATE MEMBERS



01

01. SOH WAI WAH
Director of Prisons

02. DESMOND CHIN
Deputy Director of Prisons / Chief of Staff



02

05. DELPHINE LEE
Director, Staff Development

06. TERENCE GOH
Director, Rehabilitation & Reintegration



05



06



09

09. TITUS KONG LING CHIEH
Director, Strategic Planning & Research

10. KOH TONG HAI
Commander, Cluster A

11. SHIE YONG LEE
Commander, Cluster B

12. CHANDRA KUMAR
Commander, Cluster C

13. CHIEW HOCK MENG
Commander, Special Operations Command



10



03



04

03. STANLEY TANG
Director, Operations

04. LEE KWAI SEM
Deputy Director, Operations



07

07. LAM CHER SOON
Director, Corporate Services

08. CHIAM JIA FONG
Director, Intelligence



08



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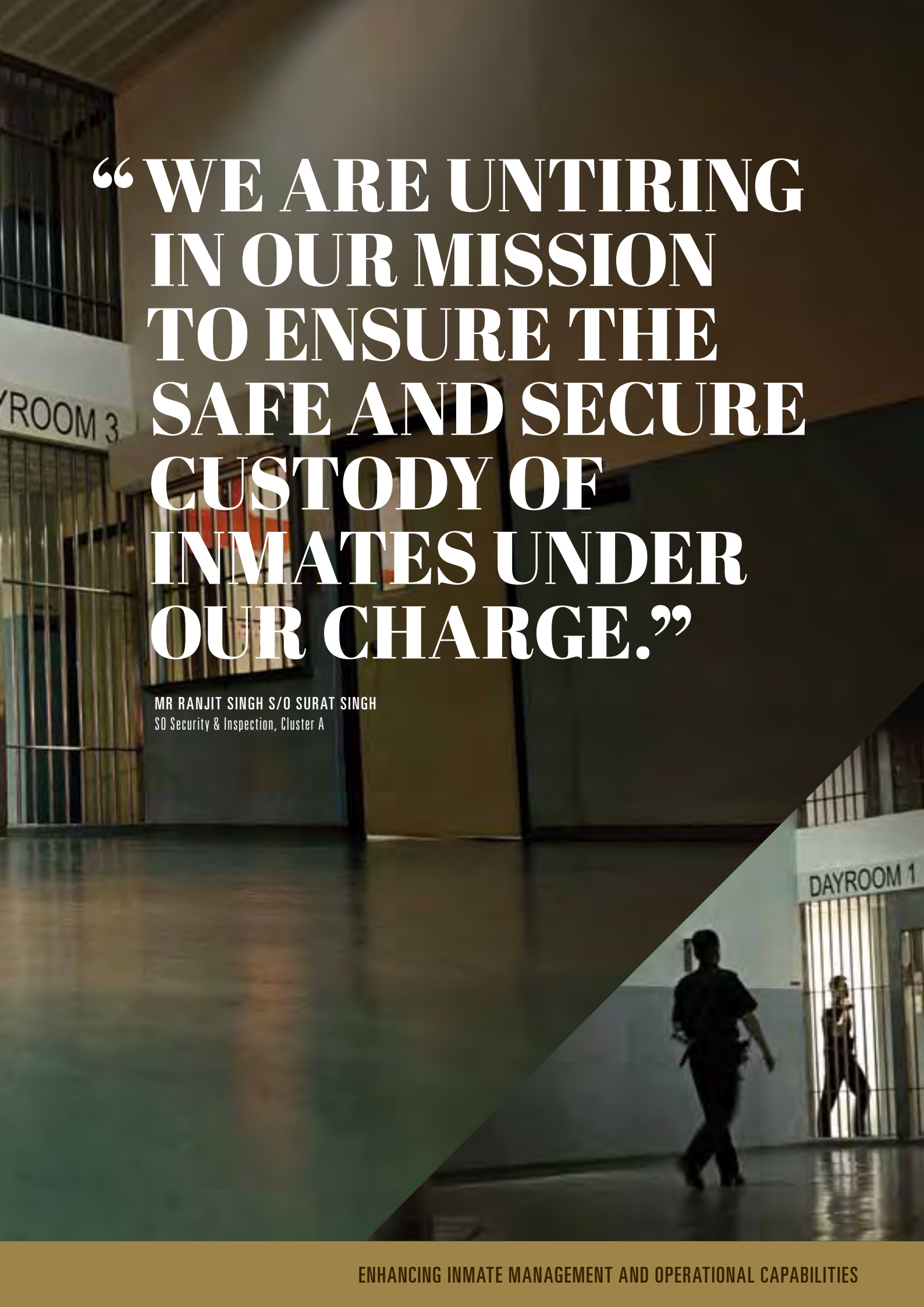


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13





**“WE ARE UNTIRING
IN OUR MISSION
TO ENSURE THE
SAFE AND SECURE
CUSTODY OF
INMATES UNDER
OUR CHARGE.”**

MR RANJIT SINGH S/O SURAT SINGH
SO Security & Inspection, Cluster A



**SINGAPORE
PRISON SERVICE**

SUBORDINATE COURT

IN SAFE



RE
SERVICE
S LOCK-UP

CUSTODY

The Singapore Prison Service (SPS) introduces the new
Subordinate Courts Lock-up Unit

Under the ambit of Special Operations Command, the new Prisons unit took over the guardianship of the Subordinate Courts Lock-up (SCLU) from the Singapore Police Force (SPF) and now oversees the management and escort of Persons-in-Custody (PICs) and remanded prisoners. The model and implementation proposal of this transfer were approved by the Ministry of Home Affairs in May 2009.

Two days before the “Big Day” on 31 October 2011, SPS officers from the new SCLU were making their final preparations for the transfer of duties from SPF. With the new unit crest adorning the SCLU entrance, the officers of SCLU were eager to take on their new responsibilities.

The work of the SCLU can generally be classified into escort and lock-up. The Escort Team is deployed to escort remanded prisoners from Changi Prison Complex (CPC) and the Institute of Mental Health to SCLU, and the Lock-up Team is responsible for receiving incoming PICs and remanded prisoners at SCLU.

The actual transfer was carried out in two phases.



Phase 1: Security-On-The-Move

The first phase took place in December 2009, when SPS managed the escort of all PICs and prisoners from CPC, Changi General Hospital Security Ward 34 and Changi Women’s Prison (CWP) to the SCLU and back.

This critical phase centred on the secure transportation and arrival of remanded prisoners to the SCLU. To beef up their capabilities, training regimes in firearms, restraint techniques and vehicle contingency drills were conducted by Singapore Prisons Emergency Action Response (SPEAR) Force. Adjustable metal barricades were also installed at the Vehicular Sally port to prevent potential escapes or intrusions when a Prison Black Maria transport enters the port for PICs to disembark.





Phase 2: Tripartite Collaboration Towards Safe and Secure Custody, and Operational Efficiency

The second and far more involved phase saw the completion of the transfer when SPS took over management of the SCLU on 31 October 2011. Officers of the new unit were entrusted with the safe custody and well-being of the PICs and prisoners, as well as their movements between lock-up and the courtrooms for their mentions, hearings and trials. Responsibilities also stretched to the escort of remanded prisoners between the IMH and SCLU.

The takeover would not have been possible without the support and guidance received from Subordinate Courts and Police. The three parties met regularly to understand and internalise the work processes within the lock-up as well as the Courtrooms.

Police rendered their fullest support to accommodate the retrofitting works during the transition. Subordinate Courts had also exercised flexibility in allowing SPS contractors to carry out the lock-up retrofitting works after office hours and even over the weekends. This enabled SCLU to commence lock-up operations within the planned date and with enhanced infrastructural security.

a. Re-designing the Lock-up

To meet our operational needs, Police vacated their Guard House for the construction of the Security and Administration Block to accommodate a Security Control Office for frontline security and an Admin Office for day-to-day management and planning. A former property room was also partitioned for the deployment of internal escort officers and monitoring of prisoner movement.

b. Enhanced Lock-up Security

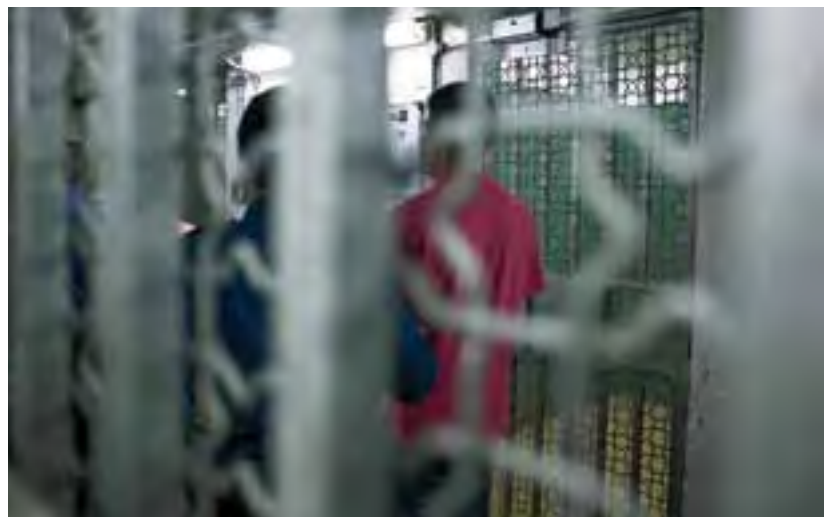
The team also examined different ways to enhance the lock-up security. New features like double-glazed ballistic glass panels were installed at the Operations Room while compartments were constructed at the PIC Holding Area to enhance storage capabilities. Technology in the form of the Integrated Security System (ISS) at both the Operations Room and Security Control Office also created a robust, efficient system that directs and supervises the inmates, and controls overall gate and cell access for optimal manpower deployment.

c. Optimising the Infrastructure

While cell doors and locks were serviced for optimal functionality, the entire SCLU was also given a fresh coat of paint to restore its appearance and prepare itself for the "Big Day".

d. Training Model

Under a joint partnership with the Police 'A' Division, a hybrid training model was established during the transition. Our officers were attached to the SCLU to learn existing work processes and study its operations, roles and responsibilities from Police. The attachment stint enabled our officers to be guided in the lock-up duties, accelerated their assimilation to the new work environment and also surfaced potential areas of improvement for the SCLU planning team to work on. Officers increasingly become more familiar and confident to run the SCLU operations closer to the takeover date.



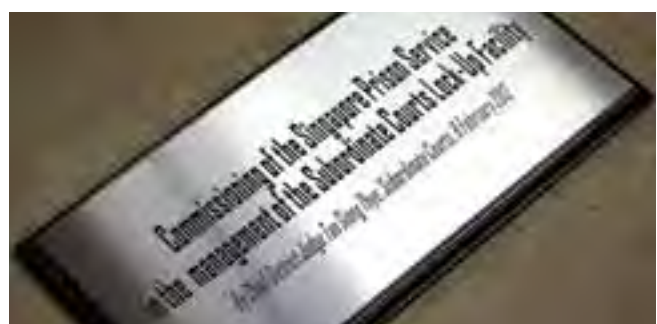
Change of Command Ceremony

On 8 February 2012, the Change of Command ceremony was held at the Subordinate Courts Conference Room to mark the transfer of the Subordinate Courts Lock-up from the Singapore Police Force to Singapore Prison Service.

Gracing the event were Guests-of-Honour Chief District Judge (CDJ) Mr Tan Siong Thye, SPF Commander 'A' Division, Assistant Commissioner (AC) Tan Hung Hooi and SPS Commander Special Operations Command, AC Chiew Hock Meng.

The Guests-of-Honour spoke on the key milestones, challenges and shared learning experiences during their speeches. The common theme distilled across the speeches was the importance of operational effectiveness and close collaborations to support the Court's mission of providing an effective and accessible system of justice and inspiring public trust and confidence.

After a video screening that showcased the transformational journey of the Lock-up, the event ended with the Guests-of-Honour jointly unveiling a plaque to officially commemorate the event.



Making a Difference for Tomorrow

Moving forward, SCLU will work together with the Cluster Registries to consolidate the PIC registration process that could see benefits to SCLU as well as Changi Prison Complex. SCLU is also engaging the Subordinate Courts to enhance the security and monitoring coverage beyond the SCLU premises. Plans are also underway to further enhance the unit's operational effectiveness, via the implementation of the PIC Management Information System, to support and streamline the registration and management processes.

These efforts are symbolic of SCLU's progressive approach towards achieving operational excellence and administrative distinction.

INTERVIEWS



SSI (2) Mohd Amin Abd Rahman
OIC Police Courts Unit,
Police Custodial Branch
Central Police Division

How would you rate the collaboration between SPF and SPS during the transition period?

“When the project was initiated, it was received with mixed feelings by both the Police and Prison officers. As the project gathered momentum, various challenges faced at the SCLU surfaced, and the Police shared strategies to overcome the challenges based on experiences gained over the years. Through these sharing sessions, a unique collaboration between SPF and SPS at both the staff and ground level was forged, working in true Home Team spirit. I am glad that our officers rose to the occasion to ensure that the handing over was a seamless transition. It was indeed a historic day for all of us to remember!”



CW1 Ng Peng Wai
Team Leader SCLU

What are the challenges that you faced during the transition and how did you overcome them?

“I was posted to SCLU as part of the Planning Team during the transition period. Unlike my previous postings in KBC, I had to balance the tasks between administrative, logistical and operational work at SCLU. In addition to these, I also had to plan the deployment of the Prison Officers (POs) and Auxiliary Police Officers (APOs).

SCLU is a new unit comprising officers from diverse backgrounds and work experiences, coming from various units and institutions, each with their own working style and expectations. To build an effective team, I identified their individual strengths and weaknesses, and helped them see how each of their strengths can complement one another's weaknesses. A buddy system was created for them to leverage on one another's strengths.

A great challenge emerged when there was a change in the APO from CISCO to AETOS in May 2011. Having trained the CISCO APOs since SCLU took over SCLU Phase I in December 2009, there was a need to transfer the training to AETOS APOs within a few months before the SCLU Phase II takeover. The Planning Team persevered to work out the training gaps and closely coordinated with the stakeholders (SPF, AETOS and CISCO) for the officers' attachments, taking into consideration the overcrowding issues at SCLU.

In summary, my posting to SCLU was like receiving a box of 10,000 pieces of jigsaw puzzle that requires tremendous teamwork and perseverance to put the pieces together. It would have to be completed by a team of determined members.”

THE NEW PRISON SCHOOL



The big red muster bell outside the messroom was struck hard five times and the inmates in the dormitories came to attention. It was “Ops Voyage II” – the big move of 259 inmates from Kaki Bukit Centre (KBC) Prison School to the retrofitted Tanah Merah Prison (TMP). The inmates stood still as the muster check was conducted by the Duty Operations Officer. While the move happened not long ago, the plans and preparations for the move started way in advance.

October 2007

We heard the news that KBC would have to vacate its grounds at Kaki Bukit Avenue 5 by 2011. Talks were ongoing and centred on the possible relocation sites and the management of operations and plans from now till then. After rounds of proposals and discussions, it was decided that KBC and its population of inmates would be moved to the TMP grounds after TMP’s shift into Cluster B.

There was an air of excitement and many of us thought of it as a move to a new frontier; a welcome challenge and a great opportunity to enhance the operations of the school with a purpose-built installation. Compared to KBC, the new operations base in TMP would be more secure while

still providing a conducive learning environment for the inmate students. After all, TMP was a bigger prison that was purpose-built as a maximum security facility. The retrofitting works would allow for expansion of the prison school to include school facilities that were previously limited in KBC. The upgrades we had always wanted could finally become a reality.

There would be a block just for school operations. Mirroring the operations and facilities of mainstream schools, the school block would consist of bigger retrofitted classrooms. With an increased number of classrooms, the Prison School could increase its student intake, giving more opportunities for education in prison. The classrooms would

also have en suite toilets, reducing disruptions in class with shorter toilet breaks required.

Students would also have the chance to use the two new science laboratories with newly upgraded equipment, as compared to the single old small laboratory in KBC. One of the classrooms could be converted into an examinations room to simulate a more realistic environment for examinations to take place.

Similar to KBC, there would be an auditorium for weekly school assemblies and events, and a larger multimedia hub for more students to learn and create. A newly expanded library with a greater selection of books, together with the garden next to it, would provide a serene



environment for reading and studying. The IT laboratory would be equipped with newer software to allow students to keep up with the rapid changing market.

December 2009

Retrofitting works had finally gone underway and while the contractors worked hard, we did our part as well. Important internal work began and we started to review our Institutional Standing Orders and Standard Operating Procedures. Since we were going to move to a totally new environment, these would help us streamline our processes and challenge ourselves to function and excel in the new premises.

December 2010

The garden at the school block was ready! Thanks to the hard work put in by the teacher and students of LASALLE College of the Arts, the murals on the inner perimeter wall facing the entrance and on the school block garden walls were completed. The murals incorporated TMP's vision of "Rebuilding Lives, Awakening Hope" and brought out the message of hope and freedom. This bold undertaking captured the imagination of both the uniformed and the teaching staff.

May 2011

It was confirmed that the big move would take place during the June school holidays in order to minimise disruptions to the school

curriculum. Before we decided on the auspicious day for the move, we considered the internal events like school examination dates as well as departmental event dates. We then liaised with other parties like SPEAR and SPF for their support. Maps were closely scrutinised to find the most secure travelling route and to minimise disruption to the general public.

Familiarisation trainings were conducted for both Security Control Office and Housing Unit staff. Mini contingency exercises in TMP were also conducted for familiarisation as well as to firm up contingency plans. Prior to the actual move, a dry run of the move was conducted to identify any potential gaps in the plan.

June 2011

The esprit de corps of Prisons really shone through. Help from other Cluster C Units during our hectic preparations was never far away. Officers from the Selarang Park Community Supervision Centre (SPCSC) assisted KBC staff in completing a security sweep of TMP on 5 June 2011 to sterilise the institution. The Cluster Response Team from Admiralty West Prison (AWP) also volunteered to assist with operations on the actual move day.

In addition, guiding hands were extended to another important group of stakeholders – the teachers, religious counsellors and volunteer tutors, who would be impacted greatly with the move. Two rounds of visits to TMP were organised for these volunteers and counsellors to introduce them to the new environment.

19 June 2011 – The Big Move

The day had finally arrived. The officers deployed at KBC reported at

0345hrs and after the muster check at 0420hrs, unlocking of the inmates commenced. The inmates were searched, their identities verified and they were inspected by the staff nurse at the KBC auditorium before being shackled to board the awaiting Black Maria buses at the KBC Loading Bay.

The dark velvet of early morning was broken by the first rays of morning light, and the first convoy of Black Maria buses moved off from KBC and headed towards TMP at 0600hrs.

Upon reaching TMP, the first batch of inmates was unshackled at the auditorium and escorted to their respective landings in HU B. After being searched, they proceeded into the dormitories pre-assigned to them. The officers and the inmates moved systematically and efficiently, while the second convoy was on the way to transfer the rest of inmates from KBC to TMP. A muster check was conducted after all the inmates were secured in their dormitories and subsequently, the stand-down instruction was given at 1100hrs.





Post-note/Postscript

The move to TMP had passed but other challenges were just around the corner. About a month after the move, the management conducted a dialogue session with the staff to gather feedback and address any concerns they had with the new environment. We all knew that refining the operational processes would take time and further adjustment. For us, Ops Voyage II has not ended; in fact, a new chapter has only just begun.

“Ask anyone who has worked at Kaki Bukit Centre and they would vividly express how it was a nice, open and conducive environment for learning. It was always a pleasure coming to work at the Centre. It was only natural that the staff felt sad and even apprehensive about the move to the foreboding and cloistered environment of Tanah Merah Prison. Despite these reservations, all hands were on board to make Tanah Merah Prison the best possible environment for a prison school to flourish in. Instead of wallowing in pre-empted reminiscence of what was to be lost, plans were made for a fresh start. Work processes were improved; facades were painted onto once harsh and unforgiving walls, a garden was created from concrete yard ground, and classrooms/dormitories from cells. On hindsight, I will proudly say that we have achieved all that we had hoped for prior to the move. The location has changed but the ideals and spirit of Kaki Bukit Centre still remain alive within the walls of Tanah Merah Prison.”

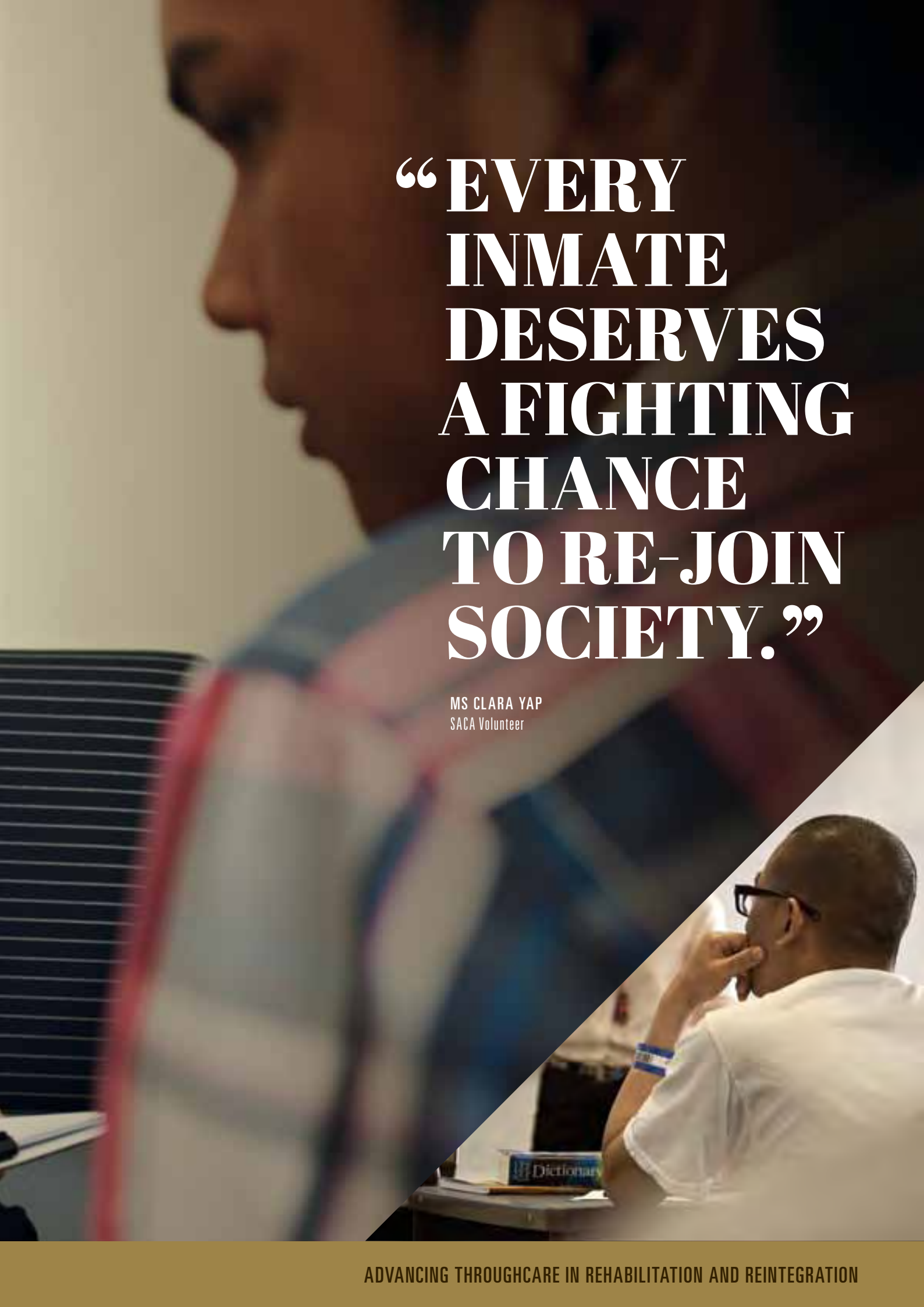
QUOTES FROM STAFF AND INMATES

“The present facilities at Tanah Merah Prison are an improvement over those at Kaki Bukit Centre in several aspects. Most significantly, the incorporation of advanced technology, including an integrated electronic security system of cell unlocking, in a purpose-built prison compound has enabled operational processes to be more efficient and secure. At the same time, Tanah Merah Prison continues to retain its identity and uniqueness as a school with its colourful wall facade and printed motivational quotes along the corridor walls. School facilities such as spacious classrooms fitted with audio-visual equipment, computer laboratories, and a library with an extensive book catalogue contribute to a highly conducive environment for learning and personal development.”



“The garden at the school block is a welcome touch. I like it very much because the greenery has a calming and relaxing effect on me.”



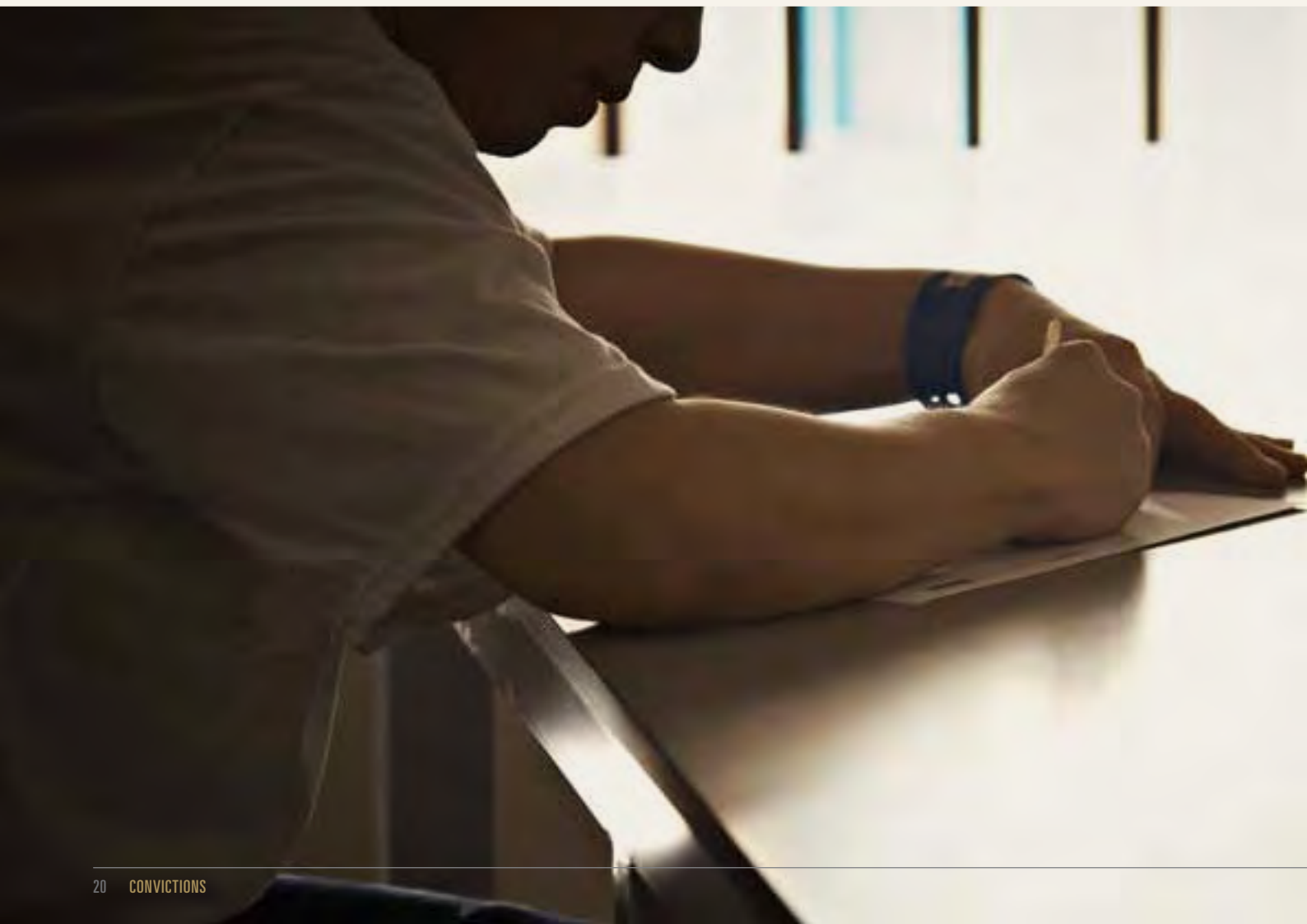


**“EVERY
INMATE
DESERVES
A FIGHTING
CHANCE
TO RE-JOIN
SOCIETY.”**

MS CLARA YAP
SACA Volunteer



ON THE RIGHT TRACK



In April 2009, an Inter-Ministry Committee on the Prevention of Re-Offending (CPR) was formed to study and propose recommendations to address the pertinent problem of re-offending. We offer you a glimpse into the many initiatives developed over the past few years and how the community plays an important role in the successful rehabilitation and reintegration of inmates.

Community Befriending Project

The Community Befriending Project was launched in September 2010 in an effort to provide positive peer support to inmates with little or no family support. The project allows participating inmates to be matched with volunteer-befrienders from the community.

Together with SACA, the Singapore Prison Service (SPS) conducts briefings and interviews for the inmates. These inmates are informed of the strong positive support from the community who are ready to help them rehabilitate and reintegrate back into the society. As these inmates lack positive peers and support, volunteer-befrienders will play a crucial role in guiding them back to the right path through the programme.

Training is provided at SACA for the volunteer-befrienders where they will learn more about the programme. Subsequently, inmates and volunteer-befrienders are carefully matched and the project would commence with an initial exchange of letters between them. Towards the last three months of inmates' incarceration, open visits are arranged for the inmates and the volunteer-befrienders to get to know each other better. After the inmate's release, the volunteer-befrienders will continue to guide them for at least six months, as part of their aftercare reintegration process.

Rekindle Programme

More often than not, familial relationships between Reformative Trainees (RTs) and their parents are strained once they are sent to the Reformative Training Centre (RTC). Hence, to effectively scaffold the RTs when they are released on supervision (ROS), both the RTs and their families will need to prepare themselves mentally and emotionally to come back together as a cohesive and healthy functioning family unit.

