

# CAPTAINS OF LIVES

REHAB • RENEW • RESTART

Singapore Quality Award 2006 Winner

GROUP PHOTOGRAPH Executive Summary  
CHANGI PRISON STAFF  
1957.

## Inside this issue

Does Singapore Prison Service have what it takes?

Find out how ex-convicts now serve society with **conviction.**

Aspire to be **captains** in the lives of offenders? We show you how.

Our mission in life is to get **criminals out of prison!**

**Yellow Ribbon** highlights inside.



**We're trained to look for the sparkle. Not just the flaw.**



SINGAPORE  
QUALITY  
AWARD

for business excellence



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



## F oreword

Over the last few years, the Singapore Prison Service has made strides in its journey towards organizational excellence. We started with our commitment to help our prisoners start lives anew and we ended with an organisation that is able to deliver this result. With a strong drive and deep sense of mission to live up to our vision, we have won numerous accolades over the years, including the Service-Class, Innovation-Class, ISO 9001:2000, People Developer Standard and the Family Friendly Firm Award, amongst others.

As we work towards realising our vision of being an exemplary prison service by constantly developing and improving our capabilities, the Singapore Quality Award Framework for business excellence serves as an integrated and systematic approach for us to pursue innovation, learning and continuous improvement. It has provided us with the opportunity to compare ourselves against world-class standards of performance and highlight the good work that we do as Captains of Lives.

We are indeed very honoured to have the distinction of being awarded with the Singapore Quality Award this year. This achievement would not have been possible without the drive and dedication of our staff who have worked tirelessly together to bring our organisation to this level of excellence. Therefore, the award truly belongs to each and every one of them.

The Singapore Quality Award is a very important milestone in our journey to organisational excellence. It recognises our work in ensuring the safe custody and effective rehabilitation of the offenders committed to our custody.

We are very happy to share our experiences with you in this summary of the original application report we submitted for the 2006 Singapore Quality Award. We hope that you will find it useful in providing some insights and inspiration for your own journey towards business excellence.

**Chua Chin Kiat**  
*Director*  
*Singapore Prison Service*



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**What Others Say**

## What Others Say...

1. “The Singapore Prisons Department has taken an innovative approach to preparing staff to be ready to operate the all-new complex ... It is rare indeed for a country, state or even one city to be able to plan and implement such a comprehensive project in a few years rather than taking decades for incremental evolution.”  
- *Mr Robert Goble, Principal Consultant, Carter Goble Associate, Inc, 2003.*  
*[Excerpts from International Justice Review, 2003]*
2. “As Captains of Lives, Prisons Department officers play an important role in helping to integrate inmates into society upon their release. I commend the officers for discharging this noble duty”  
- *Mr Wong Kan Seng, Minister for Home Affairs, Singapore, 26/02/04.*  
*[Excerpts from Changi Prison Complex (CPC) Cluster A guestbook]*
3. “In the reform of the Chinese Prison System, China has learnt much from Singapore particularly in the area of counselling...”  
- *Mr Fan Fang Ping, Vice-Minister of Justice, China, 27/10/04.*  
*[Excerpts from the China Zaobao newspaper]*
4. “...my interest is in the safe movement of prisoners back into the community and structures and steps towards reintegration... We are going to run an international Conference on Parole in Rotorua in New Zealand... and I am hoping that we will be able to invite a number of Singaporeans to display to a wider audience the excellent work which is being done there...”  
- *Mr David Carruthers, Chairman of New Zealand Parole Board, 11/04/06.*  
*[Excerpts from his email]*
5. “By the time Van died everyone involved in the case knew the prison workers had only been kindly to him and he loved them, to use his words. Prison officials were always courteous, professional and considerate to the lawyers and family.”  
- *Lawyer Julian McMahon, for hanged drug trafficker Van Tuong Nguyen, 3/12/05*  
*[Excerpts from The Australian newspaper]*
6. “I consider this rehab center (CPC Cluster A) as one of the best in the world”  
- *Dr Mintarsih A. Latief, Vice-President, BERSAMA*  
*(Non-Government Organisation for Prevention of Drug & Substance Abuse),*  
*Indonesia, 24/11/05.*  
*[Excerpts from CPC Cluster A guestbook]*
7. “This facility (CPC Cluster A) is a reference worldwide, also considering its management. It is a good balance between deterrence and reformation.”  
- *Mr Nuno Maria Rogue Jorge, Vice-President,*  
*International Federation of Non-Government Organisation (IFNGO),*  
*Macau, 24/11/05.*  
*[Excerpts from CPC Cluster A guestbook]*

## What Others Say...

8. "...The image you project of rehabilitation is fantastic. I can see you working as a professional team committed to your vision"  

*– Ms Marie-Ange Houareau, Principal Secretary,  
Department of Internal Affairs, Seychelles, 27/10/05.  
[Excerpts from CPC Cluster A guestbook]*
9. "Innovative and impressive programmes"  

*– Dr Dennis Wong, Associate Professor,  
Department of Applied Social Studies, City University of Hong Kong, China, 9/05/05.  
[Excerpts from Kaki Bukit Centre (KBC) guestbook]*
10. "One of the 10 coolest ideas of 2001 - Virtual Prison Visits."  