It is with this in mind that the Rekindle programme was first piloted in 2010, together with the North East Community Development Council and SCORE. The programme was designed to comprise two key components, specifically:

- a. In-care phase where the primary objective of the programme sessions would be to provide an avenue for family reconciliation to take place between the RTs and their families. During this time, families or significant others of these RTs would also be co-opted to play a stronger role in the inmates' reintegration via workshops and sessions for the family members in a community setting; and
- b. Aftercare phase which seeks to provide for up to six months of aftercare case management services and social assistance to RTs and their families. This takes place during the RTs' ROS phase and it is also during this period that the assigned caseworkers will work very closely with Prisons' Reintegration Officers to provide holistic aftercare support to the RTs.

Wrap-Around Care

The Wrap-Around Care programme targets "at-risk" families – families with school-going children who have one or both parents currently incarcerated. It aims to provide systemic, holistic and family-centric interventions for such families. These families would typically experience multiple, chronic or severe problems that are beyond their ability to cope and may prove detrimental to the emotional, psychological, developmental and physical well-being of their members and the family unit.

Under the programme, Prisons has been working in close partnership with Mendaki, SINDA and other relevant community agencies such as Community Development Councils, Voluntary Welfare Organisations and Family Service Centres to ensure that families are suitably linked to available community resources for support, recovery and sustainable living. The essence of the programme is to ensure that sufficient scaffolding elements are made available to the family so that it can progress successfully towards a healthy functioning level.

Community Outreach Project

In July 2007, Dr Mohamad Maliki, then-MP for Sembawang GRC (Admiralty), piloted the “We Care” programme to reach out to families of incarcerated persons to offer social assistance, through collaboration with various governmental and social service agencies. The set-up of a televisit facility within the Admiralty Division also provided families the convenience of teleconferencing, instead of having to travel down to Prison Link Centres for their visitations. This programme aims to render support and assistance to the inmate’s family while the inmate is serving out his/her sentence.

In April 2009, the “We Care” concept was expanded and adopted in other GRC Divisions. This initiative became known as the Community Outreach Project, which is based on the premise that with the proactive support of the local community, the inmate’s family can better weather the incarceration period and the inmate can also experience a better chance of successful reintegration back into the community.

REACHING OUT WITH A MISSION

Mr Elendrus is no stranger to the residents of Tampines. He is the Chairman for Tampines GRC Anti-Drug Committee and secretary for the Citizens’ Consultative Committee. Currently 63, the retired senior prison officer accepted the role as the Yellow Ribbon Champion for the Community Outreach Project as it gave him an opportunity to make a difference to the community, and especially to the residents of Tampines where he serves as a grassroots volunteer.

In the beginning, Mr Elendrus realised that most residents were unaware of the help that was available to them. His first task as Chairman was to create awareness of the various helping schemes that are available to these residents. Making information about the incarceration process and the programmes available to the inmate goes a long way in helping to alleviate the worries of the family. This, he said, was important in giving families of offenders hope and motivation to persevere through the hard times.

The grassroots volunteers will conduct the initial home visit to an inmate’s family upon receiving their case, introduce the programme and conduct an initial needs assessment for the family. Thereafter, they will continue to encourage the family to attend meet-the-people sessions where the respective grassroots advisors will refer the families to other channels of social assistance, where necessary.

When the project first started, some families were evasive to their phone calls and visits due to the stigma associated with imprisonment and receiving social assistance. Mr Elendrus strongly believes and has taught the volunteers to be sensitive when approaching the families and to allow them some space and time to feel more comfortable, rather than pushing them to seek help. Through persistence and determination from the grassroots volunteers, the families gradually became more receptive to the idea of receiving help from their volunteers. Mr Elendrus further shared that the volunteers’ sincerity and ability to be non-judgmental when helping others are important factors in the success of the project.

“There is a sense of achievement when you know you have made a difference to someone’s life. I am happy to be involved in this project as I am making a difference not just to one person but to the entire community.”

Mr Elendrus Hj Osman
Yellow Ribbon Champion, Community Outreach Project







**“UNITY IS OUR
GREATEST
PREVENTIVE
MEASURE.”**

MR KONG MUN KWONG
Co-Chairman of CARE Network

PLAYING HOST TO A CONFERENCE OF GLOBAL PROPORTIONS



The Singapore Prison Service (SPS) hosted the 13th International Corrections and Prisons Association (ICPA) Conference at the Raffles City Convention Centre from 11 to 16 September 2011. Themed “Unlocking the Second Prison”, this was the largest international conference that SPS had organised to date, with approximately 500 delegates from over 65 countries. The Guest-of-Honour was Deputy Prime Minister, Coordinating Minister for National Security and Minister for Home Affairs, Mr Teo Chee Hean.

The timing of the ICPA Conference with the Yellow Ribbon events in September was not a coincidence. Hosting the ICPA Conference during the Yellow Ribbon month allowed conference delegates to see and experience for themselves the Yellow Ribbon activities that many had only read about in the media, or heard about from previous conferences they had attended.

Apart from attending the four days of plenary and workshop sessions, delegates were invited to attend the Yellow Ribbon Art Exhibition and the Yellow Ribbon Run. They were also treated to a ride on the Singapore Flyer during the Host’s Reception, and brought on a visit to a prison institution or halfway house on the fifth day of the Conference.



Yellow Ribbon Day

14 September was designated the “Yellow Ribbon Day” where an entire day of the Conference was set aside to discuss community reintegration and issues related to aftercare. About 130 specially invited local community partners and representatives from the CARE Network joined the conference. Minister of State, Ministry of Home Affairs and Ministry of Foreign Affairs, Mr Masagos Zulkifli Bin Masagos Mohamad, presided over the launch of a book featuring real-life stories of ex-offenders, entitled “True-Life Accounts of Ex-Offenders and their Second Chance at Life”. The afternoon’s plenary session on offender reintegration featured three distinguished speakers from diverse backgrounds – Senior Parliamentary Secretary for Ministry of National Development and Ministry of Defence, Dr Mohamad Maliki Bin Osman, Professor T Wing Lo from the City University of Hong Kong, and CEO SCORE, Mr Teo Tze Fang.



Knowledge Sharing the Key to the Future

Over a period of four days, workshops and plenary sessions on more than a hundred prisons and corrections-related topics were presented. The ICPA conference provided an opportunity for knowledge sharing and networking with not just fellow practitioners, but also representatives from academia, the private sector as well as non-governmental organisations. SPS and SCORE also contributed many papers and presentations that added to the depth and quality of the conference.

In the years ahead, SPS will build on the success of the 13th ICPA conference and other foreign engagement initiatives to support its mission and advance its vision of becoming a world-class and exemplary Prison Service.



MAKING A GREAT IMPRESSION



The 13th ICPA conference provided delegates from different countries the opportunity to interact with one another and gain insights into SPS' progress in the area of corrections. Judging from their compliments, it was a runaway success. Mr Ed Wozniak, Executive Director of ICPA, summed it up in his thank you note to our Director of Prisons (DP). Below are excerpts from his note:

"The quality of the papers presented, the level of organisation, the meticulous attention to detail, the complete mastery of things technical, the willingness always to go the extra mile, and all these combined with enthusiasm and humour. ...On behalf of the Board, I would like to thank you for all that you have done and would ask you to extend our thanks also to your staff for all that they have done."

"The Association reached new heights in Singapore thanks to you and the SPS. Importantly, we explored new territory: we genuinely added the community dimension to our agenda and this is something that we need to – and will – maintain in future events."

"We left Singapore with a deep admiration for what you have achieved in your work and for your enthusiasm not to rest on your considerable achievements but to improve on them – genuinely to help unlock the second prison."



ORGANISING THE 13TH ICPA CONFERENCE

Initial planning and preparations for the 13th ICPA conference began in late 2008 when SPS first indicated, at the sidelines of the 10th ICPA conference in Prague, its willingness to host the 2011 conference.

Subsequently, in 2009 and 2010, representatives from the organising committee were sent to observe and study conference preparations at the 11th and 12th ICPA conferences in Barbados and Belgium respectively. They met with the ICPA executive team and host country organisers to bring back relevant learning points and best practices to ensure the success of the 13th ICPA conference.


In the 11 months leading up to the conference, the local organising committee from SPS met with the ICPA executive team regularly via teleconference calls and emails, going through the many details of planning to bring the conference to reality. Nothing was left to chance. Everything from major task items such as delegation registration and conference programme development, to the tiniest details such as the design of the award trophies, was carefully considered.

As the event approached, members of the various subcommittees were activated and a noticeable buzz grew in the days counting down to the actual conference. Items on task lists were ticked off, site recce were conducted and even the leadership group of SPS and SCORE were given roles to play as hosts of each day of the conference.

Led by Deputy Director of Prisons/Chief-of-Staff, Mr Desmond Chin, the entire SPS organising committee comprised 10 subcommittees and involved 152 officers from both SPS and SCORE. As the Yellow Ribbon events were integrated into the ICPA conference proceedings, SPS and SCORE officers from both organising committees were also closely involved throughout the planning and execution phases. Mr Desmond Chin commended the team, "The success of this conference is testimony to the excellent work done by our staff and the ICPA executive team. We had a great time working together to make the conference a great one for learning, for sharing of best practices and for strengthening networks for future collaboration on correctional matters. I am very proud of our officers, who exemplified the best of our HEART values. They gave their best to make this conference an enriching one for all. They did the Singapore Prison Service proud!"



TRACK AND FIELD AT ITS BEST



The Singapore Prison Service (SPS) hosted the 17th ASEAN Prisons Track and Field Championship (APTFC) from 11 to 13 March 2011 at the Bishan Stadium. The event attracted over 350 officers from ASEAN's Prison and Correctional Services.

The APTFC is a regional sporting event involving officers from ASEAN's Prison and Correctional Services, with the key objective of fostering closer ties and promoting professional exchange and co-operation via sports. The hosting of the APTFC is rotated among the ASEAN Prison and Correctional Services on a biennial basis.

This is the fifth time that SPS has hosted the APTFC since its inception in 1980. During the last championship held in Singapore in 2000, SPS emerged as the Overall Champion.

Setting the Field

Planning and preparations for the APTFC 2011 started almost one year earlier, in February 2010, with the APTFC organising committee being advised by Director of Operations, Mr Stanley Tang and led by Director Intelligence, Mr Chiam Jia Fong.

A good measure of hard work was critical to the success of the APTFC. We had to source for suitable venues for the Track and Field events, welcome and farewell dinners, as well as accommodation for the delegates. The programme for the various events required meticulous preparation so as to ensure an enjoyable experience for our foreign participants, officials and delegates. Other aspects such as fund-raising, logistics, transport, technical support and publicity were also critical in the organisation and smooth running of the entire event.

The successful hosting of APTFC 2011 would not have been possible without the hard work and good

efforts put in by the committee members and support received from the rest of SPS, sponsors and volunteers.

True Grit

Meanwhile, the selection of SPS athletes for Team Singapore had begun in earnest in July 2010. An eventual mix of seasoned athletes and APTFC newcomers were selected to represent SPS at the championship. The hardworking coaches and team officials were also set to prepare Team Singapore physically and mentally for the championship. The athletes had to undergo many months of demanding training and sacrificed valuable personal time after work to participate in trainings.

In the course of training, bonds and close ties were formed among the athletes. The members of Team Singapore encouraged and spurred one another on during training and the actual three-day championship, urging one another to reach their personal best.

Championship Day

On 11 March 2011, at the Bishan Stadium, the ASEAN Prisons Track and Field Championship 2011 was officially declared open by Minister of State, Ministry of Home Affairs & Ministry of Foreign Affairs, Mr Masagos Zulkifli, at the Bishan Stadium amidst fanfare, drum roll and music provided by the Singapore Police Band.

Over the course of the next three days, athletes from various ASEAN Prison and Correctional Services vied with one another in friendly competition for sporting honours. Records were set and broken and personal best achievements were also accomplished for some.



Day One – Start of the Race

The large Malaysian contingent, identified early in the competition as the strongest rival to Team Singapore for the coveted championship, surged off to a strong start. Although winning only three golds on Day One of the championship, their athletes turned in strong overall results which led to a commanding lead in championship points.

Not to be outdone, Team Singapore bagged a total of four golds to keep pace with the Malaysian team. Three officers, Ms Lam Mong Teng, Ms Wong Tian Lee and Mr Mohd Yusof Alias, set new records for their respective events.

Day Two – Sheer Determination: The Fight-Back

Day Two saw the Malaysian contingent extending their lead with four golds

and overall strong performances by their athletes. Team Singapore doggedly kept pace in the overall championship standings through a memorable display by winning seven golds and attaining overall good results for the day's events. Ms Lam Mong Teng, Ms Wong Tian Lee, Mr Arasu Velmurugan and the Women's Open Medley quartet of Ms Foo Ee Lin, Ms Nadirah Farhana, Ms Joann Chen and Ms Ng Kailin, all did SPS proud by setting new championship records.

Day Three – Perseverance Pays Off

Day Three of the championship proved to be a thrilling affair as the outcomes of each event eventually served to determine the Overall Champion, which would only be tallied on the final day. Members of Team Singapore gave their best and went all out for the final day of the championship.

This resulted in a golden harvest of five golds, with Mr Mohd Yusof Alias leading the pack of strong performers in Team Singapore by setting a new championship record. The clincher proved to be the Tug-of-War (TOW) events. It was a nerve-wrecking affair as it would determine whether it would be Singapore or Malaysia who would clinch the championship. Singapore won both the Men's and Women's TOW events, which led to Singapore and Malaysia attaining the same total of 454 championship points for the tally. Singapore and Malaysia therefore became joint overall champion. Nevertheless, we took pride in having amassed more gold medals.



In conjunction with the Track and Field events, a non-championship golf tournament was also held on 11 March 2011 at the Laguna Country and Golf Club. For the first time ever, our Team Singapore golfers came in third for the golf tournament.

SPS also hosted a visit for our ASEAN counterparts to the Changi Prison Complex, which provided them with an opportunity to find out how SPS managed prison operations and inmate rehabilitation. The visit also allowed the cross-sharing of knowledge and the exchange of views on the safe custody and management of offenders.

In retrospect, we were all winners at the APTFC as all of us took home valuable experience. Whether we won or lost, it showed that every person mattered and that each contribution, no matter how small, was essential.

Country	Gold Medals	Silver Medals	Bronze Medals	Total Medals	Total Championship Points	Overall Placing
Singapore	18	12	11	41	454	1st
Malaysia	9	17	15	41	454	1st
Brunei	0	10	13	23	341	3rd
Thailand	5	5	2	12	211	4th
Indonesia	13	1	4	18	172	5th

“INDIVIDUAL COMMITMENT TO A GROUP EFFORT — THAT IS WHAT MAKES A TEAM WORK, A COMPANY WORK, A SOCIETY WORK, A CIVILISATION WORK.”

VINCE LOMBARDI

The real prize was always within us – our empowering team spirit, our compassionate nature towards one another and our shared conviction to do our very best.

The next APTFC will be held in Malaysia in 2013.



**SMALL
GESTURES,
BIG
DIFFERENCE**

**YELLOW RIBBON
PROJECT 2011**



The Yellow Ribbon Project (YRP) was established in 2004 by the CARE Network as a community engagement campaign and catalyst to bring about societal acceptance for ex-offenders and their families. The YRP aims to provide a concerted and coordinated approach to create awareness, generate acceptance and inspire action within the community to support the rehabilitation and reintegration of ex-offenders, thus leading to a safer and more secure community in Singapore.



“WE CAN DO NO GREAT THINGS — ONLY SMALL THINGS WITH GREAT LOVE.”
MOTHER TERESA

It has been eight years and the YRP and its mission to give second chances to ex-offenders who desire to change has gained prominence among the public, as well as garnered a high level of community support. Ninety-one per cent of the respondents from our post campaign survey conducted in 2010 were aware of the Yellow Ribbon cause. In addition, over 1,200 volunteers and 900 new employers have signed up with YRP to help ex-offenders since its inception.

Themed “Small Gestures, Big Difference”, the YRP campaign 2011 aimed to continue the call for community acceptance and action for ex-offenders and their families. Every little kind gesture can make a difference in the lives of those who sincerely desire new beginnings. A warm greeting, a friendly smile or even a helping hand can make all the difference for them as they leave the past behind and look to the future.

Yellow Ribbon Champions

This year, the YRP launched a partnership programme – Yellow Ribbon Champions – to encourage more corporations, grassroots, schools and individuals to join in support of the Yellow Ribbon cause. It aims to deepen relationships with our partners and recognise those who have contributed significantly to the Yellow Ribbon cause.

Yellow Ribbon Book

Renowned publisher Marshall Cavendish stepped forward in 2011 to publish the first ever Yellow Ribbon book in support of the YRP. This book chronicles the lives of 11 successful ex-offenders who have managed to break free of the “second prison”.

The book illustrates their journey of overcoming the odds and their personal fears. Through the support from people around them and their own determination to succeed, they have managed to secure a better and brighter future for themselves and their families.

Yellow Ribbon Prison Run 2011

Held on 18 September 2011, the annual event attracted over 9,300 runners to complete the 6km fun run or 10km competitive run and show their support for YRP. The symbolic run started at Changi Village and ended in the Changi Prison Complex, where a carnival showcasing our rehabilitation efforts greeted the runners.

The run would not have been made possible without the enthusiastic support of over 200 community volunteers, whose kind gestures made the YRP Run 2011 a resounding success.



It's the Small Things that Matter...

Eight-year-old Aeron Yong, inspired by the YRP mission, decided to make a difference through his own small gesture and joined the ranks of the Yellow Ribbon Champions.

Learning about the plight of these ex-offenders, the little boy was moved by their story and with his father, participated in the Yellow Ribbon Prison Run 2011 to show their support, completing the competitive 10km run in 71 minutes. He also went the extra mile and rallied his family members and friends to pledge their support for the YRP.

In total, he raised a grand sum of \$1,000 for the Yellow Ribbon Fund, which would be used to purchase books for children of ex-offenders.









Yellow Ribbon Community Art Exhibition

The Yellow Ribbon Community Art Exhibition was held at the Singapore Art Museum for the third time, from 9 to 25 September 2011. Out of over 400 entries received, 50 finalist entries from the Yellow Ribbon Art Competition were exhibited. More than 3,600 visitors visited the exhibition, which featured original artworks by inmates who used their creativity to illustrate the struggles faced on their path towards reintegration. A total of 15 winners for the five categories – Most Commendable Technique, Most Reflective, Most Engaging, Most Expressive and Special Mention, were selected. In total, the Yellow Ribbon Art Adoption programme raised more than \$20,000 through the sale of art pieces.

Themed “Tomorrow is My Reality”, the exhibition was inspired by the sense of uncertainty and hope that inmates and ex-offenders face in their rehabilitation journey, as well as the knowledge that they have the power to determine their own future.

Lending their support was a group of art professionals from the Singapore Art Museum and established local artists who provided professional guidance, while students from SMU and ITE College East volunteered as gallery sitters during the exhibition.

Sam Chan*, a 24-year-old inmate currently serving a five-year sentence for drug trafficking, was one of the recipients for the “Most Commendable Technique”. He said, “The competition made me realise that I have potential in me and I hope to go to LASALLE College after my release to further my art education. I hope I can contribute to Singapore’s art scene in the near future.”

*Not his real name



Yellow Ribbon Charity Gala Dinner

The third Yellow Ribbon Charity Gala Dinner was held at the Shangri-La Hotel this year to raise funds for programmes and services for ex-offenders and their families. The dinner was organised by a group of volunteers, whose tireless work raised a princely sum of \$620,000.

Director of Prisons, Mr Soh Wai Wah, put up a special performance and provided the piano accompaniment for one of the singers from the Performance Arts Centre.

He felt that this was most appropriate because “as I provided the piano accompaniment in support of the inmate’s singing, it symbolised the work that all of us do in SPS. In SPS, we provide security and support to inmates to ensure that their stay in prison, while austere, will be safe and rehabilitative. My playing of the piano accompaniment for their song would be a reflection of our work.”

Their rousing performance, entitled “Soar the Sky”, managed to raise \$70,000 for the Yellow Ribbon Fund.

Celebrating Second Chances Awards Ceremony

“He who obtains has little. He who scatters has much.” – Lao Tze

The mission of YRP has always been to empower ex-offenders with a second chance at life, and the Celebrating Second Chances Awards Ceremony 2011 was an event that commemorated those who had managed to successfully reintegrate into society and stay drug- and crime-free for a minimum of three years. Their ability to break free and create new chapters in their lives is due in part to their own resolve and also through the generosity of the Yellow Ribbon Champions.

SUCCESS STORIES

Rizal Bin Buang, Winner of the Outstanding Achievement Award (15 years)



One success story profiled at the awards ceremony was Mr Rizal – an individual driven by a hunger for knowledge and a deep desire to improve. He was awarded the Outstanding Achievement Award, given to ex-offenders who have remained crime- and drug-free for more than 15 years and contributed to the community for at least 10 years.

He was a former secondary school dropout, a rebellious son who often ran away from home and took to abusing glue, marijuana and heroin. His life had been unending chapters of trouble and on one occasion, he passed out from a drug overdose on the street and was only saved from death by a passerby.

Two prison stints later, he made the decision to reform himself and checked into the SANA and Pertapis Halfway House for treatment. His resolution inspired his two brothers, who were also drug addicts back then, to realise that life without drugs would be a much better one.

The three brothers underwent rehabilitation together and with mutual encouragement and strength, they bonded and successfully rid their lives of drugs. His decision to quit also led him to meet his wife, who was working as a counsellor.

He attributes his transformation mainly to his mother. He remembered how she would wait for him to come home and how she prayed for him and urged him to “change his life”. Another positive influence was his mentor at Ain Society, Yusof Ismail.

His relationship with his father has also healed. “Taking the advice of my therapy group, I hugged my father. He cried. I cried. We’ve been okay since,” Rizal says.

Currently, Rizal is working as a Case Supervisor at the Muhammadiyah Welfare Home. With the wisdom accumulated from his life experiences, he stands as a powerful beacon to guide his young charges forward to live positively.



Darren Lim, Awarded Merit Achievement (5 years)

It is hard to believe that this gentle, soft-spoken pastor was once a drug addict. But Darren candidly confesses that he was the black sheep of the family, causing his parents and siblings a great deal of trouble and grief.

“In Secondary 1, I started to smoke, joined a secret society and took drugs. I did all that to show off to schoolmates that I was better than them,” he says, shaking his head at his youthful stupidity. He was expelled from school and served time in prison for theft and drugs.

For his fourth prison term, he was sentenced to six years and caning. While in prison, he joined a Christian counselling group. His sisters shared the gospel with him during their visits and prayed with him. “Their faith touched me. I finally decided that I wanted freedom – not the freedom I craved in my youth of hanging around doing nothing, but the freedom of not being controlled by drugs,” Darren recalls.

When Darren was transferred to a halfway house to serve the last few months of his sentence, he worked on his recovery and built up his faith. It was at the halfway house that he met his church elder, who eventually became his father-in-law. He encouraged Darren to “face up to society” and even trained Darren to be an apprentice locksmith.

Apart from tending to his church flock, Darren also provides counselling three times a month to different institutions. “I hope that my experience and testimony will encourage the prisoners to change their lives,” he says simply.



A person in a white shirt is holding a tablet, standing in a control room. The room is filled with multiple computer monitors on desks, some displaying data. The lighting is dim, with the primary light source coming from the screens and a window in the background. The overall atmosphere is professional and focused on technology.

**“OUR
UNWAVERING
RESOLVE TO
IMPROVE
OURSELVES
IS OUR MOST
VALUABLE
ASSET.”**

MR KUAI SER LENG
Senior Assistant Director, Technology Branch



REACHING BUSINESS EXCELLENCE: A TEAM EFFORT

It has been three years since the Singapore Prison Service (SPS) first attained the three Business Excellence Niche Standards for People, Innovation and Service in 2008. In 2011, SPS once again achieved recertification for the People Developer (PD), Singapore Innovation Class (I-Class) and Singapore Service Class (S-Class) standards through the Business Excellence Niche Renewal (BENR) exercise.



Like the analogy of a wood cutter sharpening his saw to enable him to cut down trees easily, the Business Excellence Framework enables organisations to adopt a total approach in managing people, processes and customers to achieve better business results. Based on our needs and strategies, SPS uses these business excellence standards to enhance its capabilities. As these standards are based on the same framework, they help us to manage our business excellence efforts in an integrated manner.



People Developer

The Employee Engagement Framework was developed to connect our officers, enable them to grow on both the professional and personal levels, encourage them to share and engage one another, and to achieve excellence as a team or as individuals. To nurture a vibrant learning culture, we have in place the Learning and Development Framework which helps staff identify gaps in their core, functional and self-development competencies and to build upon them accordingly. The Leadership Development Framework maps out the journey to develop leaders in the service.

Service Excellence

Our key services are ensuring safe and secure custody, and rehabilitating and reintegrating offenders back into society. Service Excellence in our context, unlike that of a business, is not about sales or profits. It is about ensuring high standards in operations and security, delivering in-care, halfway care, as well as aftercare rehabilitation to help steer offenders towards becoming responsible and contributing citizens. Key performance and quality service indicators are also put in place to monitor these key processes.

Innovation

Many of the breakthrough innovations in our key processes have generated immense value for our organisation. For example, since the Central Warehouse at Institutions B3 and B4 was set up, it has become the heart of logistics supplies in the Changi Prison Complex. Suitable inmates are trained and employed for warehouse operations. Promising inmates are also given the opportunity to attend the ITE Skills Certificate in Logistics Operations Programme, which will prepare them to enter the job market once they are released from prison.

A Team Effort

Since attaining the Singapore Quality Award (SQA) in 2006 and recertifying the three niche standards in 2008, SPS has been relentless in seeking ways to improve ourselves. This is evident from the many new initiatives and improvements to our work processes and systems. To ascertain whether we were progressing on the right track, we were eager to seek affirmation from external assessors on the good work we have done over the years.

In early 2011, the BENR Secretariat was charged with the task of documenting and presenting evidence of our pursuit for excellence. They also held numerous sessions with our officers to take stock of the work we had done. This helped to prepare us for the BENR Site Visit conducted on 6 and 7 September 2011, when over 100 officers impressed the assessors from SPRING Singapore with their passion and commitment as Captains of Lives during the site interview sessions.

All of our efforts were rewarded when SPRING Singapore informed us that SPS had been successfully recertified for the PD, I-Class and S-Class. This was an achievement that each and every member of SPS deserves to be proud of. The strong support and commitment shown by everyone, including our Directorate members, were critical to our success. But we could not have done it without the efforts of all our Captains of Lives, who serve their mission daily with passion.

Scaling Greater Heights of Business Excellence

As a past SQA winner, SPS is eligible to apply for the SQA with Special Commendation, which was first launched in 2006. In 2012, SPS will seek to attain this pinnacle award, which recognises past winners for scaling greater heights of business excellence and demonstrating sustainable global leadership in their respective fields.



AN EMPLOYER OF CHOICE

Singapore Prison Service (SPS) was recognised as one of the Best Employers in Singapore and Asia Pacific (APAC) in the Aon Hewitt Best Employers Study 2011, which saw participation from over 800 organisations across the region.

This achievement vindicates all our efforts to reach out and ensure our employees have the best opportunities, and it was made even sweeter by the fact that this is our third consecutive win for Best Employers in Singapore, and we are the first public organisation in Singapore to have won the Best Employers APAC. While we rejoice in the awards, we also recognise that it is the Captains of Lives (COLs) themselves who have made this possible.

Belief, Conviction, Passion

According to the data evaluation by Hewitt, there were a few factors in particular which helped SPS stand out among the rest. Firstly, we have a compelling vision and more importantly, our COLs have a strong belief in this vision which motivates them to give their best at work despite facing challenging work conditions at times.

Secondly, SPS is helmed by strong leaders who set the organisation's directions and recognise all COLs as prized assets by investing in human capital. In fact, one of SPS' highest scoring items came from the availability of training and development opportunities to help COLs build valuable skills.

Lastly, SPS has a good alignment of people practices to organisational mission. The recruitment process, training and staff management plans, and well-being initiatives are all aligned to keep our COLs in tip-top condition and well-equipped to perform their job in the most effective way.

Nurturing Leaders in SPS

As part of the nomination process, SPS had to share three Top People Practices that the organisation was most proud of. Selecting just three practices from the myriad of initiatives that SPS has in place was not an easy task, but eventually, the SPS Leadership Development Roadmap, Coaching Framework and holistic Staff Well-being services were chosen.

The newly developed SPS Leadership Development Roadmap 2011, which is aligned to MV SUBLIME (SPS Leadership Competency Model), is applicable to all COLs across all schemes of service and seniority. At every level of the roadmap, COLs will attend leadership and developmental



courses. This was chosen to be shared as it demonstrated how every COL would have the opportunity to deepen their competencies and progress along the leadership development path. It also exemplified SPS' dedication in nurturing every COL as a leader.

The SPS Coaching Framework was introduced in 2001 and reviewed in 2006 to guide and support coaches to ensure that coaching was firmly in place. In addition, coaches in SPS were also given a Coaching Handbook and attended workshops to sharpen their coaching skills. Given that every COL has a coach to guide them along in their Prisons career, it is clear that the coaching practice has definitely become part and parcel of working life in SPS.

Lastly, SPS shared something which is close to every COL's heart – holistic Staff Well-being services which target the four domains of social, physical, mental and financial well-being. On top of the various well-being programmes and initiatives, there are also the CARE (Caring Action in Response to Emergency) officers and in-house psychologists in SPS to ensure the well-being of all staff. In addition, SPS has also been actively encouraging COLs to give back to society, beyond the work context, by organising a range of volunteer programmes. SPS is very proud

of its COLs for their participation and contributions.

There are many other People Practices worth mentioning, including extensive recruitment efforts to attract potential COLs to come onboard, as well as the comprehensive staff management programme and initiatives which SPS has in place. Heartened by the Aon Hewitt Best Employers recognition, SPS will continue in its efforts to improve the standards of its People Practices for all COLs through its Staff Development Division.

Always Striving for More

SPS has always actively contested awards such as the Singapore Quality Award, Business Excellence Niche Renewal and Aon Hewitt Best Employers Award. Applying for these awards allows us the opportunity to benchmark ourselves against other successful organisations, enabling us to see where we stand and whether we are doing enough for our people so that we can meet our organisational goals. Every instance of recognition has special significance and we should not allow award wins to lull us into complacency; instead, we should always strive for more improvements and greater achievements together – as Captains of Lives, as Singapore Prison Service.

THE TOOLS TO PERFECT OUR JAILCRAFT

In the domain of prison work, jailcraft is the fundamental repertoire of skills that every prison staff should be well acquainted with. A combination of “hard skills” and “soft skills”, jailcraft is essential to the business of managing inmates and enables us to achieve the twin goals of secure custody and effective rehabilitation of inmates entrusted to our care. Towards that end, we introduced “Jailcraft Competency and Readiness Evaluation” or JCARE for short. JCARE is a complete training suite comprising both experiential and evaluative training components to enhance and deepen our staff’s jailcraft competency.

Jailcraft – The Core of the SPS Officer

Like any other occupation, different skills are required for one to be a competent prison officer, and these can be categorised into “soft skills” and “hard skills”. “Hard skills” involve technical aspects of prison work such as security procedures to be observed within an institution, tactical proficiency in appropriate situations, etc. “Soft skills” refer to the non-technical aspects, including manner of conduct and people skills that enable prison officers to interact effectively and professionally with inmates so as to command their respect and trust. Collectively, these skills are known as Jailcraft, condensed into a set of six guidelines our prison officers constantly refer to and apply in their daily interaction with inmates under their charge.

JCARE – The Genesis

No one is born a prison officer – officers are trained to be equipped with the skills required. Beyond the basic officers’ course in the Prison Staff Training School, officers are given regular in-service training and eLearning to enhance their competencies. The Jailcraft Competency and Readiness Evaluation was created as a holistic platform to check, evaluate and assess our jailcraft competency. It provides the opportunity for staff to assess their own jailcraft competency and identify gaps in order to improve and excel in their daily work of managing inmates.





There are four components in JCARE:

A. eLearning Modules – All staff are required to complete four eLearning modules on selected ops-centric topics. Through the eLearning modules, staff are reminded of the importance of applying various jailcraft principles in their daily work in the institutions.

B. eTest Modules – Since prison officers apply jailcraft principles everyday to manage inmates, it is crucial that we have an effective tool to measure their level of jailcraft competency. We need to monitor competency levels so that appropriate interventions can be implemented to close gaps and enhance current levels of competency. Each eTest Module is based on case studies featuring jailcraft principles. Monthly achievement reports are sent to the Cluster Staff Development units for appropriate follow-up actions where necessary to help officers close gaps in knowledge and competency.

C. Video-based Simulation Session – To enhance the learning experience and value for officers, part of JCARE includes scenario-based training for our staff. This is delivered via a video-based programme, where participants respond to a realistic scenario enacted on a video-screen. After the scenario ends, other participants who have observed the entire proceeding will provide peer feedback and share learning points in a facilitated discussion.

D. JCARE Exercise (JCAREx) – JCAREx is a team-based learning and evaluation platform that is conducted on-site to assess the Housing Unit (HU) team's jailcraft competency in a normal peacetime operations setting. The HU team is presented with a scenario of a commonly encountered HU occurrence for it to manage accordingly.

For example, it can be a case of an inmate's anxiety over an impending divorce and his request to see his OC Housing Unit or the Superintendent. Evaluators will observe the team's application of jailcraft principles and adherence to operational procedures.

A Multi-Sensory, Multi-Platform Learning Experience

The majority of training may be theoretical and delivered via lectures and slides, but the essence of Jailcraft is that it is a practical skill set that needs to be taught and delivered beyond traditional teaching methods. JCARE aims to enhance effectiveness and reach through eModules, eTests and video simulation sessions. Through the JCARE video-simulation sessions, some staff discovered individual competency gaps, while others gained deeper knowledge of jailcraft principles through the open sharing of best practices and peer feedback. JCARE provides a realistic measure of a HU team's jailcraft competency during routine daily operations. It heightens the team's awareness of their current level of jailcraft competency, and also uncovers areas for improvement as a team.

JCARE utilises technology to empower our officers to learn, apply and enhance their jailcraft knowledge and skills. As a training and evaluation suite, it has helped to enhance our jailcraft and operational capabilities, providing a secure and orderly prison regime that is critical for the successful rehabilitation of inmates. With a strong and clearly articulated jailcraft competency, we have enhanced the foundation to become a secure and an exemplary prison system.

WORLD'S BEST... BUT STILL A

Inside
CLUSTER B
medium-security

WHAT A DIFFERENCE A DECADE
1 2 3 4 5

1960-1963: HOW IT USED TO BE
A MASSACRE ERUPTED... AND
NEARLY HALTED PROGRESS



CHANGED, REALLY?
From lowly wardens to high-flying captains of lives




THE BID TO
SAVE EVE...

THE GAME-CHANGERS:



THEY ARE
HUMANS,
NOT DEMONS



**“OUR
CONVICTIONS
CAN ONLY BE
MEASURED
BY OUR
ACTIONS AND
RESULTS.”**

MDM SUJATHA D/O PALPANABBAN

OC Service Development, Service Development & Innovation Branch

OPERATIONS DIVISION

Enhancing Inmate Management and Operational Capabilities

The Operations Division leads the charge in overseeing the safe and secure custody of inmates within Prisons. By building up capabilities, setting relevant policies and streamlining work processes, we have made 2011 a remarkable year of progress and ensured that the security of prisons and the safe custody of inmates are maintained at its highest level.



RAMPING UP CAPABILITIES

Our primary contingency response focuses largely on managing fire, riot or escape situations. Adding to our core skills, we began focusing on hostage negotiation capabilities as part of our growth plan, which included developing a framework and long-term goals for the establishment of a Prisons Negotiation Unit in the Singapore Prison Service (SPS).

The vision is for this elite group of officers to be re-deployed from their core work functions when activated in the event of hostage situations. This will be a significant step in building up this long-term operational capability for Prisons.

Working in close collaboration with our partners, the Medical Services Branch has also established the Quality Assurance Framework (QAF) to improve the quality of medical care provided to inmates. This framework is founded on the notion of monitoring, incentivising and rewarding the Medical Service Provider for their quality of medical care. Doing so underlines our

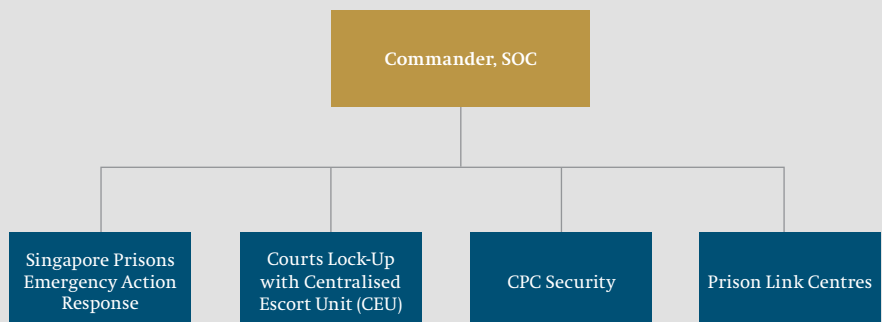
conviction towards ensuring the safe custody of inmates. With our partnership with Raffles Medical Group (RMG), we hope to achieve a quantum leap in delivering state-of-the-art medical care within SPS.

SPECIAL OPERATIONS COMMAND ESTABLISHED

To strengthen SPS' capabilities and operational units, the Special Operations Command (SOC) was established alongside the three Clusters as part of the line command supporting Department's work. Parked under the umbrella of SOC are the four units of SPEAR Force, Prison Link Centres, Changi Prison Complex Security (Transit Centre and Complex

Main Entrance), and Courts Lock-up and with the newly-formed Centralised Escort Unit (CEU) reporting to it.

In 2011, the CEU was operationalised. This unit streamlines the escorting of inmates from Clusters A and B and ensures effective deployment of escort resources for external movements of inmates. With the consolidation, greater standardisation and tightening of escorting procedures and processes are expected. The completion of the CEU Base within the Changi Prison Complex in early 2012 will mark the next milestone for this dedicated team responsible for the entire escorting function of the Department.





SYNERGY IS STRENGTH

We understand the power of teamwork and collaboration, especially if we want to fully realise our vision and mission. Our key partners include SCORE, AETOS, RMG as well as various rehabilitation agencies and Voluntary Welfare Organisations supporting us in a spectrum of Prisons' functions, which range from security to inmate employment and rehabilitation to provision of medical care.

This was taken a step further with the newly-developed Engagement of Partners framework to further enhance the engagement with our partners in 2011. This framework aims to clarify reporting channels, facilitate sharing of information as well as define the specific responsibilities on partnership work at different levels. Greater communication opportunities will be established as our partners will be included in more of our meetings and activities. With the framework in place, Prisons can look forward to building on its existing strong relationships with partners and strengthening its core work.

MANAGING OFFENDERS WITH MENTAL DISABILITIES

Among the correctional community, it is well-established that offenders with mental disabilities (OMDs) require special attention for successful rehabilitation. In April 2011, Prisons collaborated with the Institute of Mental Health (IMH) to roll out the pilot Psychiatric Housing Unit (PHU) at Institution A3, targeted at OMDs to provide psychiatric rehabilitation services for their effective management and treatment. The consolidation of OMDs at PHU also saw a multi-disciplinary management approach being adopted as specialists from IMH, RMG as well as Cluster A Management were brought on board.

With close to 60 inmates placed on the PHU programme, initial findings are positive, with observable improvements in the inmates' day-to-day functioning skills and interaction abilities. Looking ahead, agreement has been established between Prisons and IMH to extend the partnership beyond the pilot year. Planning is underway to establish new specifications to refine the PHU working model.

STAFF DEVELOPMENT DIVISION

People, at the Heart of All We Do

As the Singapore Prison Service (SPS) embarks on its throughcare voyage in pursuit of its mission and vision, our staff will continue to be pivotal in unlocking a seamless reintegration journey for inmates. In Staff Development Division (SDD), we recognise that our people are the core of the Ripple Effect, a process of change that affects them and the people around them, key to making a difference to our beneficiaries. Therefore, our focus is to develop them to their fullest potential so that they can help to transform lives. SDD's tagline says it all: *People, at the heart of all we do.*



GETTING THE RIGHT PEOPLE ON BOARD

Individuals with the right passion and attitude are critical to our cause and recruiting such individuals is the message behind our latest campaign "Passion is the key to unlock a bright future of hope and direction". This message is illustrated with a keyhole and bright blue sky – a symbol of potential and opportunity.

Six of our Captains of Lives were featured in the advertisements, which were launched in March 2011. The advertisements were published in newspapers such as The Straits Times and The New Paper and magazines such as NS Men. To maximise coverage and outreach, the advertisements were also featured on buses which plied the roads of Singapore.

To complement the campaign, a new recruitment brochure and microsite (www.captainsoflives.sg) were developed to provide more information for potential Captains of Lives.

DEVELOPING STAFF ASSETS

We believe that every staff is an asset and can make valuable contributions to Prisons. Working on the ground, they require the knowledge and competencies to carry out their duties effectively. Functional courses, such as the Basic Officers' Course, OCHU Course and Superintendent Course, were designed to prepare and equip them with the necessary frontline skills to perform their duties.

In addition, every officer is in charge of a pool of people, be it staff or inmates; therefore leadership is a

critical competency for SPS. The SPS Leadership Development Roadmap takes a holistic and progressive approach to developing leaders and charts the leadership journey for both junior and senior ranks. The roadmap provides staff with opportunities for continued professional development and equips them with leadership competencies to lead and work in high performing teams.

As part of the roadmap, three milestone courses have been introduced to develop staff's leadership capabilities. Prison Officers can look forward to the Prison Officer Supervisory Course (POSC) while Senior Prison Officers with managerial responsibilities can develop their capabilities with the Senior Officer Advance Course (SOAC). The Command and Staff Course (CSC) is the apex of SPS' leadership course. These



courses consist of classroom topics and outdoor experiential training to test officers' leadership potential in unfamiliar terrains.

CONTINUOUS LEARNING

Opportunity for growth and learning is present for every Prison Officer. They can upgrade their educational qualification through sponsorship schemes such as the Home Affairs Learning and Growth Opportunities (HALO), full-time Degree Sponsorship Programme as well as full or partial sponsorship for part-time local academic programmes.

Chief Warder Yong Thim Kwee was one of two deserving officers sponsored for a full-time degree course in 2011. With experience as a Prisons Officer under his belt, the Senior Operations Management Officer took the step to further his education, which he felt

would help him keep up with the growing competition. The conviction and passion to improve himself were evident at the interview after he was awarded the Full-Time Degree Sponsorship programme (UniSIM) and his journey of improvement as a SPS officer is certainly off to a great start.

BEYOND THE PRISON

As part of our Corporate Social Responsibility, SPS adopted Metta School and the Green movement for 2011 and 2012. This gives our officers avenues to contribute back to society and foster goodwill in our community. One event organised this year was the Changi Beach cleanup, which provided our staff the opportunity to work with special needs children from Metta School whilst also doing our part for the environment.

1 June 2011 marked "Bring Your Kids to Work Day" in SPS' calendar and an event was organised to allow Prison staff to share with their family about their roles at work and to increase their awareness of the Prisons' work environment. At the end of it, the goal was for family bonds to be strengthened.

Prisons are not the most comfortable work environments to be in and so our officers need to be mentally resilient to be truly effective Captains of Lives. Besides recruiting the right people and developing them to their fullest potential, SDD is also committed to ensuring the well-being and engagement of our officers and ensuring that our human capital can fully support our Department to achieve its mission and vision.

REHABILITATION & REINTEGRATION DIVISION

Giving Inmates a Second Lease of Life

2011 saw an eventful year for RRD as we worked together with the Clusters of prisons and our community partners to extend the rehabilitation and reintegration boundary to ensure seamless throughcare of prisoners. At the same time, we also expanded our core capabilities in support of the implementation of alternative sentencing options, specifically Day Reporting Order and Short Detention Order.

ALL HANDS ON DECK

The successful rehabilitation of inmates requires the community to play a key role in their journey of reintegration; this is something Prisons cannot do alone. This year, RRD ramped up efforts in community engagement to bring more help onboard our ship of change and rehabilitation, reinforcing the good work achieved over the years.

The Community Outreach Project (COP) was rolled out back in 2010, aligning grassroots volunteers to our cause for a holistic approach towards offenders' rehabilitation. Under this project, grassroots volunteers will reach out to families of newly-admitted inmates and link them to community resources, so that the families may better cope with their loved ones' incarceration. As at end December 2011, 25 GRC divisions have agreed to participate in the initiative, of which, 11 divisions have already commenced ground implementation of COP. Grassroots volunteers are now addressed as "Yellow Ribbon Champions" to recognise their contributions towards strengthening the community network in support of the Yellow Ribbon Project.

In the spirit of community engagement, the Wrap Around Care (WAC) Programme was piloted in 2010 and full scale implementation has been targeted for 2012. WAC taps on the expertise and strong community network of established social agencies such as MENDAKI and SINDA to address the needs of at-risk inmate families, for example dysfunctional families with school-going children. The WAC enhances Prisons' efforts by securing a conducive, stable, familial environment for inmate rehabilitation and reintegration and seeks to address intergenerational crime.

To ensure that Prisons' existing volunteer pool is well-equipped to handle the issues and needs faced by our inmates, developmental



training for volunteers in the areas of managing difficult inmates, handling offenders with mental health issues and others, was rolled out in 2011 under the reviewed Volunteer Engagement Framework.

ENGAGING THE INTERNATIONAL CORRECTIONAL COMMUNITY

Continuing our efforts to reach out and build a network of support for the inmates, we went beyond our community to the international correctional community – engaging in dialogue with overseas correctional administrators, practitioners and academics from all over the world at the International Corrections and Prisons Association (ICPA) Annual Conference 2011. Many of the visitors were impressed with the “cutting-edge” approach adopted by Prisons in spreading the messages of hope and opportunities through initiatives such as our Captains of Lives (COL) and the Yellow Ribbon Project (YRP), as well as our efforts to incorporate desistance methods in our rehabilitation. This positions Prisons and Singapore at the forefront in correctional practices and paves the way for future collaborations with the international correctional community.



DRIVING THROUGH CARE EFFORTS

We also embarked on several initiatives aimed at strengthening the rehabilitation and reintegration services provided to our inmates.

The Prisons-SCORE Halfway House Service Model, launched in 2010, received Minister's Award for Operational Excellence in 2011. The Halfway House Service Model was developed to enable HWHs to provide a consistent standard of care for offenders under their charge. Under the model, HWHs are given specific guidelines on their case management services, staff competency levels and other service delivery standards. By adhering to these guidelines, these community agencies will be better poised to facilitate the rehabilitation

and reintegration of offenders in the community.

Together with SCORE, we had jointly organised two conferences and networking sessions for our community partners under the auspice of CARE Network. These sessions provided the much-needed platform for sharing of best practices and keeping them updated on the new developments in the field. A cross-agency attachment programme for the CARE Network agencies was also inaugurated in July 2011. The programme was initiated to promote better understanding of one another's work and also seek to enhance inter-agencies collaboration. A total of 25 staff from the respective CARE Network agencies participated in the attachment programme.

THE NEXT LEVEL

RRD's work is not limited to addressing the rehabilitation needs of our inmates. Our work on the Inter-Ministry Committee for Community-Based Sentencing has also brought Prisons to new territories. With the implementation of two alternative sentencing options in 2011, namely the Day Reporting Order (DRO) and Short Detention Order (SDO), Prisons' core capabilities have expanded to include the administration of these sentencing options aimed at diverting first-time, low-risk offenders from incarceration. The two initiatives received Minister's Award for Operational Excellence and Director of Prisons' commendation for exceptional teamwork and dedication in 2011.

CORPORATE SERVICES DIVISION

Upholding Prisons' Mission and Vision

With elaborate planning and seamless execution, the Corporate Services (CS) Division saw existing projects progress well while embarking on new exciting initiatives in 2011. Our focus remains to support the Department in our vision and mission – through maximising the usage of scarce resources, enhancing productivity and improving the overall work environment.



DOING MORE WITH LESS WITH TECHNOLOGY

2011 saw Technology Branch successfully conclude trials on the Inmate Self-Service kiosk (iKiosk), an on-going drive to do more with less – empowering inmates to perform the basic functions of checking their Progressive Privileges (Pro-P) and status of requests, printing their letterforms, among others. This removes basic administrative work from the job scope of officers, who can now better focus on operations and rehabilitation within the Housing Unit.

Plans for more functions and features to be incorporated in the iKiosk are also in the pipeline, following feedback from the trial.



GOING GREEN IN SPS

We are proud to say that two Prisons projects achieved the BCA Green Mark in 2011 – an award that recognises efforts to build sustainable and environmentally-friendly buildings. Our completed Complex Main Entrance and the future Prison HQ design were awarded the Green Mark Gold and Platinum Awards respectively, thanks to green features such as the 1MW fuel cell power plant, energy efficient chiller plants, and usage of NEWater and recycled materials in the building. Benefits of Green Mark buildings include cost savings from efficient use of key resources such as energy and water, leading to lower operation and maintenance costs and enhancing occupant productivity and health.

PEDAL TO WORK

2011 saw the completion of the Park and Ride Pilot scheme, which implemented bicycle parks and lanes to encourage officers to cycle to work. To raise awareness for the project, a cycling event, “Tour De CPC”, was organised on 28 July 2011 for staff from HQ and the Clusters. For an afternoon, teams of officers raced around Changi Prison Complex on their bicycles. With increased commuting trips, the Park and Ride scheme demonstrates our commitment and success in providing its officers with a healthy and “green” way of commuting to work.

FINANCIAL PRUDENCE IN PRACTICE

Good governance and sound finance cannot be overstated and with this, the Finance and Administrative Branch (FAB) started an educational campaign for officers in financial matters such as audit observations and important topics, via talks and broadcasted messages.

In addition, FAB would also be utilising more sophisticated financial software such as the Accounting Command Language that would pick up anomalies and discrepancies in invoices and purchase orders and ensure overall financial compliance.

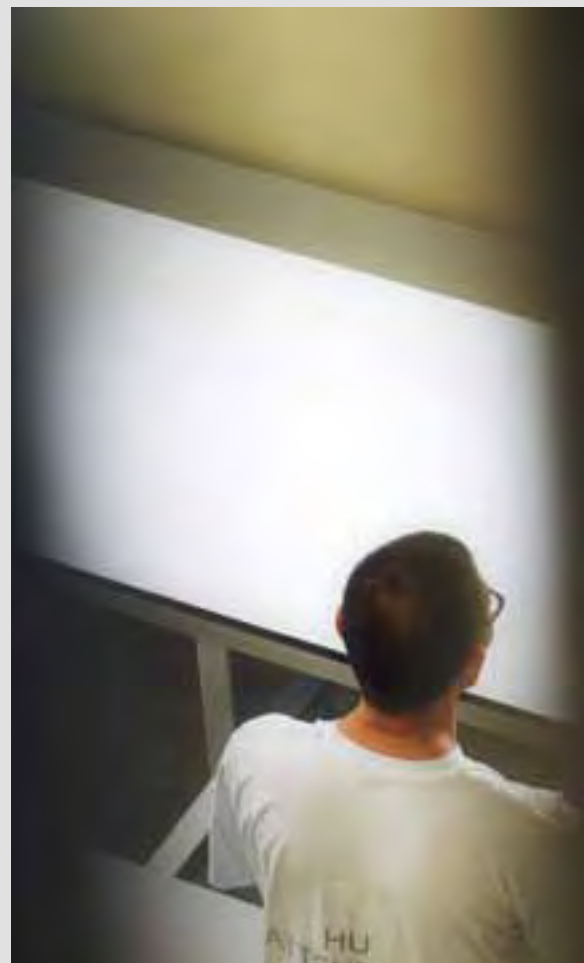
BETTER LOGISTICAL SUPPORT

The Central Warehouse in Cluster B was set up to manage and provide logistical supplies for the entire Changi Prison Complex in 2010. The Central Warehouse, which is located in Institution B3 and B4, reached a milestone in 2011 when it successfully took over the logistical operations from Cluster A. The facility handles six categories of items ranging from inmates’ requisites, contingency items such as personal protection equipment, office stationery, inmates’ canteen to general and domestic items. With that, greater economies of scale and higher productivity can be achieved for the entire Department in our logistical operations.

INTELLIGENCE DIVISION

Aware and Ahead at Every Turn and in Any Situation

The work of the Intelligence Division (ID) goes a long way towards supporting operations and keeping prisons safe and secure. Working tirelessly behind the scenes, we collaborate closely with operational staff to detect tension, prevent untoward incidents and thwart illegal activities.



MONITORING THE PULSE ON THE GROUND TO STAY AHEAD

The work of ID's collection officers and analysts revolves around detecting and monitoring emerging or ongoing changes and detailing significant changes in the prisons' operating environment – trends that could include inmate violence, tension between inmates and staff as well as clandestine activities.

Once sufficient information has been gathered to form an integrated situational picture, assessments and recommendations are formulated for Management to make informed decisions and establish policies. Working hand-in-hand with operational staff, ID managed to pre-empt the occurrences of several institutional incidents in 2011 by segregating problematic inmates for management purposes. Such behind-

the-scenes actions help to ensure a high level of security within Prisons.

BUILDING INTELLIGENCE EXPERTISE

To enable our officers to keep pace with the changing inmate profile and operating environment, we continue to place emphasis on enhancing staff competencies through training. For instance, training is conducted for new entrant officers undergoing the Basic Officers' Course to raise awareness of intelligence topics ranging from inmates' security risks, manipulation by inmates and common tension indicators on the ground.

In addition, we also regularly conduct training for existing staff to enhance their knowledge of relevant subjects such as the role of gangs in inmates' subculture, behaviour and activities

of inmates with gang background, as well as management strategies. Through relevant training, ground officers will be better poised to manage inmates with gang mindsets. Ground officers could also assist in expanding the intelligence database by submitting relevant information such as Ground Information Performa via PORTS.

In 2011, ID officers attended the Intelligence Analysis Course designed to bolster knowledge and skills in conceptual analysis and the strategic assessment process, where the training schedule included lectures, group discussions and major practical exercises. This highly specialised training will ensure that the competencies of ID officers are well-honed and relevant to keep pace with changes in the operating environment.



CRIME PREVENTION IS ABOUT COLLABORATION

Our officers also work closely with our counterparts from other enforcement agencies to share relevant information on criminal activities, which resulted in crime detection and prevention success.

In October 2011, Police sought assistance from ID to help identify suspects involved in a case of loan shark related arson. Intelligence officers had recognised one of the three suspects to be a Reformative Trainee inmate who had absconded while released on supervision and promptly forwarded the information to Police for follow-up. The suspect and his accomplices were subsequently arrested for harassing loan shark debtors. The arrest could not be possible without the strong collaborations amongst Home Team Agencies.

ID also shares the profiles of certain inmates to alert the Police of their propensity to re-offend, as well as the possible threats they pose to the



public after their release. Profiles of drug inmates are also shared with the Central Narcotics Bureau (CNB) to surface information of their involvement in drug-related activities upon release. Furthermore, our officers also alert the Police when renounced inmates surface potential threats they may encounter from gang members outside prisons. These collaborative efforts are crucial in crime prevention.



STRATEGIC PLANNING & RESEARCH DIVISION

Driving the Growth of Prisons

Formed in 2010, the Strategic Planning & Research Division (SPRD) caters for a spectrum of planning-related functions – from corporate planning to performance management; and organisational research to development needs.



PLANNING AHEAD

2011 marked a transition in Singapore Prison Service’s (SPS) strategic directions. To drive the Department’s three businesses of “Executing Justice”, “Reducing Re-offending” and “Preventing Offending”, SPRD developed a three-year Strategic Plan based on key strategies parked under the four focal areas.

We keep a keen eye on our strategic goals and performance targets by monitoring our annual workplan through the monthly Director’s Conference. Key Performance Indicators (KPIs) are also tracked by the Directorate via the Corporate Dashboard on a quarterly basis at Weekly Update Meetings chaired by Director of Prisons.

IN GOOD HEALTH

The Organisational Health Survey (OHS) was administered in February this year with SPS maintaining good overall results relative to both public sector and national norms. SPRD worked closely with other divisions and clusters to review the results, and held open discussions and sharing among

the Leadership Group on their staff engagement practices and action plans during the monthly Leadership Circle.

GOING GLOBAL

This year also saw SPRD facilitating the planning of several study trips to countries with established systems of throughcare and community

Three-Year Strategic Plan				
Focal Areas	Enhancing Inmate Management & Operational Capabilities	Advancing Throughcare in Rehabilitation & Reintegration	Strengthening Partnerships to Prevent Offending & Re-Offending	Harnessing Technology & Developing Staff Capabilities
Key Strategies	Enhance Security & Operations	Develop a Holistic Framework of Throughcare	Enhance Support to Prevent Re-Offending	Exploit Technology & Innovation as Levers
	Strengthen Disciplinary Structure	Address Criminogenic Needs Through Targeted Programmes	Strengthen Volunteer Engagement & Capacity	Deepen & Broaden Staff Competencies
	Improve Management of Special Populations	Enhance Reformation of Young Offenders	Facilitate Intervention for At-Risk Groups	Recruit & Retain the Right Staff
	Engage Partners in Prisons Operations	Enhance the Drug Rehabilitation Regime		Build An Engaged & Resilient Workforce
Results	Key Performance Indicators			



corrections, such as Australia, Canada, Hong Kong, the United Kingdom and the United States of America. In addition, SPRD also organised and coordinated overseas engagements with experts in the field of corrections. One notable visitor was Judge Sir David Carruthers, Chairman of the New Zealand Parole Board, who was invited to Singapore as a consultant. These international outreach efforts are useful for SPS to learn best practices from its overseas counterparts, as well as to seek their advice in establishing a throughcare system that will transform the rehabilitation landscape in Singapore.

SPRD continued to drive SPS' involvement in international conferences and associations, such as the Asian and Pacific Conference of Correctional Administrators (APCCA) and the International Corrections and Prisons Association (ICPA) Conference. In September last year, SPS successfully hosted the 13th ICPA Conference and the Yellow Ribbon

Conference, in collaboration with its foreign counterparts, at the Raffles City Convention Centre.

EXCELLENCE IN INNOVATION

In 2011, a review of the SPS 3i process led to the enhancements of the 3i portal and an improved process flow. One significant enhancement was the incorporation of the Near Miss reporting system for officers to share information and identify systemic gaps in operations and other processes before they escalate into critical incidents. Two new awards, the Top SSS Evaluator Award to recognise the efforts of Evaluators, as well as the Lighthouse Award for exemplary Near Miss Suggestions, were also introduced at the Business Excellence Awards Ceremony.

SPS 3i CONVENTION 2011

3 Star Awards
5 Gold Awards
13 Silver Awards

NATIONAL INNOVATION & QUALITY CIRCLES CONVENTION 2011

3 Star Awards
5 Gold Awards
5 Silver Awards

SPRD also guided and oversaw organisation of the SPS 3i Convention and participation in the National Innovation and Quality Circles (NIQC) Convention, where the Department achieved excellent results with an unprecedented number of Star awards being won. Similarly, our officers also won awards for innovation and service excellence at both the Ministry and Civil Service levels.

BUSINESS EXCELLENCE

The Business Excellence Steering Committee (BESC) structure was set up to formulate strategies that drive

and sustain organisational excellence efforts. With the full commitment of the BE Drivers and Advocates, the BESC platform aided in SPS' successful renewal of three niche awards in 2011 – the People Developer Standard, Singapore Innovation Class and Singapore Service Class in a single Business Excellence Niche Renewal exercise. This achievement marks another key milestone in our journey for organisational excellence.

PUTTING THE PUBLIC FIRST

For greater synergy, the functions of public feedback management and the role of Quality Service Manager were consolidated under the Service Development and Innovation Branch. To maintain the high service standards and better meet public expectations, SPRD enhanced the calling system by implementing a 24-hour "1800-PRISONS" telephone number, operated using an interactive voice response system that reduces the need for staff to handle simple enquiries from the public.

A STRATEGY TO SUCCESS

In line with SPS' business of "Preventing Offending", SPRD embarked on a study of the Preventive Education Programmes in SPS to evaluate their effectiveness in deterring youths-at-risk from drug-taking or criminal behaviour. SPRD also supported the National Committee on Youth Guidance and Rehabilitation to conduct research involving youths-at-risk and identify early intervention strategies and diversionary measures at the national level to help break their cycle of offending. In addition, SPRD collaborated with Professor Adrian Raine from the University of Pennsylvania to embark on a study identifying the effects of nutritional supplements on anti-social behaviour among young offenders. With new and ongoing research, SPRD will continue to plan and implement evidence-based programmes and projects to support SPS in its core work.

CORPORATE COMMUNICATIONS & RELATIONS BRANCH

Building the Case Through Effective Communication

The Corporate Communications & Relations Branch (CCRB) works to manage and enhance the Singapore Prison Service's reputation by leading strategic communications, providing clear and consistent messaging and engaging all stakeholders in an open and mutually beneficial manner.

DRIVING THE MESSAGE ACROSS

2011 was a year of highs as the public relations arm of the organisation worked hard in driving communications and engaging the media on a multitude of platforms to highlight the good work done by our prized assets, our staff.

Media engagement efforts resulted in a 38 per cent increase in coverage this year, with 268 Prisons and Yellow Ribbon Project (YRP) related articles (excluding blogs) published across mainstream, traditional and new media platforms. The six-page Straits Times feature on the transformational journey of SPS, published in September 2011, rounded off a year to look back and learn from.

Our Corporate Relations team facilitated more than 160 professional exchanges to SPS and large-scale events for almost 3,000 local and foreign counterparts from more than 60 countries. Most notable of these large-scale events were international events such as the ASEAN Prisons Track and Field Championship (APTFC) and the International

Corrections and Prisons Association (ICPA) Conference.

ICPA saw the whole of CCRB fully committed both on the publicity and protocol fronts as the branch rallied with SPS staff to support the event in making it a resounding success for the organisation. 27 media reports were generated in total, all working to positively highlight SPS as an innovator and leader in the international correctional landscape.

TRANSFORMING FOR BETTER FOCUS AND OUTCOMES

Internally, CCRB began work early in the year to better understand the purpose and direction of the branch and conducted an exercise in reviewing our vision and mission to ensure its alignment with SPS' strategic goals and objectives.

Things began to take shape after nine months of discussions and deliberation, resulting in not only a new branch vision and mission, but a renaming of the branch from Public Affairs Branch to Corporate Communications and Relations Branch as well as a re-organisation



of the structure into three new sections, headed by Managers who would be in charge of Media Relations, Corporate Relations, and Corporate Communications and Branding.

These changes will provide more focus in order to optimise CCRB's resources in supporting and enhancing SPS' reputation on all fronts in a timely manner.

COMMUNICATION IS KEY

Underlining the importance of effective communications in leadership, a two-day course was developed for SPS leaders holding leadership positions. The positive feedback received from the inaugural batch of eight participants culminated in a second run for another nine



ENHANCING COMMUNICATIONS IN A NEW YEAR

After the revamp of the SPS corporate website in 2010, our Corporate Communications section focused their attention on the Intranet and worked with Tech Branch to develop a revolutionary platform of internal communications and information sharing. The new Intranet “COLours” was born and looks set to change the way in which the entire department stores and shares information, with all units expected to fully come on board by end 2012. “COLours” is essentially a Web 2.0 site that facilitates information sharing and collaboration among users. Staff can easily interact and connect with one another via the Intranet as an online community.

In addition to the continued strong support of all SPS initiatives, the new year will see CCRB making further inroads in the social media environment as we seek multiple messaging avenues for effective communication of our initiatives and efforts in rehabilitating and reintegrating offenders, all culminating in our overall goal of enhancing the SPS brand.

leaders. The course has since been incorporated as a key component of Prison Staff Training School’s (PSTS) Senior Command Course with PSTS having taken over the administration.

As effective communications is necessary at all levels, work is currently in progress to roll out an introductory course on communications to all PSTS trainees to ingrain the importance of understanding the organisation’s vision, mission, values and keeping abreast of current focal areas. This introduction to communications will help trainees to be effective ambassadors of the Captains of Lives brand; working in sync to maintain and enhance SPS’ reputation.

LEVERAGING ON NEW MEDIA

One of the key initiatives this year was to leverage on social media to energise the existing base of YRP advocates and drive community support and action. In June 2011, CCRB started tapping on Facebook to simultaneously listen and interact with online communities to gather support for the YRP cause. As a result of our active engagement, the fan base of our YRP Facebook increased from slightly more than 1,000 to 20,000 likes in just 6 months. Our efforts on Facebook even made it into The Straits Times! CCRB will continue to understand the specific benefits and risks of social media channels and explore new and exciting ways to engage all our stakeholders.



PROVOST BRANCH

The Last Line of Defence for a Safe and Secure SPS

Guarding the line between right and wrong, Provost Branch upholds the integrity of the Singapore Prison Service (SPS) by conducting fair and transparent investigations into breaches of discipline. This safeguards public confidence in SPS and maintains high levels of safety and security for inmates and staff within our institutions.

ENHANCING PROVOST CAPABILITIES

The need to constantly upgrade one's arsenal of capabilities is a given, especially in times of change and complexity. Over the past few years, we have kept pace with the changing environment and relentlessly enhanced our operational capabilities and refined our investigation techniques.

We introduced new initiatives in 2011 to ramp up our core competencies and one of them was the Duty Investigation Officer (IO) system. Contaminated evidence at the scene of an accident hinders an investigation and this system provides quick response to identify and secure evidence cleanly before the provost officer arrives, especially after office hours. As an added improvement,





we have also introduced the new IO Response Kit – a carrier bag containing investigation tools and equipment designed to aid the investigator in processing a wide range of evidence more effectively.

PROVOST TRAINING AND DEVELOPMENT

Asking questions is not a difficult task – the difficulty lies in asking the right questions to obtain key information. Investigation requires highly specialised skill sets including interview techniques to elicit valuable information, as well as a keen ability to recognise deception and find ways to counter it. Our officers would undergo a three-week Home Team Basic Investigators course conducted for all Home Team investigators before they are deployed for work duties.

The course was implemented by the Ministry of Home Affairs to create a basic competency benchmark for all Home Team Investigators and aims to equip newly-appointed Home Team Investigators with the necessary skills, knowledge and attitude to conduct investigations and prepare for court trials.

Beyond basic training, a provost officer can look forward to two more levels of advanced training. At the intermediate level, officers are trained in different techniques of interviewing, like the Reid© Technique of Interview and Interrogation, and Analytic Interviewing techniques. At the advanced level, training is expanded to beyond interrogation such as the Kinesics Interview Course.

LEARNING FROM THE EXPERTS

Bridging cooperation with mutual learning, we reached out to the Singapore Police Force to learn from their investigation experts, honing our skills through much needed competencies like Polygraph and Computer Forensic Training.

An internship programme with the Specialised Interview Branch of the Criminal Investigation Department (CID) was initiated since 2009. As part of the programme, our polygraph examiners were called upon to assist CID in performing polygraph examinations for police cases. Through experiences gained with real-life cases, this internship serves as a useful platform for our provost officers to enhance their overall proficiency in administering polygraph examinations.

We also gained new insights and knowledge on computer forensics under the tutelage of the Technology Crime Forensics Branch of Police. This has increased our ability to examine data storage devices for evidence without compromising its integrity, enabling us to do much more in our investigations.

ALWAYS LEARNING, ALWAYS IMPROVING

Never resting on our laurels, Provost Branch plans to develop a Knowledge Management tool to share key learning points gleaned from disciplinary case studies with our ground officers – with the objective of strengthening their jailcraft competencies. Concurrently, we have also embarked on developing a systemic and robust induction framework for our new Provost Specialists to engage them more effectively as part of the Provost family.

STAFF INSPECTORATE BRANCH

Auditing with Conviction

Reporting directly to Deputy Director of Prisons/Chief-of-Staff, Staff Inspectorate Branch (SIB) is the audit and inspection arm of the Singapore Prison Service (SPS) – chiefly responsible for performing and overseeing compliance audits of key functional areas across the Department. These internal audits flag out areas of strength, room for improvement and standardisation opportunities for Prisons’ units to remain progressive and relevant, and these are key elements towards achieving good corporate governance.

DEPARTMENT AUDIT WORKPLAN

Annually, SIB consolidates the Divisions’ and Clusters’ audit workplans and maps out the entire Department’s Audit Workplan, categorising the audit areas into three tiers based on risk levels. Since the inauguration of the Department’s Audit Workplan in 2009, SIB has coordinated various audits performed at HQ, Cluster level and Divisional levels, including Operations Division, Staff Development Division, Rehabilitation & Reintegration Division, and Corporate Services Division.

PLATFORMS SURFACING AUDIT FINDINGS

Under the Department’s Audit Workplan, respective audit findings and recommendations are shared with Senior Management through the quarterly System Review Steering

Committee (SRSC) meeting and the six-monthly Prisons Audit Conference (PAC). Corrective measures are swiftly implemented after rigorous discussions and deliberations, resulting in enhancements across key Department functional areas. Similarly, key findings for audits conducted on Prisons by external auditors from the Auditor’s General Department (AGD) and MHQ’s Internal Audit Unit (IAU) are also shared at these platforms.

REVIEW OF STANDING ORDERS AND DIRECTIVES

SIB facilitates regular review of the Department’s Prison Standing Orders and Directives across by coordinating with the various staff units. At the same time, these PSOs and Directives are maintained by SIB at Prisons intranet websites for easy access to all officers. Regular broadcasts on updates on PSOs and Directives help keep all

officers updated on any latest changes to ground procedures.

THE WAY FORWARD

2011 was a fulfilling year for SIB and its team of auditors from the divisions and clusters, as evident through the numerous audits conducted and the quality of follow-up measures implemented. The current multi-tiered audit approach and sharing platforms have matured and are well integrated to enhance the Department’s internal systems. Moving forward, SIB will continue to play a pro-active role in the realm of corporate governance and audits to ensure that Prisons remains accountable and progressive.



CLUSTER A

Going from Strength to Strength

The first operational cluster to be set up within Changi Prison Complex in 2004, Cluster A has evolved constantly over the years. 2011 saw a focus on resources with an emphasis on enhancing the operational readiness of our officers. Work processes were reviewed and streamlined to enhance the management of assets while continuous improvements were made to inmate programmes. In a similar fashion, our Staff Development Unit also focused its energies on developing and enhancing training packages for officers – bringing about a new vibrancy to the way we work and play.



ENHANCING OPERATIONAL CAPABILITIES

This year, a pilot run was organised at Institution A4 to redesign and retrofit the Institutional Control Centre (ICC) to enhance overall operational capabilities. Besides replacing the outdated CRT monitors with LCD panels, the overall ICC console setup

was also revamped to enhance both monitoring capabilities as well as to feature a new detachability function that permits console manoeuvrability during contingencies. Under this pilot, both peacetime and contingency operational response by ICC will be significantly enhanced. Cluster A has made plans to roll out the initiative to

the remaining institutions upon the successful review of the pilot.

MAINTAINING HIGH LEVELS OF SECURITY

The Security and Inspection Team was assigned an important task to review both the Security Management System (SMS) Alarm Monitoring function as well as the Security Keys Classification. The aim of reviewing the SMS function was to prioritise the alarm pegged to the intensity of actions required to be taken. For the review of the Security Keys Classification, the team conducted checks and reviews of the security locks combination for all institutions and scheduled periodic checks on the security locks. With the completion of these reviews, the operational response and security dimensions of Cluster A have been refined and further tightened.





REDUCING RE-OFFENDING – BOOSTER PROGRAMMES

In 2009, we introduced the gang renunciation programme to help offenders break away from their gangs and abandon the associated lifestyle. In 2011, Cluster A Programme Branch went on to procure and implement booster programmes for renounced gang inmates. These programmes are designed to build self-esteem, impart the tools needed to resist gang pressure and instil behavioural change. In addition, our programme unit also took on the task of developing anti-addiction and anger management programmes, which supplemented the existing Specialised Treatment Programme conducted by counsellors. With the assistance of existing partners and several Voluntary Welfare Organisations (VWOs), 10 runs of the 12-Steps Programme, which has been proven effective in addressing anti-



addiction problems, were introduced to the inmates successfully.

A MINISTERIAL STAMP OF APPROVAL

Every year, Cluster A would host a number of visits by both foreign delegates as well as our own leaders. A key visit in June 2011 saw our Deputy Prime Minister, Coordinating Minister for National Security and Minister for Home Affairs, Mr Teo Chee Hean, visit Cluster A for a tour of the facilities and a dialogue session with our staff. He was accompanied by 2nd Minister for Home Affairs and 2nd Minister for Trade and Industry, Mr S Iswaran. In their comments, both leaders mentioned that they were heartened by the performance of prison officers and encouraged all officers to continue to strive and keep up the good work.

A CONTINUOUS TEAM EFFORT

It has been two years since Cluster A implemented the Scenario-Based Training (SBT) as a platform to enhance staff competencies in handling ground incidents. This year, one of the objectives of our Staff Development Unit was to achieve cluster tactical excellence by conducting training in a holistic approach to equip staff with tactical skills.

Other than the annual recertification of the tactical core skills, our in-house tactical trainers facilitated scenario-based training on a quarterly

basis to enhance the response of operational staff to ground situations. The participants also used this team-sharing platform to share their personal encounters for learning purposes.

The development of staff competencies to adapt to the changing operating environment was also met through other In-Service Training sessions, where staff units shared and delivered relevant topics to our officers. On top of that, selected motivational and educational videos were also screened for officers during lunch breaks to aid in their learning and development.

2012 – A YEAR OF FOCUS AND COMMITMENT

Looking to the future, we will continue to focus on developing strategies to support new Prisons' initiatives, which underscores our commitment and convictions as Captains of Lives. In order to fulfil our mission and vision, our units will continue to improve on training and processes to enhance staff competencies. In our efforts to reduce re-offending, Cluster A will continue to work closely with community partners and VWOs in the implementation of new rehabilitation programmes. Cluster A will also collaborate with the other Clusters to standardise practices and ensure that related initiatives and plans are rolled out in a seamless and effective manner.

CLUSTER B

No Challenge Too Big

More than a year after our official opening in January 2010, Cluster B has established its foothold as the second cluster in the new Changi Prison Complex. 2011 was an eventful year for the Cluster as we geared up to overcome changes and work towards excellence. Our focus was on developing our staff capabilities, overcoming operational challenges, and creating more avenues for inmates' rehabilitation.



CHANGE OF COMMAND

The leader sets the overall tone and pace of the group. In 2011, we saw a change in leadership for Cluster B with outgoing Commander Supt Terrence Goh handing over command to incoming Commander, AC Shie Yong Lee, on 14 April 2011. Supt Terrence Goh, who had been Commander Cluster B since June 2007, led the Cluster from its previous standalone setup through its successful operationalisation within Changi Prison Complex. Cluster B staff welcomed their new Commander with a commitment to work together as a team to bring the Cluster to the next level of excellence.

A LEARNING JOURNEY

A positive attitude towards learning is an important dimension in an officer's development. Recognising this, we

have cultivated a learning culture within Cluster B. One example was when Staff Development organised a three-day session from 19 to 21 April 2011, which included motivational talks and team-building activities for our officers to participate in. Renowned speakers were also invited to share with officers on self-development skills and positive work habits.

In March 2011, Cluster B Staff Development also introduced a Learning Journey Programme for our officers. This programme features the cross-attachment of officers from institutions and supporting staff units to the other functional locations within Cluster B. As officers undergo experiential learning during their cross-attachment, they better appreciate how their work contributes



to one another and the bigger scheme of Cluster B's work.

OVERCOMING OPERATIONAL CHALLENGES

During the year, one of the key operational challenges faced was the increase in remand population in institution B2 as well as the DRC population in institution B5. Officers from different Cluster B institutions came together to work hand-in-hand to manage this operational challenge. Despite the baseline manpower staffing, our officers remained resolute in executing their operational duties with vigilance and managing the challenging conditions with confidence.

SETTING THE STAGE FOR THEATRE

One of our unique rehabilitation drives this year was the Theatre Arts Programme (TAP) launched at Institution B5 on 22 February 2011. TAP aims to provide inmates with the opportunity to acquire employable skills in technical theatre, stagecraft, design, production and arts administration to facilitate

their eventual reintegration to the community. TAP is a four-month art programme which introduces the inmates to four basic art forms – drama, movement, percussion and a cappella, as well as theatre skills in the areas of technical theatre, stagecraft and administration. The first cohort of inmates coached by trainer Ms Peggy Ferroa successfully graduated on 6 July 2011. Upon their graduation, they engaged themselves in various activities such as plays and song writing as well as the art of body percussion.

KEEPING THE INMATES ENGAGED

To inculcate pro-social values amongst the inmates, we made concerted efforts to engage them in community projects. Examples of these projects included packing of National Kidney Foundation (NKF) mailers, National Day Parade (NDP) fun packs and the re-purposing of Crocs shoes. As inmates make their contributions to society through these meaningful channels, we hope that this will result in a beneficial impact on their outlook and attitude towards themselves and community work.

CONNECTING WITH VOLUNTEERS

One of Prisons' strengths in our mission to rehabilitate and reintegrate inmates back to the community lies in our key partners and volunteers. We took steps to recognise their efforts by holding a Volunteer Appreciation cum Dialogue Session on 8 October 2011. Inmates from all Cluster B institutions put up performances in the form of skits, poems and song dedications to express their gratitude for the volunteers. The dialogue also saw a fruitful and interactive session which strengthened mutual understanding and trust amongst Cluster B officers and volunteers through their sharing of perspectives, ideas and experiences.



CLUSTER C

A Year of Progress

For Cluster C, 2011 was a year of progress and maturation through clusterisation. In the process, Cluster C also maintained its standards for excellence while expanding its role in community corrections and efforts in rehabilitation.

OVERCOMING THE CHALLENGES OF “CLUSTERISATION”

Given the diverse and specialised nature of the institutions which make up Cluster C and the geographical distance that separates the four institutions, the process of clusterisation has been a challenge for us.

2011 marked a few significant milestones in Cluster C’s progress of being a cluster. This included the extensive renovation works to customise Tanah Merah Prison’s purpose-built maximum-security facility to the operational needs of managing a prison school, as well as the relocation of Kaki Bukit Centre Prison School to Tanah Merah Prison on 19 June 2011. This move was also known as Operation Voyage II.

We have furthered our journey of clusterisation with the subsequent establishment of Tanah Merah Cluster within the Changi Prison Complex (comprising Tanah Merah Prison, Changi Women’s Prison and Cluster C Management Office) and the recent centralisation of staff units, including Programme, Corporate Services, Security and Provost and Registry. Since then, various initiatives, such as the National Day Observance

Ceremony, the commencement of Cluster-level In-service training in August, regular lunch sessions between Commander Cluster C and various groups of officers, and Cluster C active days on Wednesday were introduced. These initiatives serve to narrow the distance between staff from the four institutions, while at the same time harnessing and exploiting the diversity of our staff.

CONTINUING THE RECORD OF EXCELLENCE

For the fourth consecutive year, we attained the Best Unit Award, which is given to the most outstanding

institution/unit within the Department for teamwork and work excellence in its daily operations. The Best Unit award was clinched by Changi Women’s Prison in 2008, Kaki Bukit Centre (now Tanah Merah Prison) in 2009 and Admiralty West Prison in 2010. This year, Selarang Park Community Supervision Centre clinched the Award. We attribute this to our culture of continuous improvement and re-examination of fundamental beliefs and tenets, which has led to profound and lasting leaps in performance.

CONTRIBUTING TO COMMUNITY CORRECTIONS

On 2 January 2011, the Day Reporting Order (DRO), a new community-based sentencing option, was implemented. Offenders sentenced under the DRO have to report for supervision, counselling and rehabilitation on a regular basis. They also have to observe curfew hours and be electronically monitored throughout their sentence. In addition, they are required to attend mandatory group-based rehabilitation programmes to address their criminogenic risk and needs. If required, their case managers will also make the necessary referrals to attend to their other needs, so that the offender can focus on his rehabilitation.





The Day Reporting Centre was set up to facilitate the implementation of the DRO. It is co-located with the Prison Link Centre at Geylang Bahru, and was officially opened by the Director of Prisons, Mr Soh Wai Wah, on 18 February 2011. Community-based sentencing holds fewer stigmas as compared to incarceration in prison, and it also prevents the offender from being negatively influenced by hard-core inmates. The emerging role of Prisons in the community corrections landscape will continue to expand as Selarang Park Community Supervision Centre is currently the one-stop community centre for supervision and treatment.

OUR FOCUS – YOUTH OFFENDERS

Young offenders are a top priority for Prisons, and this is no exception for us in Cluster C, given that Tanah Merah Prison and Changi Women's Prison house young inmates and reformatives trainees seeking to pursue their education.

In 2011, 107 male and female offenders received the National Youth Achievement Award. This Award aims to help student offenders develop positive values of perseverance and self-reliance, and to instil in them a sense of responsibility towards themselves, the community and the nation.

During the year, we offered many new programmes for youth offenders including a Narrative Writing Competition organised by the Education Branch from May to June 2011 – a platform where they can exercise their creativity and reach out to their family members in support of their rehabilitation journey.

iDiscovery was piloted at Changi Women's Prison to raise self-awareness in participants, with the aim of inspiring them towards positive changes in life and reaching their life goals.

RT Mentoring was also piloted for young offenders who lack family support by pairing the participants with trained volunteer-mentors who offer support and guidance to the participants even after they are released from prison. The RT Mentoring programme helps young offenders by giving them a positive pro-social role model to better guide them, especially during these formative years.

WHAT LIES AHEAD

In the year ahead, we will continue to strive towards becoming specialists in our respective fields, while building bridges not just internally but also with our community partners. While the process of clusterisation will continue to pose challenges, we are confident that with our alignment to the mission and vision, we will grow to become an exemplary Cluster.



**“OUR
ACHIEVEMENTS
ARE A BLUEPRINT
TO FUTURE
ACCOMPLISHMENTS.”**

MR FAIZAL BIN RIDZWAN
OC HU, Institution B1



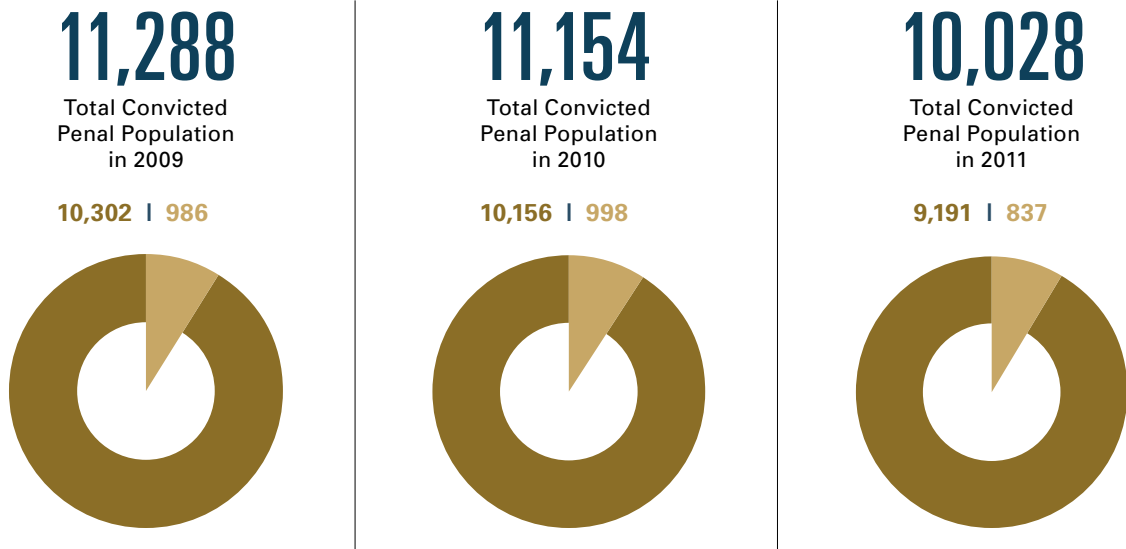
STATISTICS

POPULATION

CONVICTED PENAL POPULATION

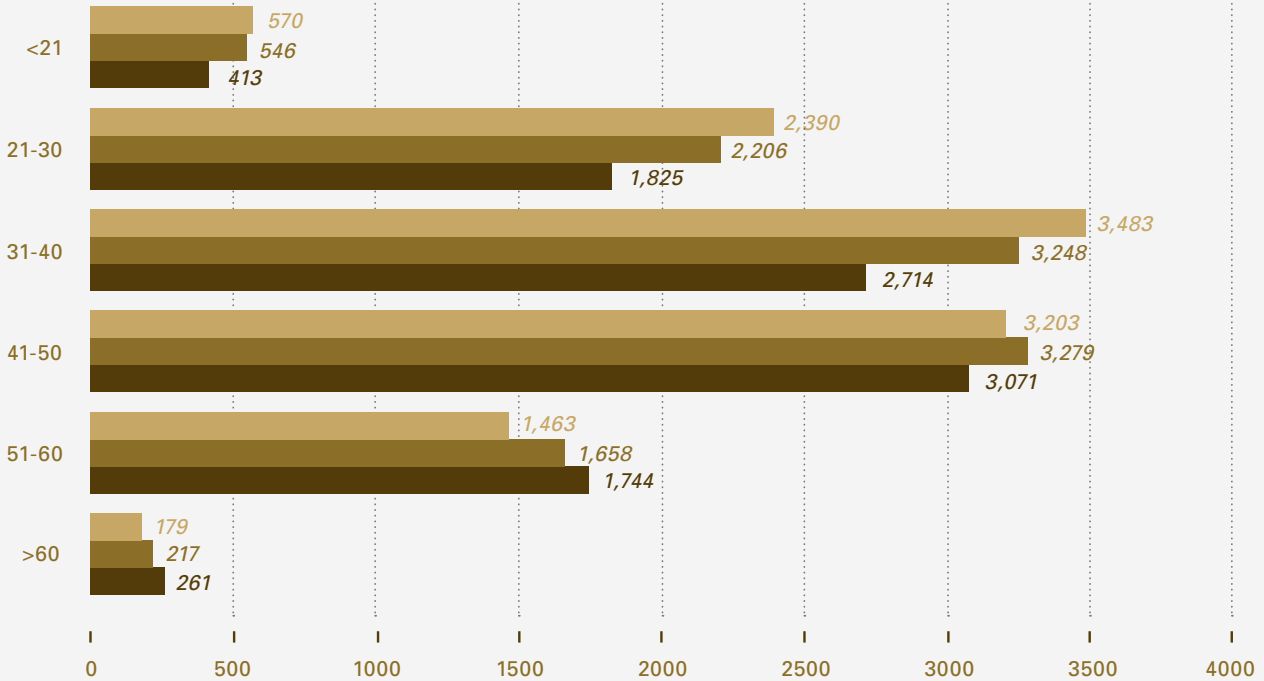
Snapshot of convicted penal inmate population as at 31 December of each year

GENDER



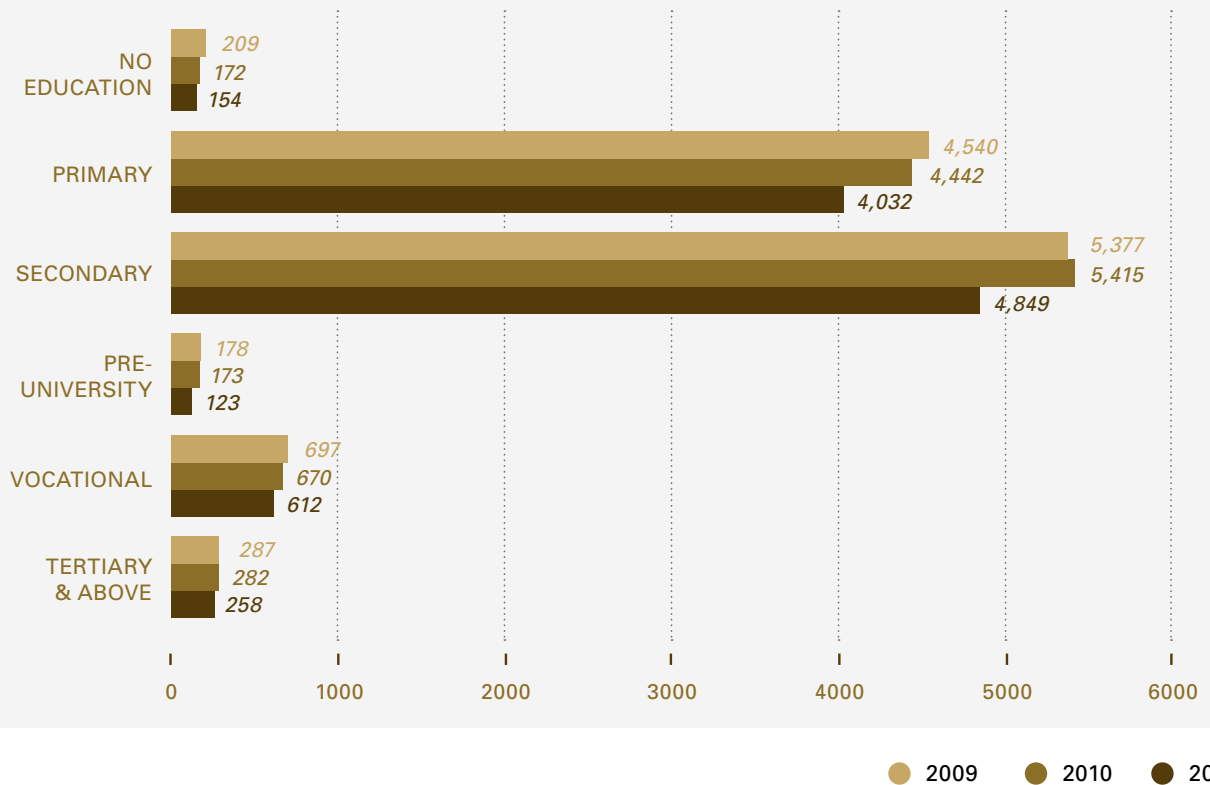
AGE GROUP

● Male ● Female

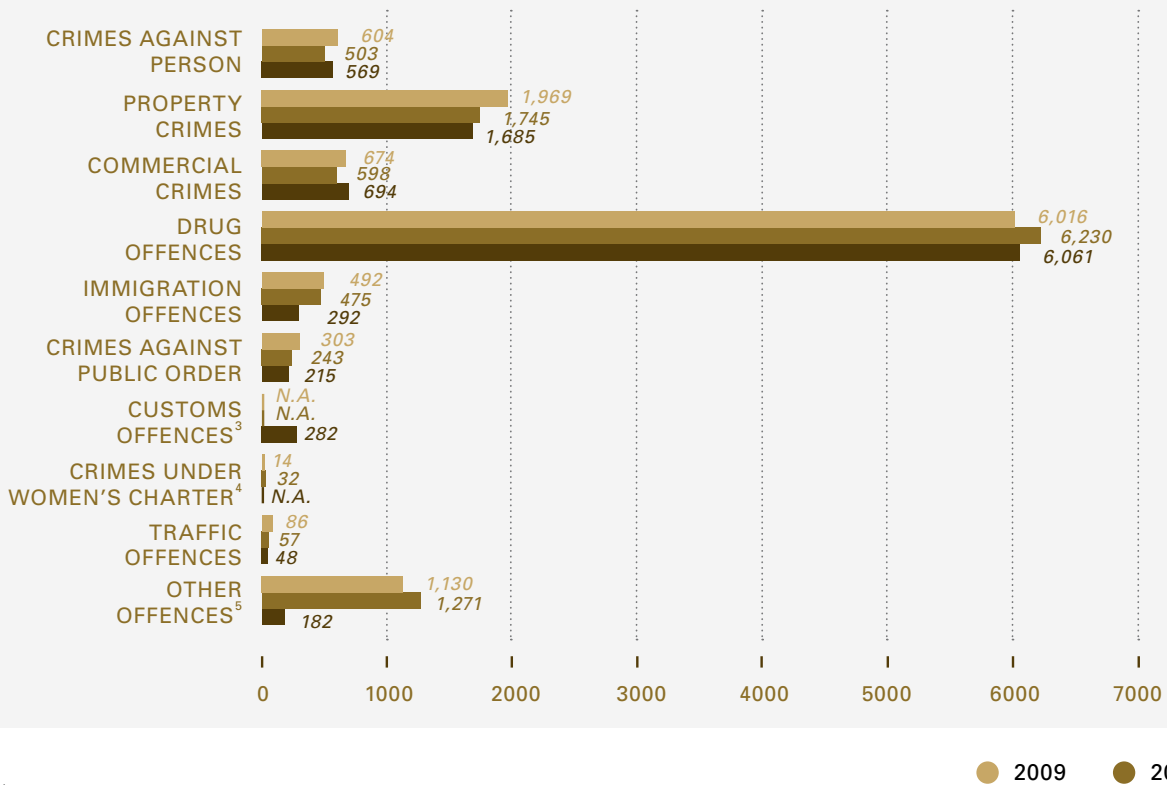


● 2009 ● 2010 ● 2011

EDUCATION LEVEL¹



MAIN OFFENCE GROUP²



¹ As declared by inmates upon admission.

² Inmates are tracked based on index (most serious) offence only. There was an internal offence re-grouping exercise conducted in 2011 to classify individual offences into nine main offence groups.

³ Customs Offences is a new classification of offences in 2011.

⁴ Crimes under Women's Charter was subsumed under "Other Offences" in 2011.

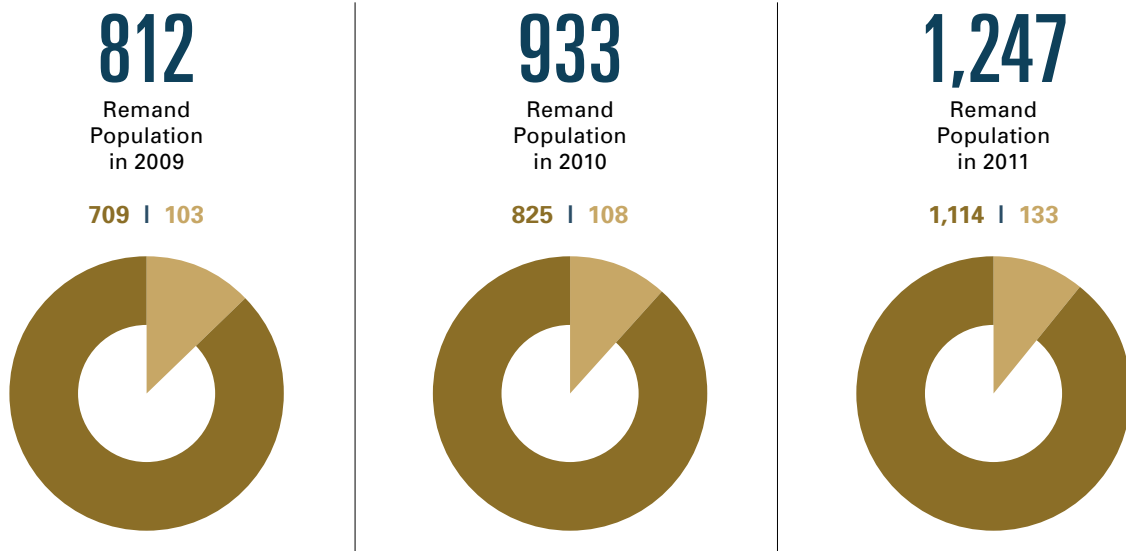
⁵ Examples of "Other Offences" include National Registration Offences, National Service Related Offences, Telecommunication & Computer related offences and Crimes Under Women's Charter in 2011.

POPULATION

REMAND POPULATION

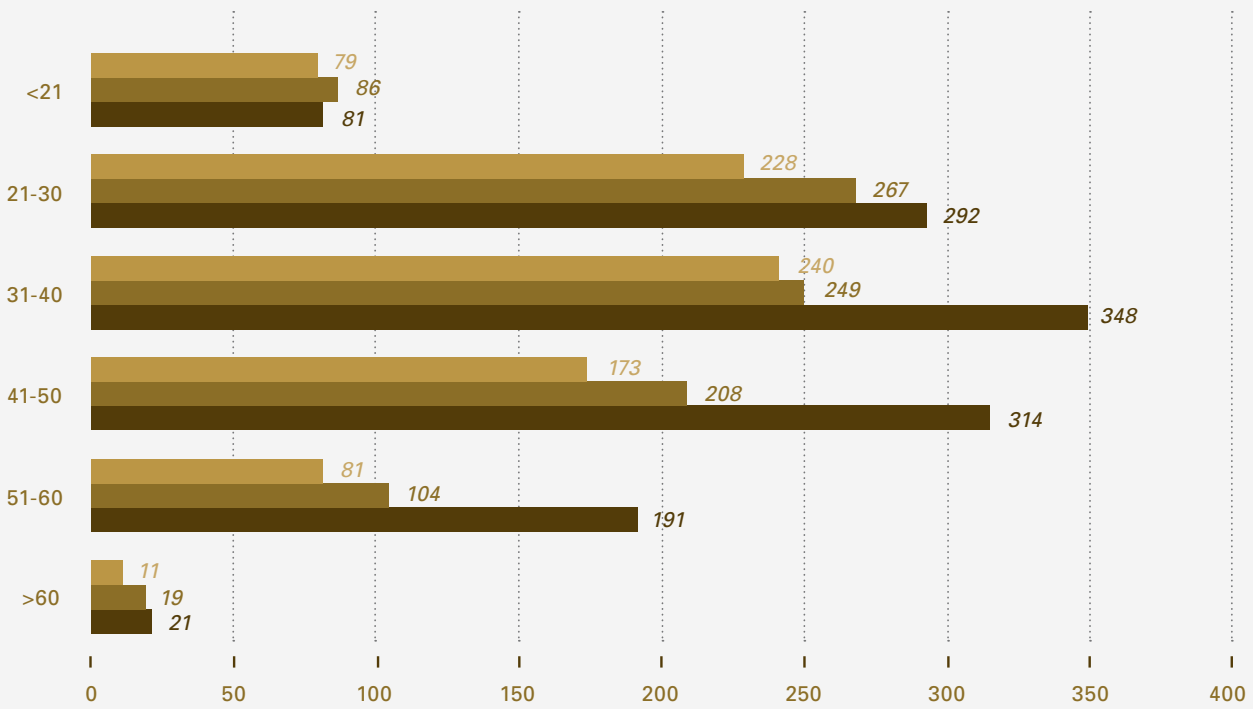
Snapshot of remand population as at 31 December of each year

GENDER



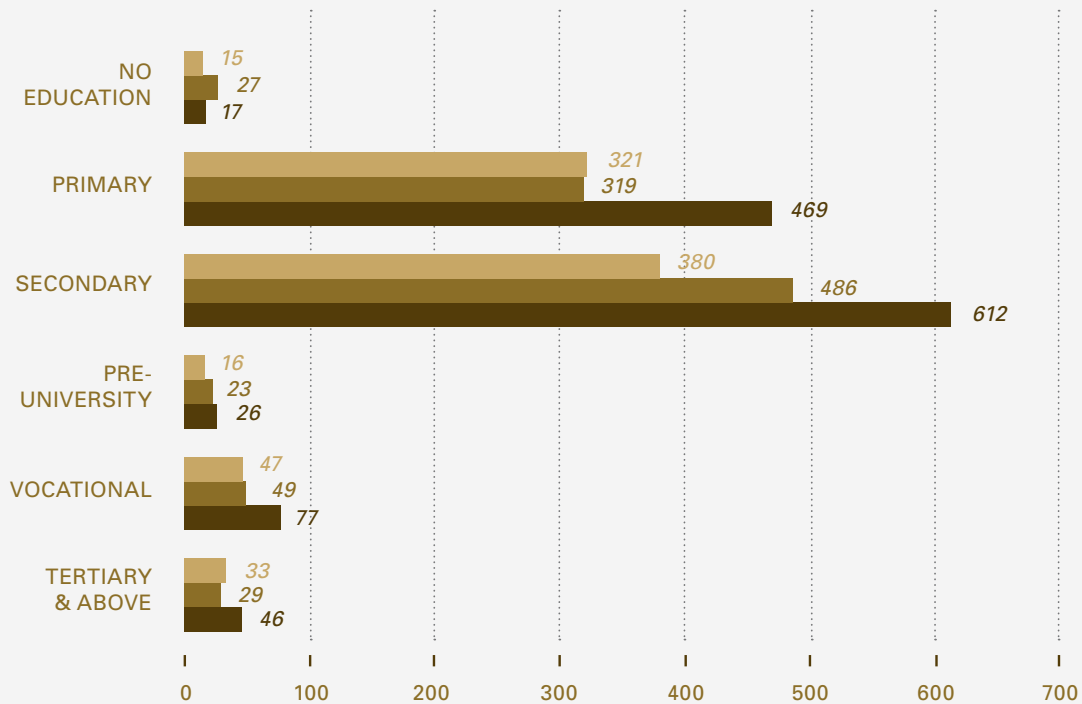
● Male ● Female

AGE GROUP



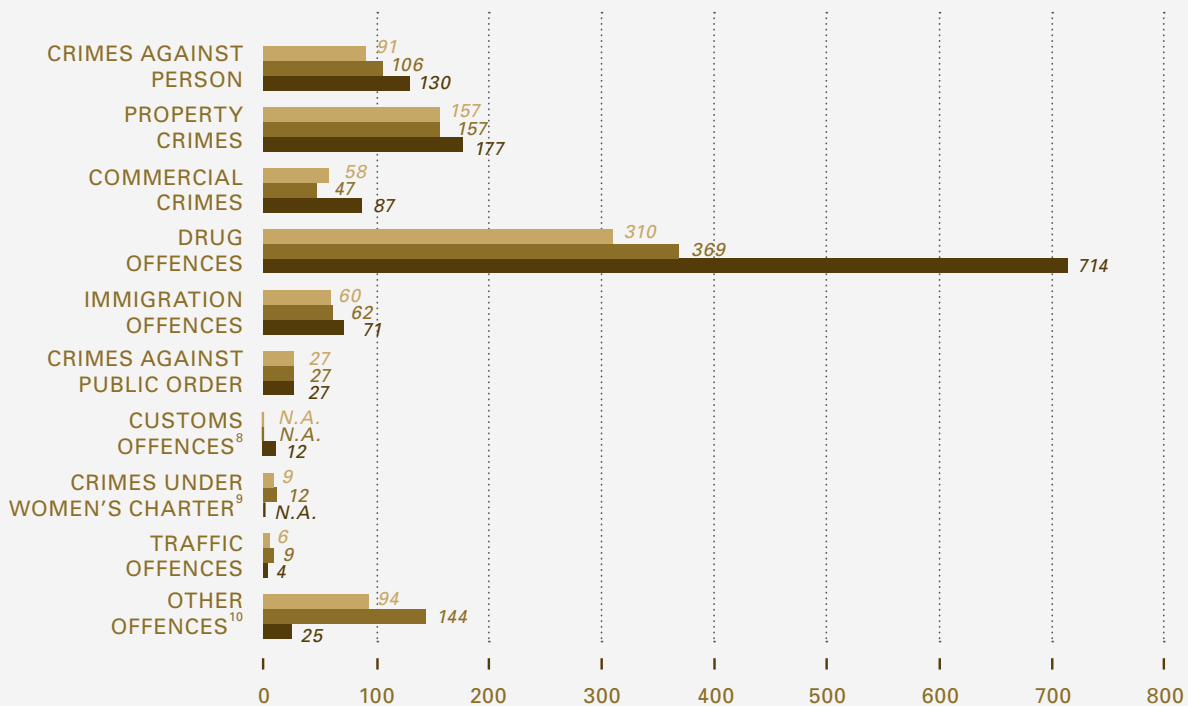
● 2009 ● 2010 ● 2011

EDUCATION LEVEL⁶



● 2009 ● 2010 ● 2011

MAIN OFFENCE GROUP⁷



● 2009 ● 2010 ● 2011

⁶ As declared by inmates upon admission.

⁷ Inmates are tracked based on index (most serious) offence only. There was an internal offence re-grouping exercise conducted in 2011 to classify individual offences into nine main offence groups.

⁸ Customs Offences is a new classification of offences in 2011.

⁹ Crimes under Women's Charter was subsumed under "Other Offences" in 2011.

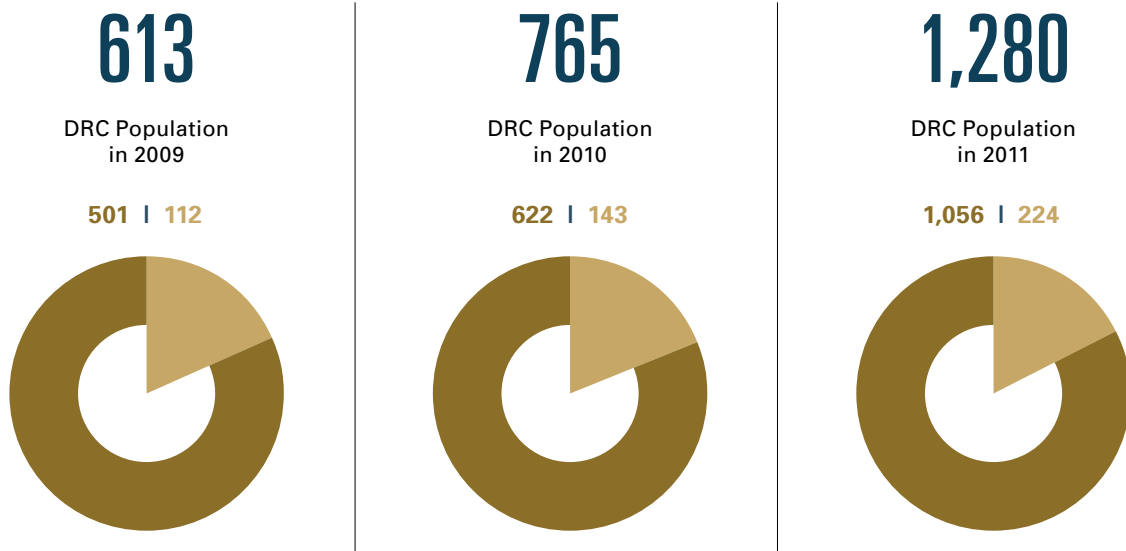
¹⁰ Examples of "Other Offences" include National Registration Offences, National Service Related Offences, Telecommunication & Computer related offences and Crimes Under Women's Charter in 2011.

POPULATION

DRC¹¹ POPULATION

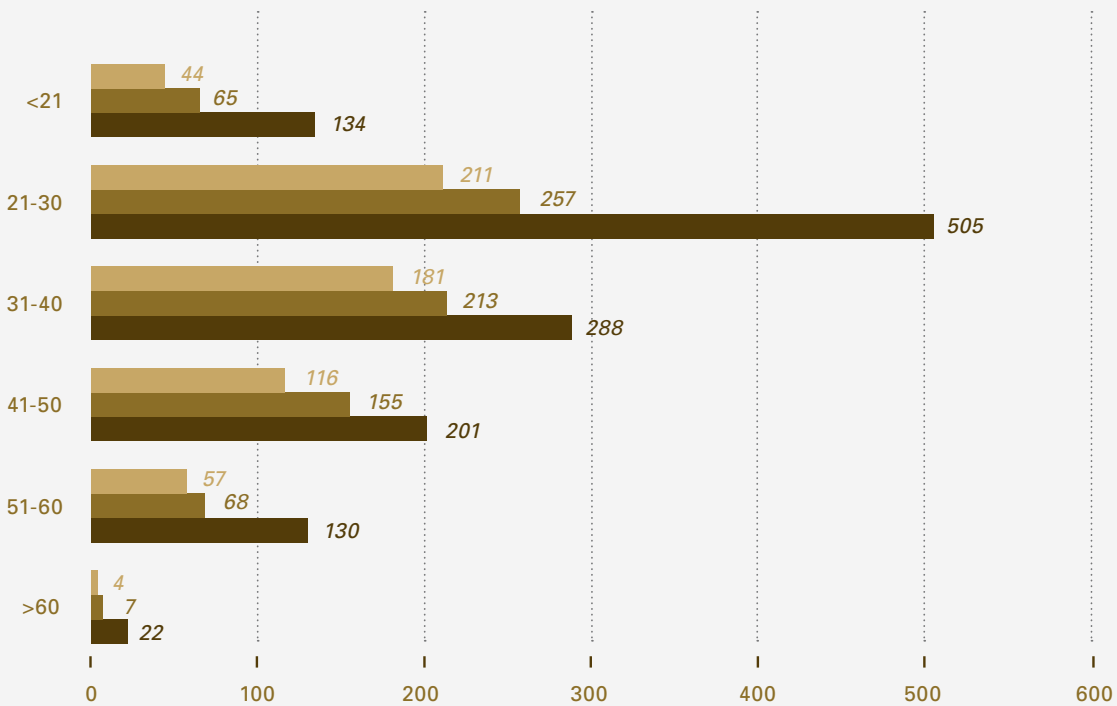
Snapshot of DRC¹¹ inmate population as at 31 December of each year

GENDER



● Male ● Female

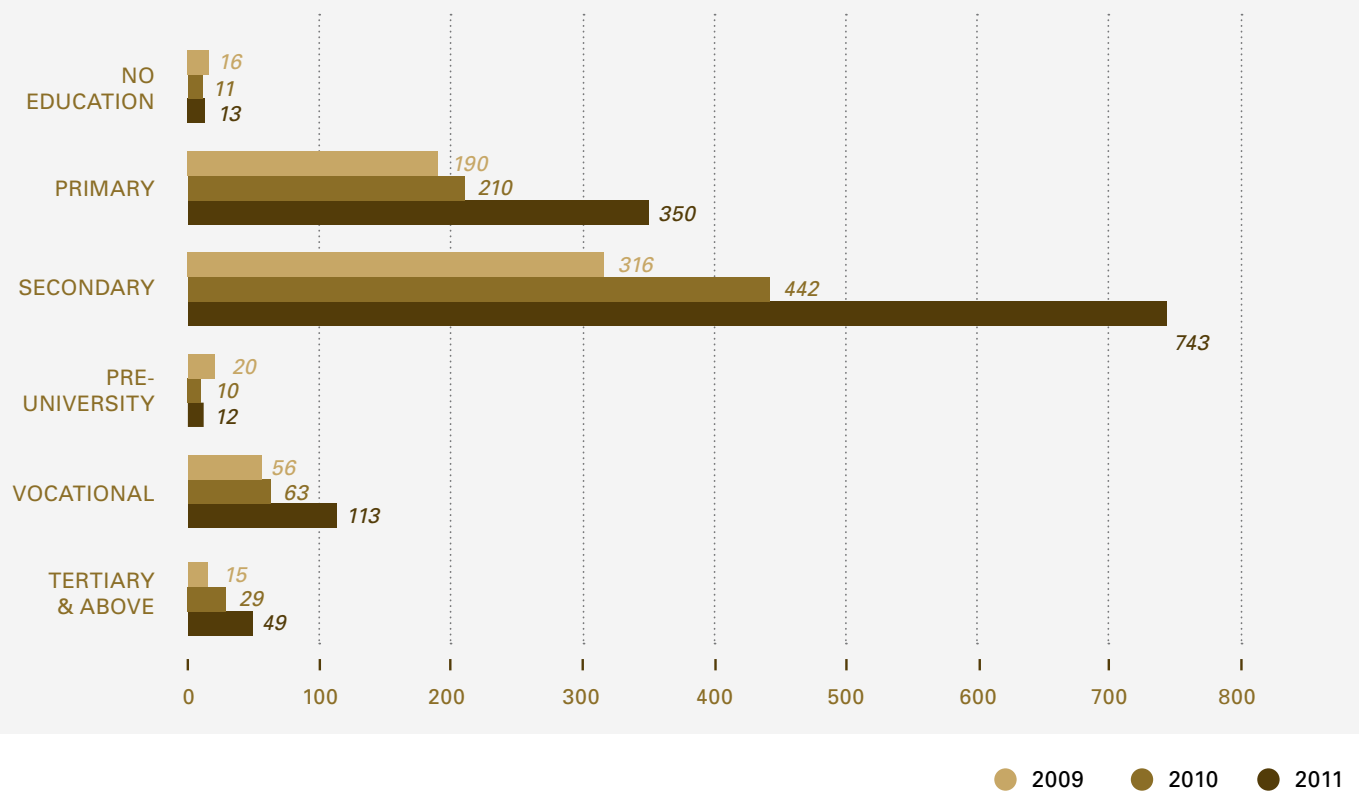
AGE GROUP



● 2009 ● 2010 ● 2011

¹¹ DRC Regime is meant for local inmates only.

EDUCATION LEVEL¹²



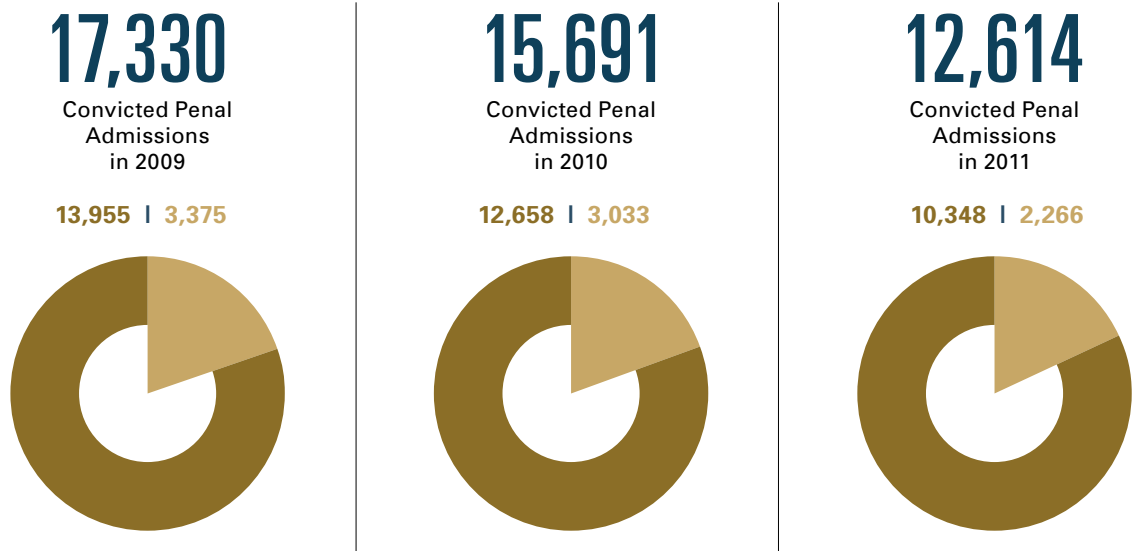
¹² As declared by inmates upon admission.

ADMISSIONS

CONVICTED PENAL ADMISSIONS

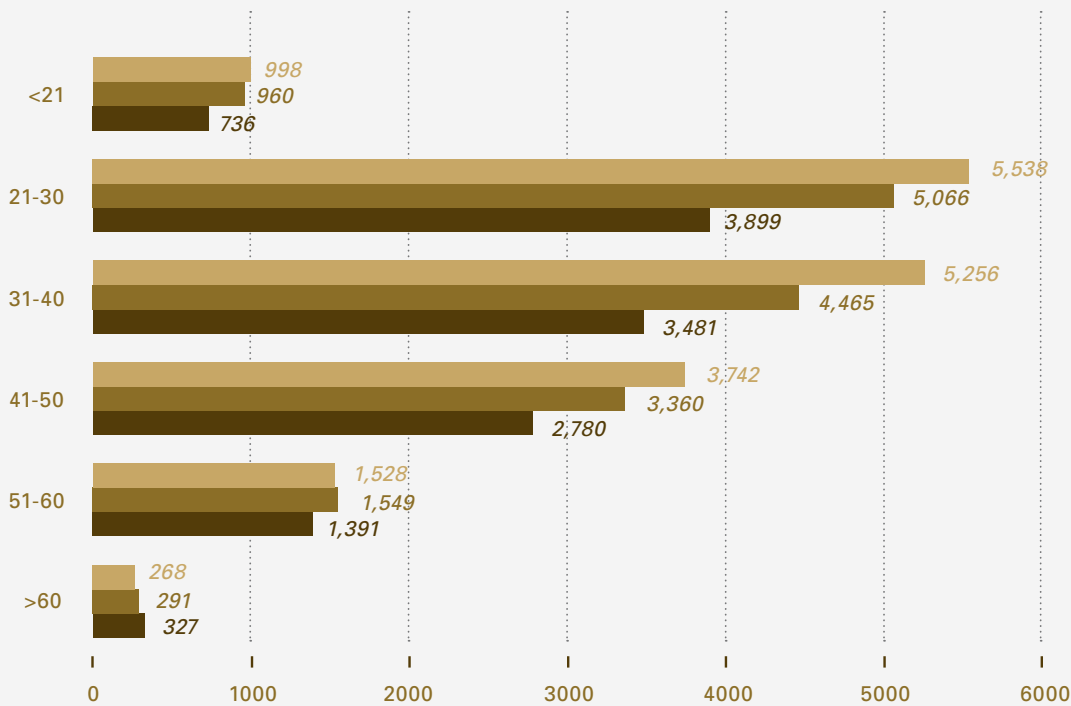
Total number of convicted inmates admitted for incarceration each year

GENDER



● Male ● Female

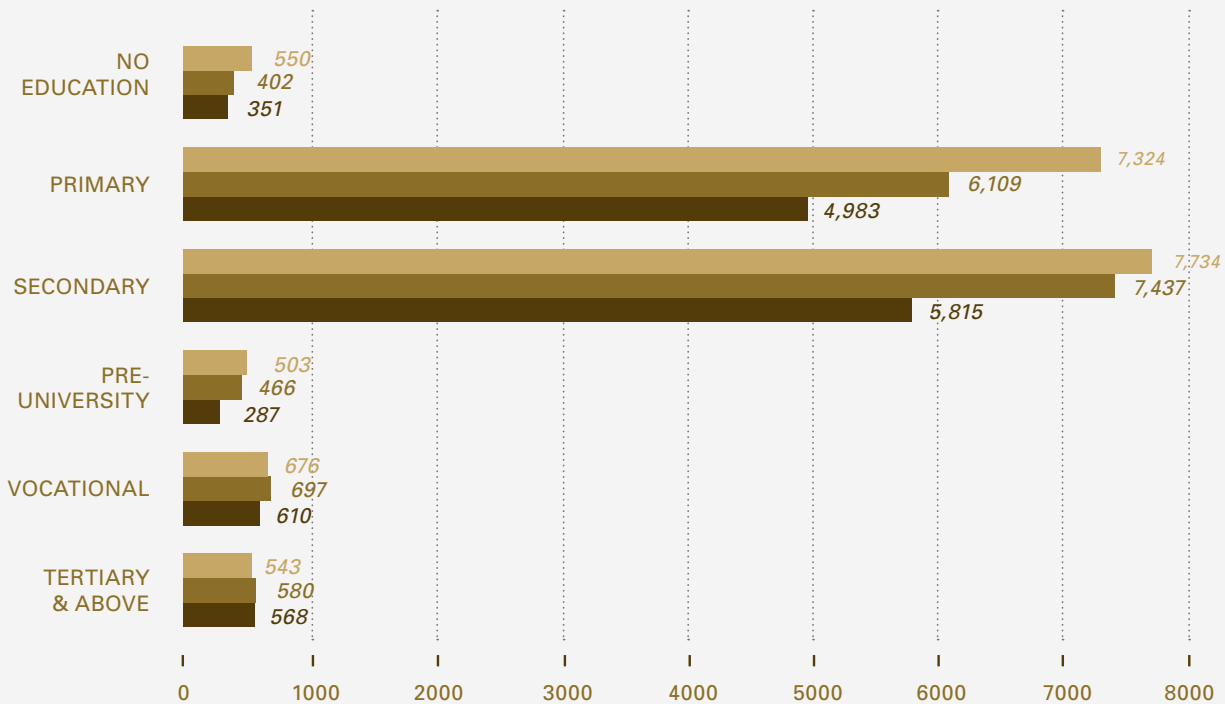
AGE GROUP¹³



● 2009 ● 2010 ● 2011

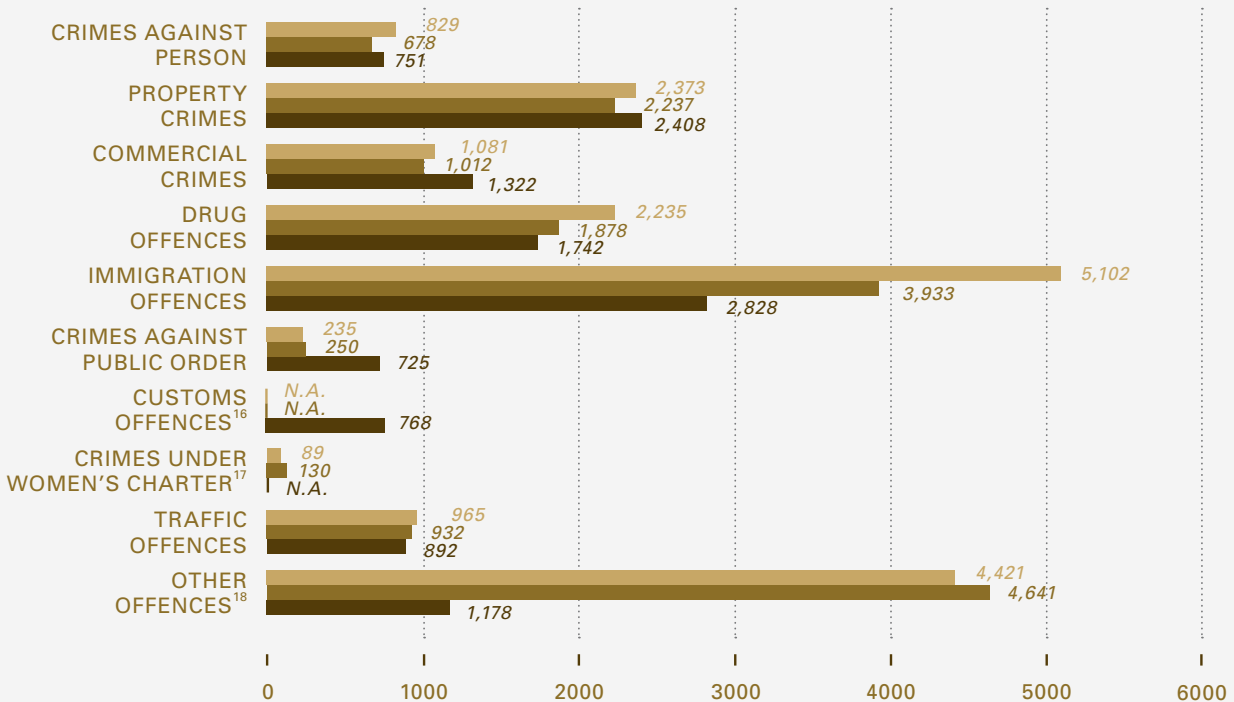
¹³ Age as at admission

EDUCATION LEVEL¹⁴



● 2009 ● 2010 ● 2011

MAIN OFFENCE GROUP¹⁵



● 2009 ● 2010 ● 2011

¹⁴ As declared by inmates upon admission.

¹⁵ Inmates are tracked based on index (most serious) offence only. There was an internal offence re-grouping exercise conducted in 2011 to classify individual offences into nine main offence groups.

¹⁶ Customs Offences is a new classification of offences in 2011.

¹⁷ Crimes under Women's Charter was subsumed under "Other Offences" in 2011.

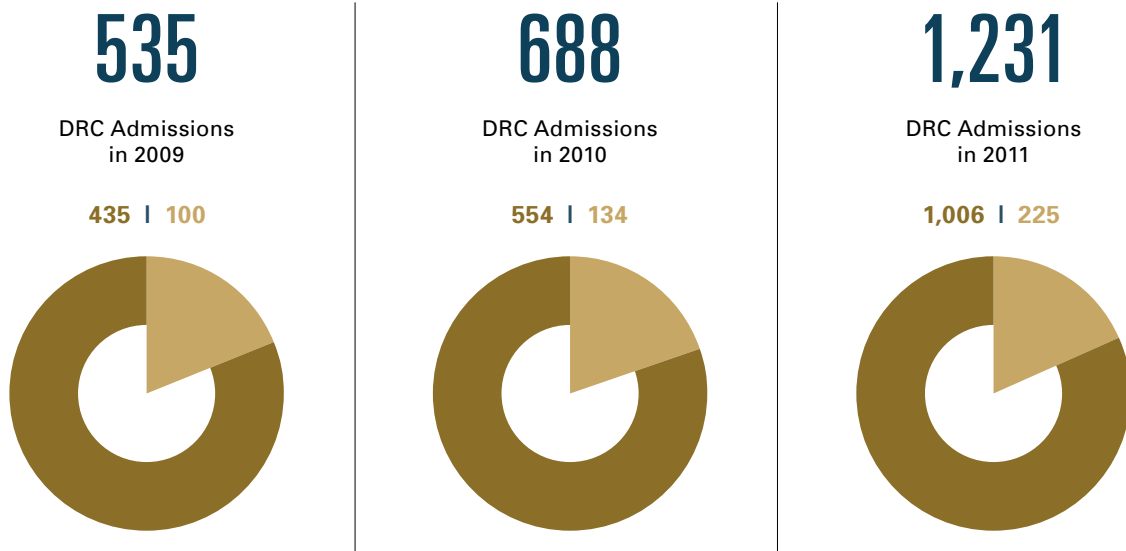
¹⁸ Examples of "Other Offences" include National Registration Offences, National Service Related Offences, Telecommunication & Computer related offences and Crimes Under Women's Charter in 2011.

ADMISSIONS

DRC ADMISSIONS

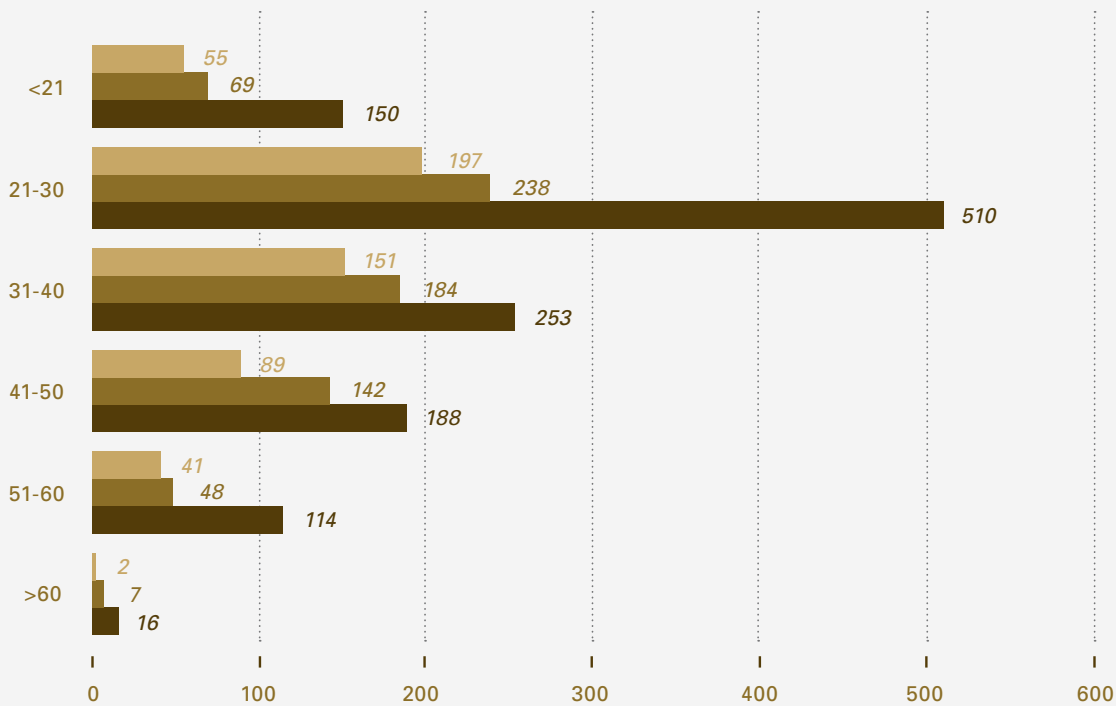
Total number of DRC Admissions each year

GENDER



● Male ● Female

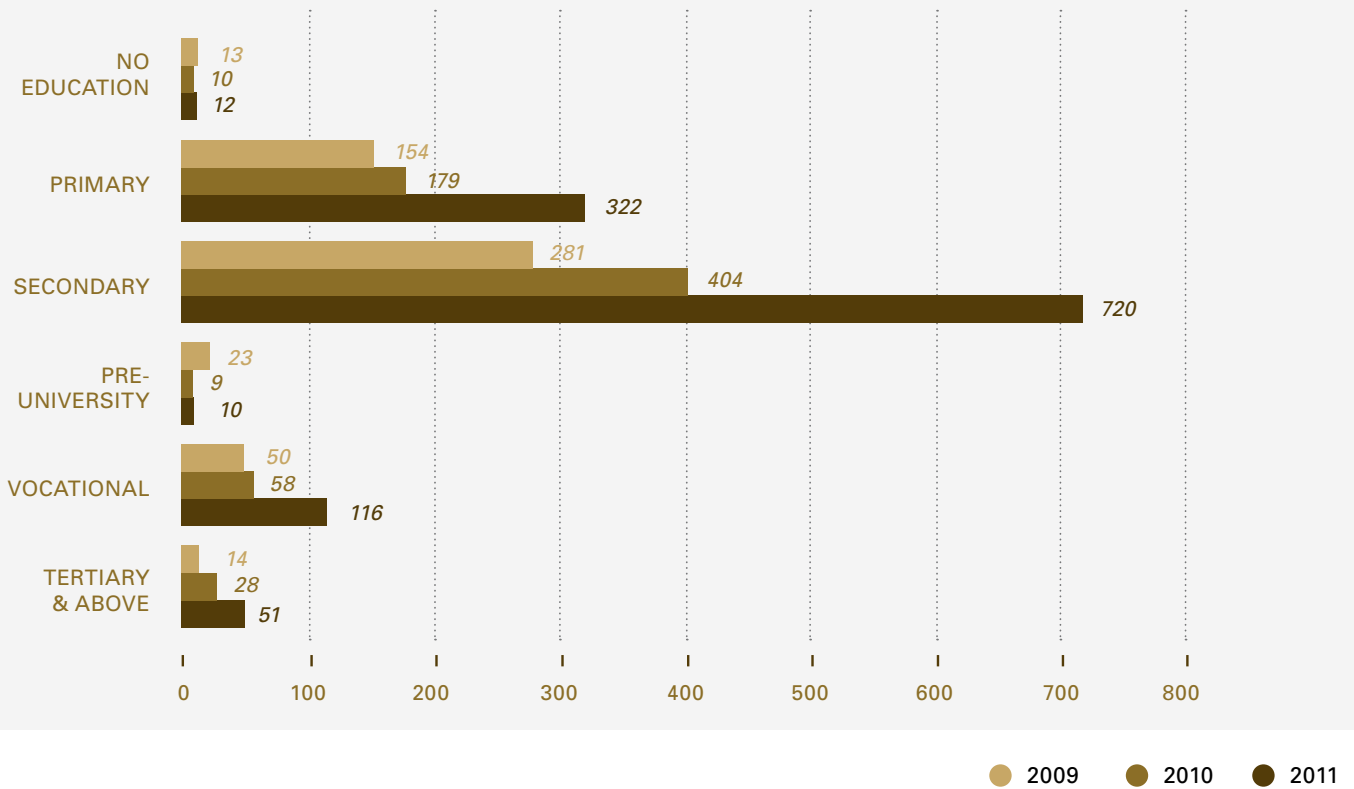
AGE GROUP¹⁹



● 2009 ● 2010 ● 2011

¹⁹ Age as at admission

EDUCATION LEVEL²⁰



RELEASES

CONVICTED PENAL RELEASES

Total number of Convicted Penal Releases each year

GENDER

16,601

Convicted Penal Releases in 2009

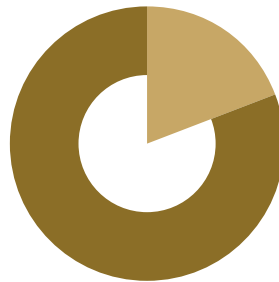
13,272 | 3,329



15,867

Convicted Penal Releases in 2010

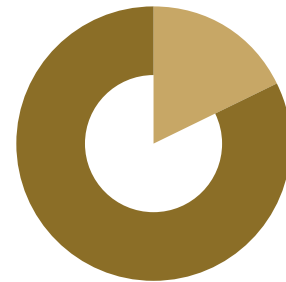
12,828 | 3,039



13,726

Convicted Penal Releases in 2011

11,295 | 2,431



● Male ● Female

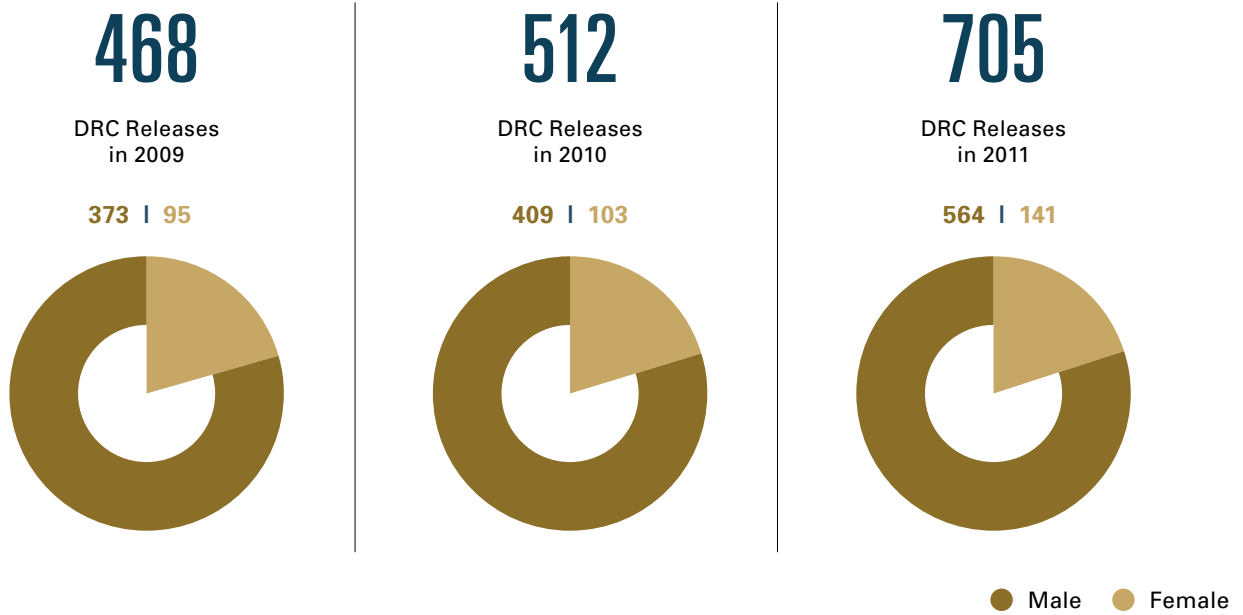
²⁰ As declared by inmates upon admission.

RELEASES

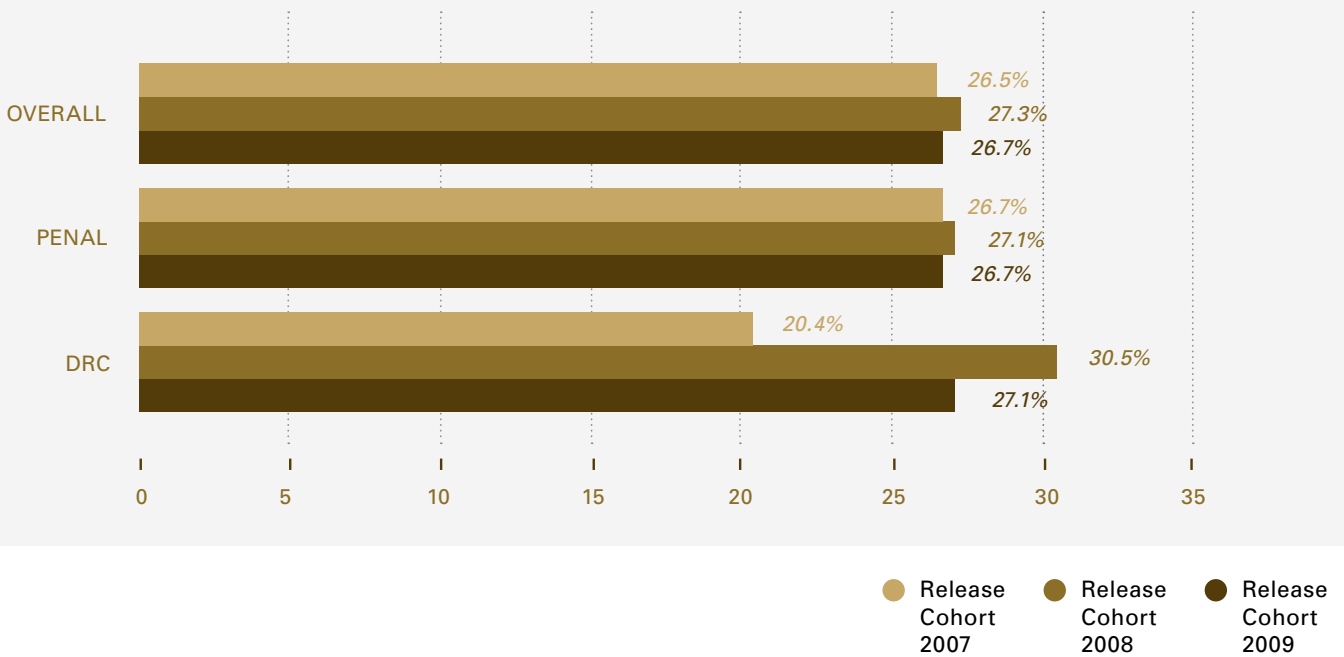
DRC RELEASES

Total number of DRC releases each year

GENDER

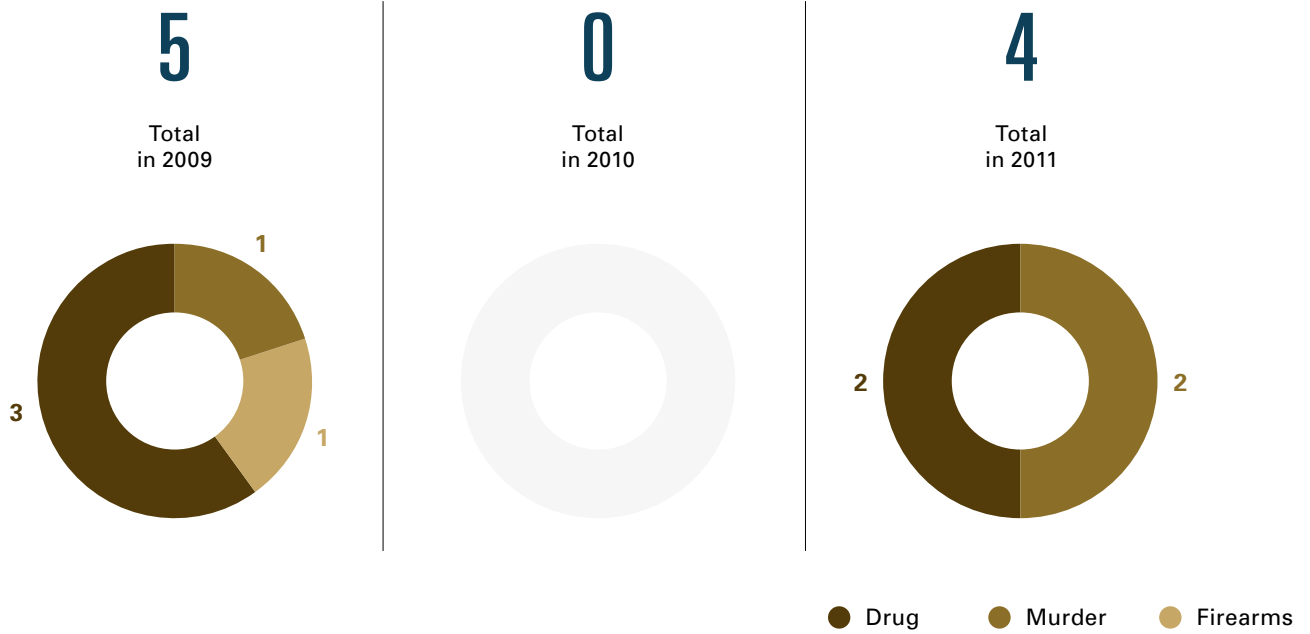


RECIDIVISM RATES²¹

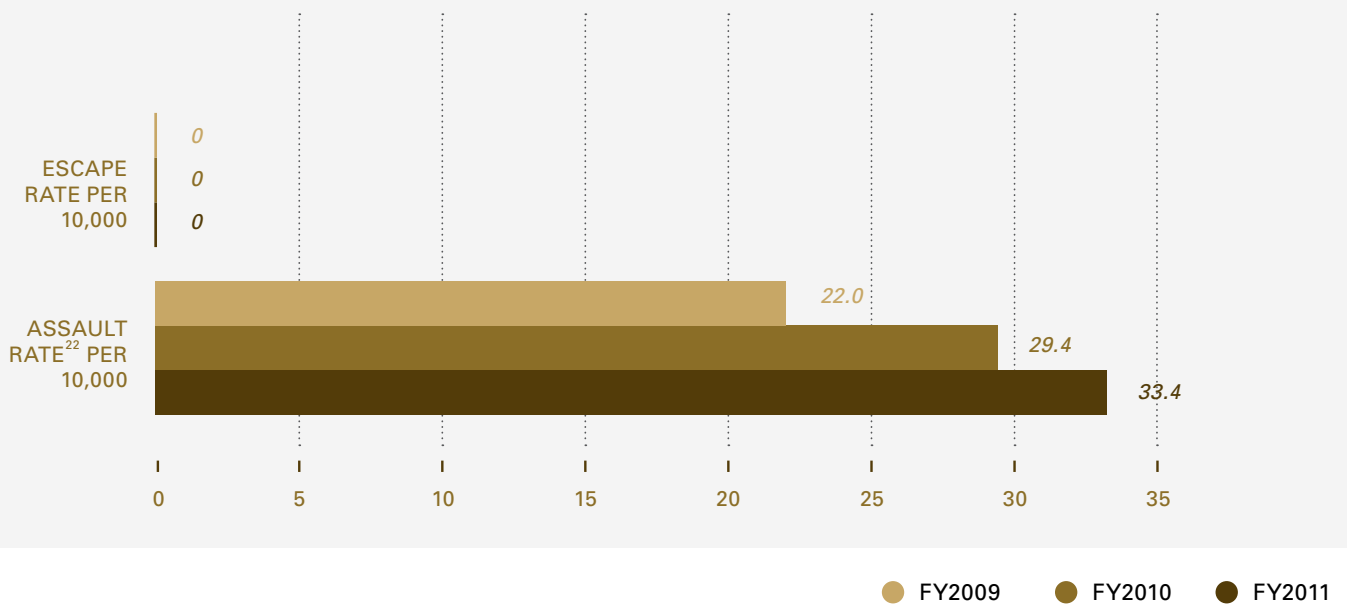


²¹ Recidivism Rate is defined as the percentage of local inmates detained, convicted and imprisoned again for a new offence within two years from their release.

NUMBER OF JUDICIAL EXECUTIONS



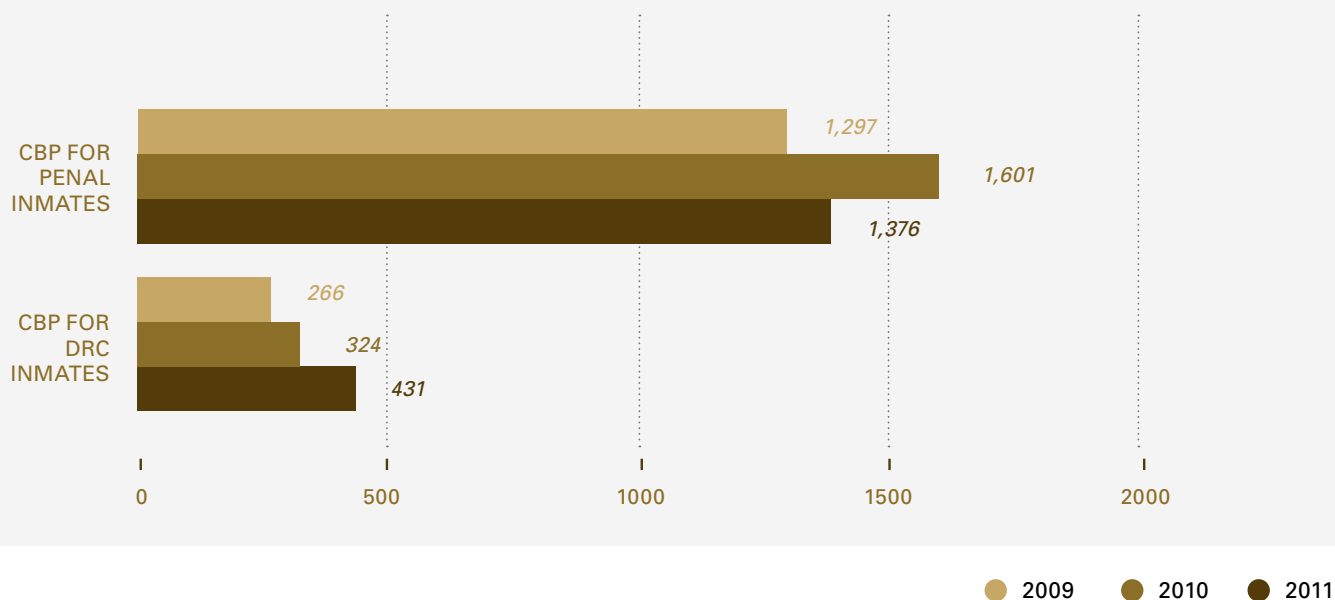
MAJOR INCIDENTS PER 10,000



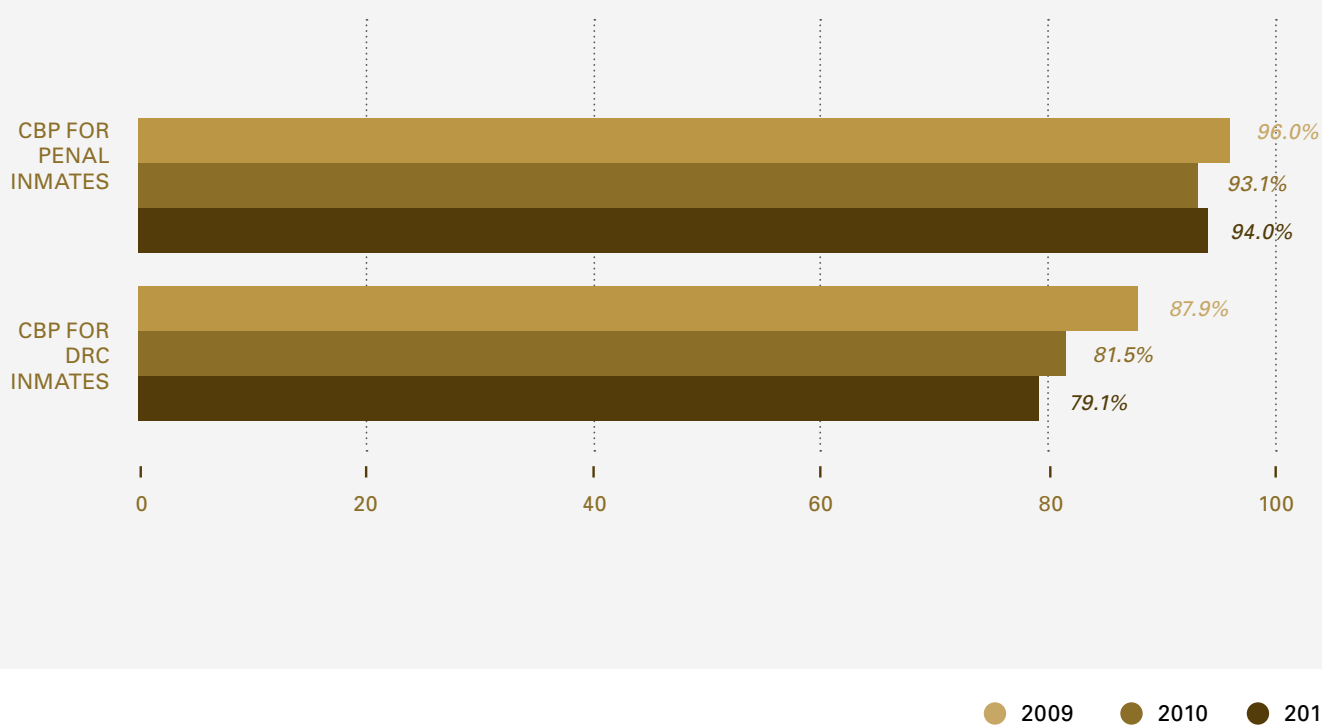
²² The assault rate refers to assaults cases perpetrated by inmates who are charged under aggravated prison offences. Such cases would include any attack by inmates on prisons officers, or assaults by inmates on fellow inmates in which serious injuries are sustained by the victim(s).

EMPLACEMENT AND COMPLETION RATES FOR COMMUNITY BASED PROGRAMMES²³ (CBP)

EMPLACEMENT NUMBER



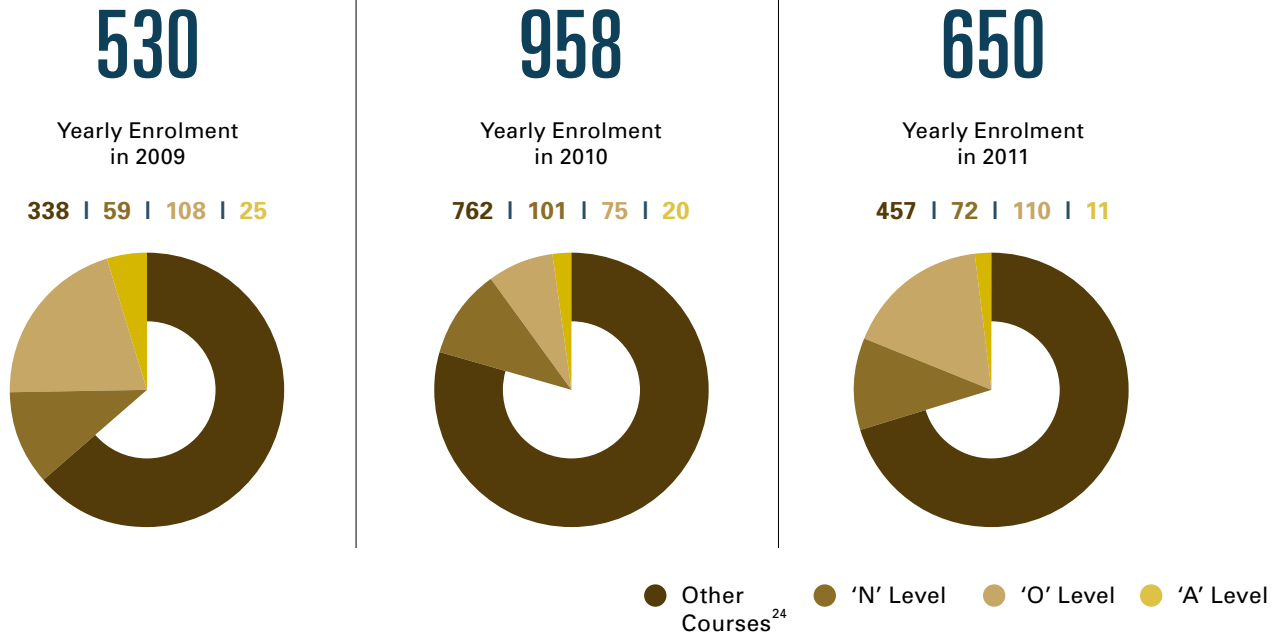
COMPLETION RATES



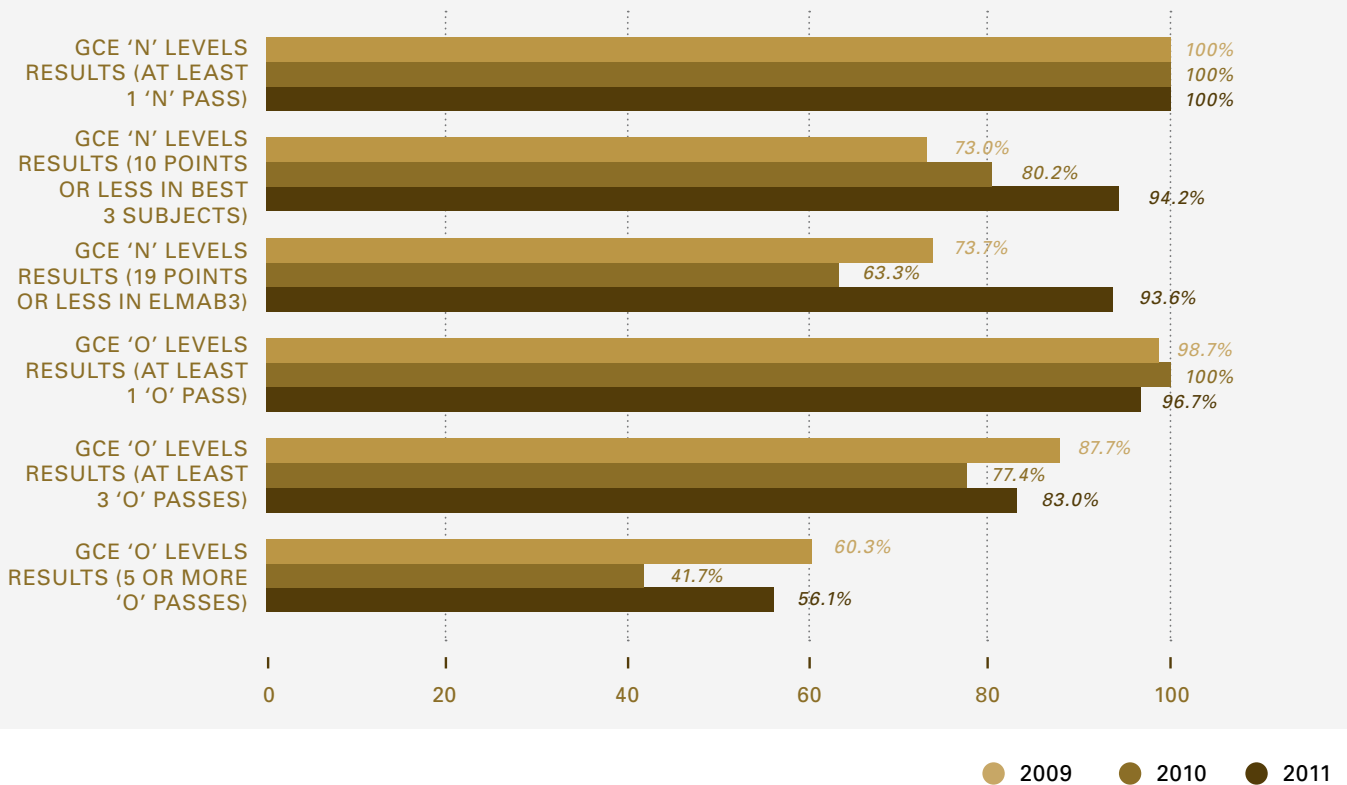
²³ Community based programmes provide an opportunity for suitable inmates to have a gradual transition from incarceration to complete freedom. These programmes allow inmates to work outside prison while residing in their home, a halfway house, or a work release camp, under supervised conditions.

ACADEMIC & VOCATIONAL PROGRAMMES

YEARLY ENROLMENT



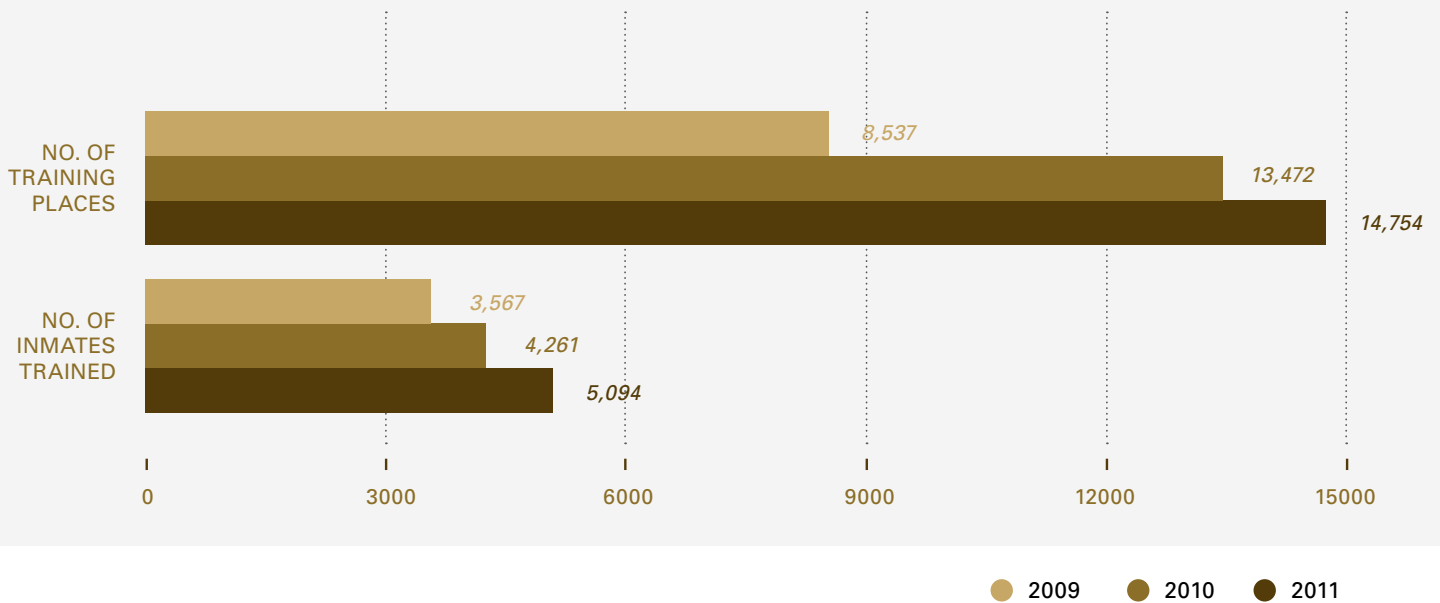
ACADEMIC RESULTS



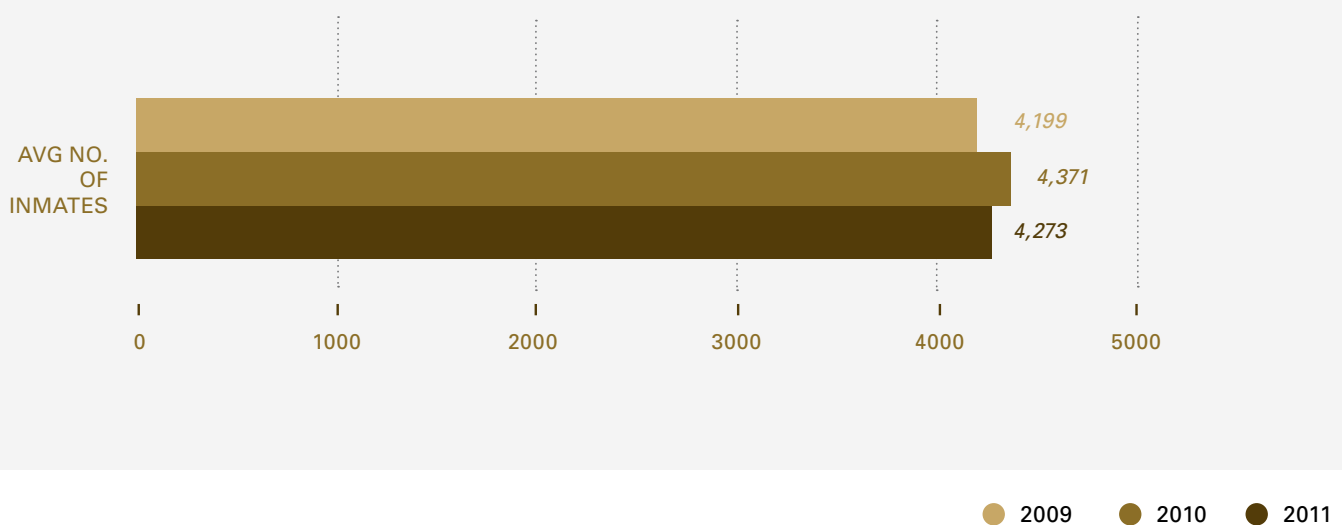
²⁴ Other courses include short term course like English literacy classes, and basic education programmes (primary to secondary level).

VOCATIONAL PROGRAMMES

EMPLOYABILITY SKILLS TRAINING PROGRAMMES²⁵



WORK PROGRAMMES²⁶



²⁵ Employability Skills Training Programmes are provided by Singapore Corporation of Rehabilitative Enterprises (SCORE) to equip inmates with relevant job skills. Examples of programmes include National Institute of Technical Education Certification (NITEC), Institute of Technical Education Skill Certificate (ISC), National Skills Recognition System (NSRS) courses and on-the-job training programmes.

²⁶ Work programmes aim to impart vocational and employability skills through on-the-job training. Discipline, positive work ethics and values are inculcated by immersing inmates in real environment within prisons.

ORGANISATION AWARDS

AON HEWITT'S BEST EMPLOYERS IN ASIA PACIFIC

AON HEWITT'S BEST EMPLOYERS IN SINGAPORE

ISO 9001:2008 (PROJECT MANAGEMENT SERVICES FOR OUTSOURCED APPLICATION, INFRASTRUCTURE AND DESKTOP PROJECTS)

RECERTIFICATION OF PD, I-CLASS AND S-CLASS

SHARE AWARD (GOLD)

SINGAPORE HEALTH AWARD (PLATINUM)

AWARDS

NATIONAL DAY AWARD

Public Administration Medal (Bronze)

AC GR 9 Chiew Hock Meng

Commendation Medal

MSO GR I Chua Sock Kiang

Efficiency Medal

ASP2 Lim Boon Leong Andrew

ASP2 Ng Keng Kun

SCW1 Abu Bakar Bin Mohamad Noor

CW2 Low Boon Ann

CW2 Yeo Kee Siang

CW1 R Tamilchelvan S/O Ramachandran

CW1 Safari Bin Buang

Long Service Medal

SAC GR 9 Stanley Tang Soong Jing

SUPT1A Phang Seok Sieng

SUPT1 Veera Purumal S/O Meyappan

DSP2 Loganathan S/O Vadiveloo

DSP2 Mahani bte Ismail

DSP1 Thio Kok Sing

DSP1 Lim Boon Inn

ASP1 Mohamed Norzalan Bin Nordin

SCW1 Ong Fan Ling Pamela @ Ong Mui Lan

CW2 Syed Romadhan Bin Syed Nazar

CW1 Lee Kah Soon

CW1 Murthy S/O Muthu

SSGT Abdul Aziz Bin Sarwae

SSGT Anuar Bin Ali

SSGT Manoharan S/O Shanmugavel

SSGT Mohd Fuazi Bin Mohd Abraham

SGT Bohan Bin Selamat

SGT Yusree Bin Mohd Idahar

CPL Mohamed Ishak S/O Mohamed Ibrahim

MINISTER FOR HOME AFFAIRS NATIONAL DAY AWARD 2011

DSP2 Ng Gee Tiong

DSP2 Tan Yew Teck

DSP1 Aw Cheong Boon

ASP2 Armand Abdul Aziz Bin Hj Rais

ASP1 Koh Chong Tai

CW1 Fauziah Binte Pareed

CW2 Lew Chee Weng

SSGT Chia Meng Kuan

SSGT Ng Cheng Kok

MX11 Jason Wong Meng Kok

MINISTER FOR HOME AFFAIRS AWARD FOR OPERATIONAL EXCELLENCE 2011

Operations Voyage II Team

SUPT1A Tan Eng Keong

DSP2 Chen Meng Choo

DSP2 Hanizamal S/O Mahmood

DSP2 Sze Chuck Huang

DSP2 Yee Kin Hoong Kenny

DSP1 Aw Cheong Boon

DSP1 Goh Poh Kwang Paul

DSP1 Goh Song Huat Edwin

DSP1 Tan Joo Eng

ASP2 Abdul Manan bin Hassan

ASP2 Lee Eng Hao

ASP2 Lim Chi Yong Leonard

ASP2 Mohamed Azhar Bin Zailan

ASP2 Song Yew Hean

ASP2 Thilagavathi D/O Doraisamy

ASP2 Yuen Mann Shy Diana

ASP1 Darryl Ong Wei'en

ASP1 Foo Kok Hun

RO2 Cheng Yeow Tong

RO2 Kok Han Kwang

RO2 Tan Chun Wee

RO2 Theepan Prakash S/O Ravintheran

SCW1 David Simon Retnam

SCW1 R Saga Devan Reddy

CW2 Kwa Sin Wee

CW2 Toh Yeow Kok

CW2 Zulkifli Bin Zakaria

CW1 Muhammad Irsham Bin Samat

CW1 Zainon Bte Wahid

SSGT	Mohamed Azam Bin Missuan
SSGT	Mohamed Rahadian Bin Mohamed Kassim
SGT	Santhiran S/O Nadarajah
SEO 1	Leong Sow Phong
SEO 1	Loh Hwee Hwa

**Halfway House Service Model
Development and Implementation Team**

AC GR 9	Shie Yong Lee
DSP2	Karen Lee Tze Sein
DSP1	Woo Choo Yan Louis

**Operationalisation of Community
Based Sentences (CBS)**

SUPT1A	Rafidah Bte Suparman
DSP2	Hoo Poh San Kelvin
DSP2	Ng Bee Goh Doris
DSP2	Teo Hock Soon
SGT	Sadhana Rai
MX11	Gan Chock Cheng Zoe
MX11	Umardani Bin Umle
MX12	He Shuhui Cheryl
MX12	Nur Faezah Binte Rosman
MX12	Veena Nanthakumar
MX12	Wong Li Ling Karen (Huang Liling Karen)

BEST UNIT AWARD

Selangor Park Community
Supervision Centre

**OUTSTANDING CAPTAINS OF LIVES
AWARD 2011**

RO2	Teng Song Guan
SCW1	Chan Weng Kay Desmond
SSGT	Nur Suhaili Bte Hamid

**DIRECTOR OF PRISONS AWARD –
INDIVIDUAL COMMENDATION 2011**

RO2	Goh Wee Beng
CW1	Mahenthiran S/O Rajanthiram
CW1	Yong Lee Shiam
SSGT	Mohamed Masri Bin Khairuman
SSGT	Sathiaselalan S/O Thurasingam
MX12	Liaw Sze Wai Sylvia

**DIRECTOR OF PRISONS AWARD –
INDIVIDUAL TESTIMONIAL 2011**

ASP1	Jusani Bin Juri
RO2	Eng Wee Heng
RO2	Rossheema Binte Haniff
SCW1	Illamaran Thamizhkkothai
CW1	Edwin Tay Liong Heng
CW1	Mohammed Aidil Bin Ali
SSGT	Koh Chai Hock
SSGT	Roslee Bin Yahaya
SSGT	Seah Chuan Heng
SSGT	Tan Chee Keong
SSGT	Wee Kim Chye
SGT	Mohamad Sahar Bin Omar
SGT	Nagandran S/O Kamalanathan
SGT	Wong Tze Min
MX11	Lim Sim Ngee
CSO GR I	Chng Swee Lay
CSO GR II	Hamidah Binte Mentol

**DIRECTOR OF PRISONS AWARD –
TEAM COMMENDATION 2011**

Project JB

SUPT1A	Chow Chee Kin
DSP2	Ang Kien Tiong
DSP2	Ricky Eu
DSP2	Teo Winston
DSP1	Anthony Toh Seah Hian
DSP1	Gregory Savier
DSP1	Lawrence Toh Hong Chuan
DSP1	Teo Huey Xiang
ASP2	An Koh Shian
ASP2	Christina Tay Bee Lan
ASP2	Dennis Kochukutty
ASP2	Kee Mong Hoe
ASP2	Koo Boon Wah
ASP2	Ong Kok Soon
ASP2	Sulaiman Bin Mohd Salleh
ASP2	Teng Say Siang
ASP2	Tong Teck Hong
ASP1	Gail Quek Shiyun
ASP1	Mak Wai Keong
ASP1	Poh Boon Keong
RO2	Alan Lee Xuan Chang
RO2	Chong Kwan Thye
RO2	Goh Shufen Charmaine
RO2	Lee Hai Chuen
Ag RO1	Nizar Bin Tharama Baledram
CW2	Chua Swee Hwa

CW2	Kamsol Bin Paiman
CW2	Yeo Kee Siang
CW1	Chai Kuo Fatt
CW1	Giam Mee Mee
CW1	Lau Tai Leong
CW1	Lim Choon Leong
CW1	Peter Martin D'Souza
CW1	Tan Chuan Chee Dex
SSGT	Andi Iswandi Bin Johari
SSGT	Jeremy Tan Yu Meng
SSGT	Kuah Shiaw Long
SSGT	Mastura Binte Abu Hassan
SSGT	Mohamad Sharil Bin Samsi
SSGT	Mohd Yusri Bin Mohd Yassin
SSGT	Saharudin Bin Abu
SSGT	Sharin Bin Abdul Rahman
SSGT	Tan Norman @ Norman Abdullah Tan
SGT	Barathan S/O Rajamani
SGT	Helmi Bin Othman
SGT	Logeswaran S/O N Venugopal
SGT	Mohammed Salihin Bin Abdol Razak
SGT	Muhammad Nazrul Bin Jamil
SGT	Ng Aik Wee
SGT	Shalfin Bin Illias
SGT	Zainudin Bin Mohd Murad
CPL	Mohamad Yasin Bin Omar
MX12	Ashtalaxmi D/O Dinakaran
MX12	Muhd Nur Firdaus Abdul Ghani
MX12	Soh Weng Hon (Su Yonghan)

**SPS Leadership
Development Roadmap**

DSP2	Lim Ai Lian Caroline
DSP1	Chiang Hwee Yen Jean
ASP2	Mohamed Nizaar Bin Md Ibrahim
RO2	Wong Mei Fen Joyce

Relocation of Prison Link Centre

SUPT1A	Rafidah Bte Suparman
DSP2	Teo Hock Soon
DSP2	Zai Siew Leong Thomas
DSP1	Ng Kim Seng
ASP2	Chew Tee Seng
ASP2	Lee Kok Wee
SCW1	Ong Fan Ling Pamela @ Ong Mui Lan
SGT	Sadhana Rai

MX11 Gan Chock Cheng Zoe
 MX11 Lynette Stephen
 MX12 Veena Nanthakumar
 MX13 Jessveen Kaur Dhot
 MX13 Kathleen De Laure
 MX13 Kirk Hui Min Yvonne
 MX13 Louis Tan Yew Song
 MX13 Reena Senghera
 D/O Silvaraj
 MSO GR VI Muhammad Zulhelmi
 Bin Juma'at
 MSO GR VI Thiruchelvam Ganesha

Community Outreach Project (COP)

DSP1 Teo Huey Lip
 DSP1 Wahab Hamid
 ASP1 Han Fu Yuan
 SSGT Lee Wei Long
 SSGT Mohamed Azmi Bin
 Mohamed Ali Iqbal
 SGT Goh Yan Xiu
 MX11 Tam Yong Wei Alvin
 MX12 Cheong Ling Xin
 MSO GR VI Wu Wenlong

Managing Service Recovery by Prison Link Centre

DSP2 Boo Li Check
 DSP2 Zai Siew Leong Thomas
 ASP2 Lee Kok Wee
 ASP2 Soh Hwee Fun Ivy
 CW1 Hilary Lo
 CW1 Toh Chee Leong
 CW1 Tan Ting Kang
 CW1 Voon Min Yock
 CW1 Mohamad Hazlan Bin
 Mohd Said
 SCW1 Ong Fan Ling Pamela @
 Ong Mui Lan
 SSGT Aloysius Ong Leong Hui
 SSGT Chai Chee Uei
 SSGT Koh Hui Nee Alice
 SSGT Koh Nyok Lan
 SSGT Lim Bee Hong
 SSGT Lin Sze Hang
 SSGT Lucian Dharmasena
 S/O Jayathilaga
 SSGT Nahur Mydin Bin Mastam
 SSGT Nirmaladevi D/O
 V Gurunathan
 SSGT Phung Yin Lei
 SSGT Tiang Siok Ting
 SGT Asmah Binte Abu
 SGT Azizah Binti Johari

SGT K V Raj Tevan S/O
 Vijayatevan
 SGT Lai Kong Chan
 SGT Lee Mun Wah
 SGT Nor Zahriaturraihan
 Binte Sonny
 SGT Nur Razadilah Bte
 Mohamed Abdul Razib
 SGT Sakila Binte Abdul Rahman
 SGT Suhana Binte Johari
 SGT Teo Gek Yan
 SGT Thiyakharajan S/O
 Ramasamy
 SGT Vijaya D/O Veerayyan
 CPL Asha Devi
 CPL Maizatunisa
 Binte Mohamed
 CPL Malwinderjeet Kaur D/O
 Karnail Singh
 CPL Rohani Bte Adam
 MSO GR VIII Saravanan Baba
 S/O Sivaperumal
 CSO GR III Hamidah Benti Omar
 CSO GR III Lim Kha Gek
 CSO GR III Mohamed Ismail Bin Yacob
 CSO GR IV Musalmah Binte
 Mohd Said

Halfway House Service Model (HSM)

DSP2 Karen Lee Tze Sein
 DSP1 Kok Weng Chew
 DSP1 Louis Woo Choo Yan
 DSP1 Ng Tanny
 ASP2 Kwa Hock Beng
 ASP2 Teo Bee Lam
 ASP2 Vinod Jenardhanan
 RO2 Allan Lim Zhaolun
 SSGT Amanda Toh Cheng Siew
 SSGT Ivy Hong Lai Ping

New Complex Assembly Area

DSP1 Chua Cheng Wah
 DSP1 Goh Wei Lieang Eugene
 DSP1 Lim Boon Inn
 ASP2 Chan Chee Kiat Roger
 ASP2 Liow Zee Ping
 SCW1 Yap Ah Oon

Discovery of Unauthorised Medication Consumption at A5 Laundry

DSP1 Mohamed Farik Bin Omar
 DSP1 Ranjit Singh S/O
 Surat Singh
 DSP1 Seu Mun Chung

ASP2 Abdul Halim Bin
 Abdul Mu'min
 SCW2 Azman Bin Tahar
 CW2 Ng Mong Huat Michael
 SSGT Andy Tan Soon Peng
 SSGT De Souza Ryan Blake
 SSGT Kuah Hung Huat
 SSGT Ravichandran S/O
 Marimuthu
 SSGT Shaik Hafeez Bin Shaik
 Abdul Rahman
 SGT Mohamed Feroz Bin
 Mohd Ali

Attaining BCA Green Mark Gold for Complex Main Entrance

ASP2 Ng Tiong Choon
 SCW1 Yap Ah Oon
 CW1 Chia Mei Cheng Wendy
 MX12 Tang Keng Lai
 MX13 Ang Zhenming
 (Wang Zhenming)

Quality Management System (Tech Branch)

DSP1 Lim Kwo Yin Darius
 ASP2 Lee Kok Wee
 MX12 Prashanth S/O Sankaran
 MX12 Tan Kiang Yeow
 (Chen Jianyao)

Classified Operations by Institution A1

ASP2 Dennis Kochukutty
 CW1 Kuah Boon Siong
 SSGT Mohamed Khalid Bin
 Mohamed Idris
 SSGT Selva Seelan S/O
 Ramalingam

Prevention of Possible Mishap

SSGT Faris Bin Mohamed
 SSGT Muhammad Adzhar Bin
 Abd Adziz
 SGT Mohammad Attarmidzi
 Bin Asmawi
 SGT Muhammad Ryan Mikhail
 @ Daljit Singh

Detection of Wrong EDR Calculation

DSP1 Yim Pui Fun
 RO2 Kwek Nian Xing

**Kaki Bukit Centre Move
(Intelligence Team)**

DSP2 Hanizamal S/O Mahmood
 DSP1 Lim Bee Peng
 SCW1 David Simon Retnam

**Kaki Bukit Centre Move
(Ops Team)**

DSP2 Sze Chuck Huang
 DSP2 Yee Kin Hoong Kenny
 DSP1 Aw Cheong Boon
 DSP1 Goh Poh Kwang
 DSP1 Tan Chih Lan Geraldine
 ASP1 Kevin Foo Kok Hun
 CW2 Kwa Sin Wee
 CW2 Toh Yeow Kok
 SSGT Viknesh S/O Govida Dras

**Kaki Bukit Centre Move
(Programme Team)**

DSP1 Goh Song Huat Edwin
 ASP1 Darryl Ong Wei'en
 CW1 Ong Teck Meng Jesmond
 CW 1 Ivy Lim Sze Hoay
 CW 1 Mohammad Iskandar Bin Abdul Razak
 SSGT Loh Mei Chin
 SGT Wong Tze Min

**Kaki Bukit Centre Move
(Registry Team)**

DSP1 Tan Joo Eng
 ASP2 Thilagavathi D/O Doraisamy
 CW1 Abdul Rahim Bin Abdul Rahman
 SSGT Anita D/O Retnasamy Anthony
 SGT Zamakhair Bin Bujang

Special Investigation

DSP2 Lim Lam Seng
 DSP1 Goh Poh Kwang Paul
 RO2 Mohamed Fahmy Bin Mohamed Hanifah
 CW2 Lim Meng Jek Nicholas
 CW2 Ng Choon Boon Gabriel
 CW1 Ang Joo Hiong
 CW1 Pang Suh Ling
 CW1 Tan Meng Kiat Kevin
 CW1 Zuriat Bin Rashid
 SSGT Mohammad Iskandar Bin Sahat
 SSGT Muhammad Ridwan Bin Hussien

SSGT Palani S/O Amudalingam

**Cell Enhancement Project
(Cluster B CS)**

ASP2 Goh Chiung Yang
 CW2 Nasir Bin Mohamed Yusoff
 CW1 Jacob Raja S/O Rajamani
 CW1 Nur Faizal Bin Chamuriry
 CW1 Sim Choon Kwang
 CW1 Siow Kent Fung
 SSGT Arman Bin Salim
 SSGT Low Chee Siong
 SSGT Mohd Sam Bin Abdullah
 SSGT Ruben S/O Rabendharen
 SSGT Sanmugam S/O Balakrishnan
 SGT Ariandy Bin Abd Majid
 SGT Md Hasnil Bin Jamil
 SGT Teraweh Abdul Hamid Bin Ahmad

**Special Operation on the Replacement of
Critical Machineries in SCORE Laundry**

DSP1 Mohamed Farik bin Omar
 DSP1 Ranjit Singh S/O Surat Singh
 ASP2 Tan Puay Kiat
 CW1 Mohammed Aidil Bin Ali
 CW1 Ong Eng Chai
 SSGT Andy Tan Soon Peng
 SSGT Cham Thau Suan Ian
 SSGT Heng Steven
 SSGT Kamir Bin Kayat
 SSGT Kuah Hung Huat
 SSGT Leong Lian Der
 SSGT Lim Kean Lung
 SSGT Mohamad Faizal Bin Noh
 SSGT Ong Cheow Choy
 SSGT Sipalah Bin Mustari
 SSGT Teoh Peng Liang
 SSGT Yeo Teck Chye
 SGT Adrian Ng Weineng
 SGT Habibullah Bin Mohammed Rasheed
 SGT Lim Wei Liang
 SGT Mohamed Feroz Bin Mohd Ali
 SGT Mohammad Faizal Bin Sahad
 SGT Mohd Rafzi Bin Hassan
 SGT Muhammad Khaifiroz Bin Rozlan
 SGT Ramlan Bin Kamim
 SGT Roswandi Bin Ahmad
 SGT Sethupathy S/O Tangavail

SGT Vincent Yeap Weng Pheng
 CPL Ravi Kumar Muthiah
 CPL Muhammad Nur Bin Mohammed Jamil
 CPL Muhammad Shafiee Bin Salleh
 CPL Nidzamuddin Bin Noh

**International Corrections and Prisons
Association (ICPA)**

SUPT1A Kong Ling Chieh Titus
 SUPT1A Lam Cher Soon
 SUPT1 Kuai Ser Leng
 SUPT1 See Hoe Kiat
 DSP2 Chan Ching Ching
 DSP2 Jimmy Lee Keng Ann
 DSP2 Karen Lee Tze Sein
 DSP2 Law Chee Kiang
 DSP2 Tan Chun-Yuan Avryl
 DSP1 Chiang Hwee Yen Jean
 DSP1 Toh Hong Chuan
 DSP1 Tong Ping Kum
 ASP2 Lee Kok Wee
 ASP2 Ong Po Ling
 ASP1 Ephraim Goh Yang-Minn
 ASP1 Goh Chun Peng
 RO2 Teng Song Guan
 MX10 Melvinder Singh
 MX11 Chua Meng Cheng Matthew
 MX12 Tan Zhe Yang Johnson

**DIRECTOR OF PRISONS AWARD –
TEAM TESTIMONIAL 2011****High Profile Criminal Case**

SUPT1 Lam Mong Teng
 DSP1 Anthony Toh Seah Hian
 ASP1 Gail Quek Shiyun
 MX12 Ashtalaxmi D/O Dinakaran
 MX12 Muhd Nur Firdaus Abdul Ghani

Community Befriending Project

ASP2 Ho Kim Teck
 RO2 Eddy Asmara Bin Rahman
 MSO GR VI Norshimah Bte Sulaiman

“Park and Ride” Initiative

DSP2 Abdul Halim Bin Zainol
 DSP1 Chiang Lye Choo Valerie
 DSP1 Chua Cheng Wah
 ASP2 Chan Chee Kiat Roger
 ASP2 Cheang Yew Kong Andrew

ASP2 Chew Tee Seng
 ASP2 Lee Jiann Ann Mark
 ASP2 Liow Zee Ping
 ASP2 Yuen Mann Shy Diana
 CW2 Zulkifli Bin Zakaria
 MX12 Tang Keng Lai

Intel Technical Support Unit

ASP2 Lim Chwee Howe Vincent
 CW2 Martin Liew Kok Seong
 SSGT Lee Choon Hong
 SSGT Ng Cheng Kok

Near Miss Reporting Initiative

DSP2 Tan Yew Teck
 DSP1 Mak Mun Fai Elmer Thomas
 DSP1 Phandeyan S/O Thangavellu
 ASP2 Ravichandran S/O Ambalavanar
 MX12 Veena D/O Venugopalan Nair
 CSO Gr III Vimalathacheni D/O R Gopalan

Suicide Intervention by SPEAR at B2

SSGT Mohammad Helmi Bin Ismail
 SGT Tow Chee Choy

Formation of Complex Escort Unit (CEU)

DSP2 Faisal Bin Mustaffa
 ASP2 Mohamed Azhar Bin Zailan
 SCW1 Uvarajah S/O Maniam
 CW1 A Mariadas S/O Arokiasamy
 CW1 Seek Hock Meng
 CW1 Muhammad Salik Bin Sidik
 SSGT Mohamad Hairul Bin Abdul Razak
 SSGT Sureshkumar S/O K Rajoo
 SSGT Tan Wee Kiat Alvin
 SGT Mohamad Rizal Bin Mohamad Harith

Escort Scenario-Based Training Programme by Cluster A Escort Pool

CW 1 Seek Hock Meng
 SSGT Jonathan Francis Chung Khun Su
 SSGT Mohamad Hairul Bin Abdul Razak
 SSGT Siow Meng Hai
 SSGT Sureshkumar S/O K Rajoo
 SSGT Zulkifli Bin Osman
 SSGT Firzan Bin Muhammad

SSGT Imran Wahyudi Bin Subehan
 SGT Abdul Samad Bin Haji Abdul Hamid
 SGT Bohan Bin Selamat
 SGT Mohamed Faizal Bin Mohamed Ali
 SGT Sharulnizam Bin Mahmud
 SGT Thiagarajan S/O R Selvaraju
 CPL Syehrul Nizam Bin Mohd Sham

Departmental HR Portal

MSO GR IV Chan Yin Ling
 MSO GR V Koh Liping
 MSO GR VI Chew Jun Hui (Jiang Junhui)
 CSO GR I Zuraidah Binti Mokhtar

Implementation of Short Detention Order

SUPT1A Rafidah Bte Suparman
 SUPT1 Poh Lye Imm
 DSP2 Tye Ming Kheong James
 DSP1 Teo Huey Lip
 DSP1 Teo Siew Hoon Magdalene
 ASP2 Tong Teck Hong
 ASP1 Han Fu Yuan
 ASP1 Koh Chong Tai
 RO2 Goh Wee Beng
 CW1 Ng Liqing
 SSGT Roslayli Bte Embi
 SGT Ling Hwee Ping
 MX12 Veena Nanthakumar

Best Institutional Intelligence Team – Institution A

ASP1 Tseng Chay Heng
 Ag RO1 Nizar Bin Tharama Baledram
 CW 2 Dahlan Bin Zainel

Rendering Assistance to Arrest a CNB Suspect

RO2 Muhammad Alphan Bin Hashim
 CW2 Sim Kim Kiat

Detection of Smuggling Activities at A5 Laundry

ASP 2 Abdul Halim Bin Abdul Mu'min
 SSGT Kuah Hung Huat
 SSGT Ravichandran S/O Marimuthu

Implementation Plan for Criminal Case Disclosure Processes

ASP2 Christina Tay Bee Lan
 ASP2 Tong Teck Hong
 CW1 Chai Kuo Fatt
 CW1 Lim Choon Leong
 SGT Loy Teik Sing

Complex Property Hub (Cluster B Registry)

RO2 Hetty Muliaty Binte Essni
 CW1 Lim Choon Leong
 SSGT Teo Mei Chin
 SSGT Seah Lee Ping Kenny
 SGT Teo Keng Hau

Detection Of Smuggling Activity at Institution B2

SSGT Mohammad Nuzaihan Bin Jaapar
 SSGT Shanmuganathan S/O Rengasamy
 SGT Saboor Ali Bin Syed Ahamad
 CPL Muhammad Danial Bin Yusuf

Centralised Pre-Release Centre (Institution B4)

DSP1 Kok Weng Chew
 ASP2 Bertrand Goh Szer Lin
 ASP1 Jusani Bin Juri
 RO2 Lim Zhaolun
 CW1 Kang Hock Seng
 SSGT Dzulkarnain Bin Jumahat
 SSGT Lim Han Ping
 SSGT Muhammad Sufian Bin Mazlan
 SSGT Yeo Yan Ting @ Tanisha Yeo

Kaki Bukit Centre Move (KBC Housing Unit Team)

ASP2 Lim Chi Yong Leonard
 ASP1 Yeo Kim Chye
 RO2 Cheng Yeow Tong
 RO2 Kok Han Kwang
 RO2 Lim Wei Jiat
 RO2 Theepan Prakash S/O Ravintheran
 CW2 Low Boon Ann Ben
 CW1 Amran Bin Osman
 CW1 Muhammad Irsham Bin Samat
 CW1 Ebi Ang Chiew Har

SSGT Mohamad Nizam Bin Supri
 SSGT Saravanan S/O Govindasamy
 SGT Poh Tien Soo

**Kaki Bukit Centre Move
 (Cluster C CS Team)**

DSP2 Chen Meng Choo
 ASP2 Abdul Manan Bin Hassan
 ASP2 Kenneth Louis Victor
 ASP2 Yuen Mann Shy Diana
 CW1 Lim Hwee Tien
 CW1 Zainon Bte Wahid
 SSGT Koh Chai Hock
 SSGT Yong Kim Guan
 SGT Mohamed Alfian Bin Ahmad
 CPL Koh Tiong Hwee

**Enhanced Integrated Feedback
 Monitoring Framework**

DSP2 Jimmy Lee
 DSP1 Kok Weng Chew
 DSP1 Magdalene Teo Siew Hoon
 ASP2 Ang Beng Wee
 ASP2 Christina Tay Bee Lan
 ASP2 Mervin Lee Chin Meng
 ASP2 Ngo Kau Wee
 MX12 Zheng Liting Adeline

**Power Shutdown Exercise
 at Cluster A**

DSP2 Teo Winston
 DSP1 Gerard Edwin Gibson
 DSP1 Sim Beng Keat
 ASP2 Cheang Yew Kong Andrew
 ASP2 Doris Seah Hui Shee
 ASP2 Teng Say Siang
 ASP1 Ng Yong Thye
 ASP1 Teo Chong Lian Dylan
 RO2 Andrew Leow Kok Leong
 RO2 Koh Xueliang
 RO2 Lee Xuncheng Jared
 CW1 Mazlan Bin Jan
 CW2 Azhar Bin Kassim
 CW2 Yeo Kee Siang
 SSGT Tan Norman @ Norman Abdullah Tan

**Detection of Secret Society
 Activity at TMP**

DSP 2 Hanizamal S/O Mahmood
 SCW1 David Simon Retnam

CW2 Anthony Toh Yeow Kok
 SSGT Al-Hannan Bin Mohamad
 SSGT Mohamed Azrian Bin Mohamed Zin

**Business Excellence Niche Renewal
 (BENR)**

SUPT1A Kong Ling Chieh Titus
 DSP1 Kok Weng Chew
 DSP1 Mak Mun Fai Elmer Thomas
 DSP1 Ng Kim Seng
 DSP1 Ng Tanny
 DSP1 Sujatha D/O Palpanabban
 DSP1 Tan Chih Lan Geraldine
 ASP2 Ang Beng Wee
 ASP2 Cheang Yew Kong Andrew
 ASP2 Foo Yue Xuan Hatsuee
 ASP2 Khairuddin Bin Alias
 ASP2 Lim Kim Hin Michael
 ASP2 Lim Soo Eng
 ASP2 Ong Po Ling
 ASP2 Phor Cai Juan Pamela
 ASP1 Ang Wai How Jim
 ASP1 Anita Zarina Bte Muhamad Zaidi
 ASP1 Chan Wei Li Debra Anne
 ASP1 Ephraim Goh Yang-Minn
 ASP1 Foo Kok Hun
 ASP1 Goh Chun Peng
 ASP1 Kannaki D/O Srinivasagan
 ASP1 Lin Shujun
 ASP1 Yong Ka Jun Desmond
 RO2 Goh Shufen Charmaine
 RO2 Goh Wei Jian
 RO2 Kwek Nian Xing
 RO2 Tan Eng Cheay
 RO2 Tann Yi Ru
 RO2 Lee Boon Kiat
 CW1 Mohammad Dzulkifly Bin Yaakop
 SSGT Lee Mei Yin Eileen
 SSGT Murali Dharan S/O N Gopal
 MX11 Mohamed Fazly Bin Mohamed Jamaludin
 MX12 Chok Ying Si Stacey
 MX12 Goh Hui Ping Christine
 MX12 He Shuhui Cheryl
 MX12 Prashanth S/O Sankaran
 MX12 Veena D/O Venugopalan Nair
 CSO GR III Vimalathacheni D/O R Gopalan

EXCELLENT SERVICE AWARD

Star Award

DSP 2 Thomas Zai
 DSP 1 Ng Kheng Hong
 ASP 2 Christopher Kanthi Kumar
 ASP 2 Soh Hwee Fun Ivy
 ASP 1 Lo Chin Yang Roger
 RO 2 Nadirah Farhana Binte Suhaimi
 CW 2 Anthony Peter Chia Boon Kong
 CW 2 Tay Han Meng
 CW 1 Ivy Lim Sze Hoay
 CW 1 Mohamad Hazlan Bin Mohd Said
 CW 1 Sim Keh Soon
 CW 1 Tan Ting Kang
 CW 1 Thean Nyoon Kong
 CW 1 Voon Min Yock Irene
 SSGT Aloysius Ong Leong Hui
 SSGT Anita D/O Retnasamy Anthony
 SSGT Chai Chee Uei
 SSGT Goh Keng Kiong
 SSGT Koh Nyok Lan
 SSGT Kumaraguru S/O Subramaniam
 SSGT Mohamed Zuandi Bin Mohamed Zubir
 SSGT Ng Bee Teng
 SSGT Norizan Binte Mustafa
 SSGT Norlisa Binte Alias
 SSGT Phung Yin Lei Sandy
 SSGT Ramesh S/O Packrisamy
 SSGT Randeep Singh S/O Jagindar Singh
 SSGT Rubiana Binte Shamsul
 SSGT Sahedah Binte Jalil
 SSGT Shek Mei Kei
 SSGT Tan Lee Teng
 SSGT Te Cheng Fea James
 SSGT Tiang Siok Ting
 SSGT Viknesh S/O Govida Dras
 SSGT Wong Sin Min Eric
 SGT Ann Ang Meng Kim
 SGT Chang Joo Noi
 SGT K V Raj Tevan S/O Vijayatevan
 SGT Muhammad Darwisyy Bin Haroon

SGT	Ng Riying	SSGT	Sathiaseelan S/O Thurasingam	RO 2P	Tony Immanuel Tan Kok Ping
SGT	Nor Zahriaturraihan Binte Sonny	SSGT	Siti Suhailah Binte Saini	RO 1	Michelle Huang Ling Li
SGT	Sakila Binte Abdul Rahman	SSGT	Tan Kyim Hiong, Eddie	SCW 1	Goh Kim Pok
SGT	Wong Tze Min	SSGT	Tang Wai Wah	CW 2	Gordon William Campbell
CSO	Hamidah Benti Omar	SGT	Lai Kong Chan	CW 2	Manogararajan S/O Nadarajan
CSO	Lim Kha Gek	SGT	Mohamad Darvin Bin Rahmat	CW 2	Tan Cheng Siang
CSO	Musalmah Binte Mohd Said	SGT	Muhammad Hafiidz Bin Abd Aziz	CW 2	Zulkifli Bin Said
		SGT	Pichappan Balasubramaniam	CW 1	Chai Kuo Fatt
		SGT	Poh Tien Soo	CW 1	Chan Hai Peng
		SGT	Santhiran S/O Nadarajah	CW 1	Chong Kum Leong
		SGT	Surish S/O Kuttan	CW 1	Gunaseelan S/O Churian
		CPL	Malwinderjeet Kaur D/O Karnail Singh	CW 1	Ismail Bin Ibrahim
		MSO	Saravanan Baba S/O Sivaperumal	CW 1	Kumarasan S/O Ramasamy
				CW 1	Mohamad Hisam Bin Abu Bakar
				CW 1	Mohamed Mubarak Bin Mohamed Yusof
				CW 1	Musafir Lara Bin Selamat
				CW 1	Sim Kim San Eric
				CW 1	Wang Yuan Mun
				CW 1	Yeo Chin Boon William
				CW 1	Zainudin Bin Ismail
				CW 1	Zuriat Bin Rashid
				SSGT	Dui Siew Hua
				SSGT	Eswaran S/O P Muthusamy
				SSGT	Hing Su Wan
				SSGT	Jojoe Lee Lea San
				SSGT	Kang Zhangwen Jonathan
				SSGT	Lee Sing Cheong
				SSGT	Lion Leng Leng
				SSGT	Lutfi Bin Mohamed Ali
				SSGT	Mahad Ridzuan Bin Mohd Zin
				SSGT	Mazirah Abdul Rahman
				SSGT	Mohamed Reza Bin Mohamed
				SSGT	Muthukumari D/O N Vellasamy
				SSGT	Nur Fazila Binte Ibrahim
				SSGT	Nurinbariah Binte Biarfin
				SSGT	P. Ramesh Menon
				SSGT	Peng Zhibiao
				SSGT	Rajeev S/O Janakaraj
				SSGT	Rajkumar S/O Muthu
				SSGT	Rohaizat Bin Roslan
				SSGT	Sanmugam S/O Balakrishna
				SSGT	Tracy Tan
				SSGT	Wee Kim Chye
				SSGT	Wong Mui Leng

Gold Award

Silver Award

PROMOTIONS

SSGT Yeo Yan Ting
 SGT Abdullah Shukri Bin Abdul Talip
 SGT Adrian Loh Chun Siang
 SGT Chang Sian Kwee
 SGT Chow Li Jen
 SGT Chua Ah Kng
 SGT Ghandhi S/O Rengasamy
 SGT Lin Qiaoli
 SGT Mazlan Bin Mohd Zen
 SGT Mohammad Robany Bin Sawal
 SGT Muhammad Faizal Bin Mohd Nor
 SGT Muhammad Haeikal Bin Abdullah @ Hew Koon Hock
 SGT Muhammad Ryan Mikhail @ Daljit Singh
 SGT Nora'aini Binte Razak
 SGT Nur Fazlina Binte Yusri
 SGT Nurulhuda Binte Sukati
 SGT Puvaneswari D/O Vellasamy
 SGT Sridanti Binte Surya
 SGT Suffian Bin Abdul Rahman
 SGT Sunarti Binte Mohamed Salleh
 SGT Terence Singh
 SGT Wendy Wong
 SGT Yeo Kok Beng
 SGT Yusree Bin Mohd Idahar
 CPL Hameedah Bee Binte Shamsudin
 CPL Iqbal Afiq Bin Salim
 CPL Johan Aidil Bin Yusop
 CPL Kader Bacha Bin Abdul Wahab
 CPL Koh Tiong Hwee
 CPL Mohamed Faris Bin Osman
 CPL Mohamed Ishak S/O Mohamed Ibrahim
 CPL Muhammad Ashary Bin Rostan
 CPL Nur Ermah Binte Mohamed Kamal
 CPL Rahmat Bin Bakar
 CPL Sabrina Wong Fong Peng
 CPL Shazwani Binte Jumat
 CPL Siti Aishah Binte Mohamed Amir
 MSO Gr VI Wu Wenlong

SENIOR PRISON OFFICERS

Promotion to the Rank of SAC Gr 8

Teo Tze Fang

Promotion to the Rank of SAC Gr 9

Stanley Tang Soong Jing

Promotion to the Rank of AC Gr 9

Chiew Hock Meng

Goh Leng Chuang Terrence

Promotion to the Rank of SUPT 1A

Chiam Jia Fong

Abdul Karim S/O Shahul Hameed

Ong Aik San

Rafidah Bte Suparman

Loh Teck En @ Lu De'en

Tan Yeow Chong Simon

Chow Chee Kin

Soh Beng Koon

Tan Eng Keong

Promotion to the Rank of SUPT 1

Peck Tiang Hock

Lam Mong Teng

Yak Shu Herng Maxmillian

Kuai Ser Leng

Wee Lian-Chyuan Wilfred

Chan Kai Yuen

Koh Wee Leng Estella

Poh Lye Imm

Kevin Hoon Kay Ming

Loh Hong Wai

Choo Wei Liang Timothy

Foo Ee Lin

Tang Cheok Hon Derek

Promotion to the Rank of DSP 2

Chen Meng Choo

Lim Lam Seng

Soh Ming Koon

Lim Quay Lin

Loganathan S/O Vadiveloo

Wong Sze Loong

Ang Kien Tiong

Soh Yen Li

Chan Ching Ching

Teo Winston

Boo Li Check

Zai Siew Leong Thomas

Tung Kai Lee Patricia

Tan Hui Ping
 Ricky Eu Kok Keong
 Ng Bee Goh Doris
 Chin Soon Theen

Promotion to the Rank of DSP 1

Ranjit Singh S/O Surat Singh

Sim Hoon Peck

Tan Joo Eng

Gregory Savier

Shahrom Bin Tamby Ahmad

Wahab Bin Hamid

Ong Choon Yong

Guoh Tjin Soon

Lee Beng Hwee Irene

Faizal Bin Ridzwan

Cheong Wee Ling

Nikki Abdullah @ Won Tien Li

Sujatha D/O Palpanabban

Tok Eng Seng

Ng Kim Seng

Ho Yong San

Mohamed Rusdi Bin Mohamed Esa

Lim Choon Tian Kenneth

Koh Kheng Loong Kenneth

Woo Choo Yan Louis

Lim May Ling Serena

Chiang Lye Choo Valerie

Teo Khim Hong Mike

Ong Choon Teck

Tan Wee Teck

Promotion to the Rank of ASP 2

Lim Cher Hiang

Chong Chun Yong

Mahendran S/O Sinathuraja

Alan Chee Hock Lai

Chiang Mui Chin

Amirudin Bin Omar

Overee Josephine Juliana

Harvinder Singh S/O Joginder Singh

An Koh Shian

Chew Shi Jie Martin

Teng Say Siang

Promotion to the Rank of ASP 1

Ong Hock San

Jusani Bin Juri

Mohamed Firman Bin Mansoor

Goh Yi Zhang

Han Fu Yuan

Tan Suan Lim Paul

Foo Kok Hun

Chew Peng Soon
Ang Keng Eng
Aw Kah Hoe
Ang Wai How Jim
Ng Yong Thye
Poh Ban Hong
Ephraim Goh Yang-Minn
Lim Kin Hui Gavin
Lim Hong Meng
Eng Mei Ye
Goh Chun Peng
Chang Ka Fai
Chan Wei Li Debra Anne
Tan Siang Leng
Hoo Hau Luen Ottilia
Kelvin Chua Yeow Chong
Kwa Beng Hwee
Muhammad Raizaluddin Bin Abdul Razak
Sun Kok Chin Aaron
Lin Shujun
Darryl Ong Wei'en
It Yock Chian
Kannaki D/O Srinivasagan
Mohammed Taufik Bin Munawar
Kerk Kim Syn
Yong Ka Jun Desmond

Promotion to the Rank of RO 2

Ng Phei Li Serene
Chua Hui Zhen Jane
Aarti Pathak
Chan Hui Chuen Ruth
Seri Zawani Binte Mohamed Zakariah
Brandon Ong Guan Hong
Lee Xuncheng

Promotion to the Rank of RO 1

Mohamed Fandi Johan

PRISON OFFICERS

Promotion to the Rank of Senior Chief Warden 1

Ong Fan Ling Pamela @ Ong Mui Lan
David Simon Retnam
Toh Siew Choo
Uvarajah S/O Maniam
Goh Siew Kiang Jaslin
Sor Tiong Lin
Palanisamy Asogan
Mohamad Safrin Bin Saptu
Yap Ah Oon

Promotion to the Rank of Chief Warden 2

Azhar Bin Kassim
Phoon Jee Kiong
Lee Wen Chyi
Lew Chee Weng
Noor Azlan Bin Ja'afar
Ganesan S/O K V Supramaniam
Mohamad Ismail Bin Abdul Moien
Yang Ling Yong
Lim Meng Jek Nicholas
Tan Yu Hong Adrian
Muhammad Nazir Bin Abdul Hamid
Jamalluddin Bin Abdul Aziz
Venu Arsh
Tay Han Meng Andrew
Mohamad Suhardi Bin Rahim

Promotion to the Rank of Chief Warden 1

Murthy S/O Muthu
R Tamilchelvan S/O Ramachandran
Raymond Yin Wei Chiang
Amran Bin Osman
Anuar Bin Abdullah (De Rozario)
Ramesh S/O Kanapathi
Chia Mei Cheng Wendy
Musafir Lara Bin Selamat
Wendy Kang Mei Ling
Mohamed Ridzwan Bin Mohamed Ali
Chin Shiao Sheng
Wong Tam Moy
Lim Leong Huat
Kong Mei Chee
Lim Hwee Tien
Cheng Mee Lan
Hilary Lo
Choong Kam Thoong
Chai Kuo Fatt
Johari Bin Selamat
Tan Chuan Chee
A Mariadas S/O Arokiasamy
Chong Kok Chee
Zuriat Bin Rashid
Mohamad Hisam Bin Abu Bakar
Wang Yuan Mun
Ng Liqing
Chang Cher Wei
Oh Suan Gek Teresa
Siti Khadijah Binte Rowtin
Mohamed Ridzuan Bin Mohamed Sani
Ibrahim Bin Mahfuz
Lim Tin Chuan
Lau Tai Leong

Tan Meng Kiat Kevin
Khairudin Bin Kamsan
Liu Zhiqiang
Nurfirdaus Bin Razali
Mohammad Iskandar Bin Abdul Razak
Muhammad Rashidi Bin Saidi
Richard Koh Chor Kiat @ Gust
Yeo Chin Boon

Promotion to the Rank of Staff Sergeant

Zainal Bin Yahya
Irwan Ismodi Bin Mohd Noor
Jordan Chua Poh Heng
Balasubramaniam S/O Suppiah Rajakrishnan
Ooi Chan Lum
Hasrina Binti Hamid
Mohammad Helmi Bin Ismail
Arman Bin Salim
Salimah Binte Shaik Jamal
Azman Zakiuddin Tan
Mohamed Raffi Bin Ariffin
Eswaran S/O P Muthusamy
Muhamad Nor Hasmi Bin Abu Bakar
Mohamed Rizal Bin Jaffar
Nurul Hidayah Binte Jumahat
Toh Si Ann
Xu Yulin
Phua Patsy
Tan Ai Ling
Mohammad Farhan bin Mahmood
Salihin Bin Hasan
Tan Yu Meng Jeremy
Andy Tan Soon Peng
Yeo Suan Siang
Mohammad Nasir Bin Ahmad
Muhammad Shahril Bin Andi Mohamed Nasron
Abdul Rashid Bin Abdul Rahim
Lion Leng Leng

Promotion to the Rank of Sergeant

Chang Sian Kwee
Azizah Binti Johari
Surish S/O Kuttan
Rajandran S/O Asokkumaran
Rajendran S/O Thangavellu
Abdul Razak Bin Rahim Thoolah
Teo Gek Yan
Siti Patuha Binte Sadli
Suffian Bin Abdul Rahman
Muhammad Iswandi Bin Suradi
Siti Haryani Binte Horlil

RETIREES

LIST OF OFFICERS RETIRED IN 2011

Chow Li Jen

Cheang Wei Ting

Muhammad Isa Bin Kemut

Nazri Bin Abdul Aziz

Muhammed Fairaus Bin Mohamed Esah

Muhammad Hafiidz Bin Abd Aziz

Risham Bin Jaffar

Mohammad Attarmidzi Bin Asmawi

Ahmad Nur Halifi Bin Ahmad Hamdan

Muhammad Syaidal Bin Ahmad

Muhammad Ryan Mikhail @ Daljit Singh

Habibullah Bin Mohammed Rasheed

Muhammad Khaifiroz Bin Rozlan

Rosman Bin Ruslan

Emplacement to Ag RO (1P)

Nizar Bin Tharama Baledram

CIVILIAN OFFICERS

Promotion to the Rank of MX 10

Abdul Wahab Bin Hussein Abdullah

Troy Jack Thevathasan

Promotion to the Rank of MX 11

Della Loh Mui Ping

Wee Chai Meng James

Ismawati Binte Amar Mamori

Promotion to the Rank of HTS11

Ferroa Wayne Vincent

Promotion to the Rank of MSO Grade I

Chua Sock Kiang

Promotion to the Rank of MSO Grade IV

Noryha Bte Ibrahim

Chan Yin Ling

Promotion to the Rank of MSO Grade V

Ong Xue Li

Team Hui Yen

Promotion to the Rank of CSO Grade I

Hamidah Binte Haji

Promotion to the Rank of CSO Grade II

Leong-Ong Ah Bee

Sehgaia Mary D/O J J Patrick

Promotion to the Rank of CSO Grade IV

Chan Lye Leng

Lim Wee Quan

Date of Retirement	Substantive Appointment	Name
31.01.2011	CPL	Shamsiah Bte Abu Bakar
02.02.2011	CW 1	Chin Kwan Leong
14.03.2011	CPL	Vijayaletchumy D/O Rasiyam
24.04.2011	ASP1	Mohsain Bin Badron
24.04.2011	CW 2	Ya'acob Bin Johar
08.05.2011	SCW 1	Gurmeet Singh S/O Santokh Singh
29.05.2011	SGT	Mariam Binte Mohamed Hassan
04.06.2011	CPL	Selan Bin Sarkiman
03.07.2011	SSGT	Raghib Singh S/O Lakha Singh
04.07.2011	CW 2	Campbell Gordon William
20.07.2011	MSO Gr III	Leong Chung Pun
28.07.2011	SGT	Amir Bin Ahmad Bin Hussin
15.08.2011	SSGT	Narendr Kumar Pathak
16.09.2011	SCW 1	Borhan Bin Md Noor
29.10.2011	CW 1	Tan Choon Cheng
02.12.2011	SSGT	Razali Bin Hassan
14.12.2011	SSGT	Head Nicholas John

ACKNOWLEDGEMENTS

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