*The Straits Times picked SPS Internet Home Tele-visit  
as one of the 10 most inspired made-in-Singapore ideas  
and initiatives that made a difference in 2001.  
[Excerpts from The Straits Times Newspaper, 1/1/02]*
11. "It is one of the most interesting prisons (CPC Cluster A) and most impressive one in introducing new technologies"  

*– Mr Nathee Chitsawang, Director General, Department of Corrections,  
Thailand, 7/10/04.  
[Excerpts from CPC Cluster A guestbook]*
12. "A big step towards modern prisons development. Systematic and effective."  

*– Rehabilitation Unit of Hong Kong Correctional Services,  
China, 1/7/04.  
[Excerpts from CPC Cluster A guestbook]*
13. "The Singapore Prisons Department is a wonderful experience for the world. We have learnt much from this visit"  

*– Dr Ben Nwaochei, Director-In-Residence, Prison Fellowship International,  
Institute for Leadership Formation and Ministry Development,  
Singapore, 5/10/05.  
[Excerpts from CPC Cluster A guestbook]*
14. "It was a very enlightening and informative visit. We are impressed by the state-of-art facilities and the well-planned layout."  

*– Mr Charles Joseph Peter, Assistant Director, Consular Directorate,  
Ministry of Foreign Affairs, Singapore, 8/11/04.  
[Excerpts from CPC Cluster A guestbook]*
15. "I have been here for only one hour and am convinced that a detainee is given the opportunity to rehabilitate himself."  

*– Ms Marie Jean-Michel Gérard Lesage, Chairman,  
National Agency for the Treatment and Rehabilitation of Substance Abuse  
(NATRESA),  
Mauritius, 24/11/05.  
[Excerpts from CPC Cluster A guestbook]*

## What Others Say...

16. "...I am very impressed with the discipline and attitude of inmates and the efficiency of the staff"

– Ms Shirley Tissera, *President IFNGO, Sri Lanka, 24/11/05.*

17. "Programme is well managed and monitored. Staff are committed to the programme and are very enthusiastic and effective. This place makes it possible for prisoners to see light at the end of the tunnel and makes them feel that they can change and lead a better life."

– Mr S Puhaindran, *Md Yusof Lana, Visiting Justice, Singapore, 23/1/03.*  
[Excerpts from *CPC Cluster A guestbook*]

18. "...Under the leadership and guidance of the Director of Prisons, Mr Chua Chin Kiat, major improvements were made to the policies, qualities of uniformed staff and welfare of inmates. Changes to inmates' medical benefits, work program, rehabilitation program, security have all been done...The purpose of these significant changes in the prison is to make one (inmate) realize that if there is hope, one must cherish the opportunities given, to make use of time in Prisons constructively and change for the better...With a new system in place, Changi Prison has a brand new image, creating a new beginning and giving inmates and their families a new lease of hope. Hopefully, under the leadership of the Director of Prisons, Mr Chua Chin Kiat, more ex-convicts can serve our country, society and their families diligently."

– Author *Liang Yi Wei, ex-inmate.*  
[Excerpts from the Chinese book titled *Zi Kun. Zi Sha. Zi You*]

19. "...I want to thank you, in all sincerity and gratitude, for keeping my sanity in place for it could have been so easily threatened and undermined in a place such as the prisons. Most of all, through your goodness and righteousness, I was able to salvage self-respect, self-esteem and dignity...The act of disciplining is an art and only a few have managed to achieve mastery over it. With all sincerity, I saw in you what it takes to be perhaps, a 'Captain of Lives' – a near perfect combination of strictness, just, integrity and uprightness without compromising the discipline and decorum characteristic of a 'total' institution...By God's grace, the record of imprisonment has not radically changed my material position and I still have my job as a Professor ...In fact, the research division at Prison HQ has sought my assistance to establish and widen their research scope... I am now in U.S. as a Fulbright Scholar and Visiting Professor...May I once again take this opportunity to thank you..."

–Dr *Narayanan Ganapathy, ex-inmate, Professor of Sociology,*  
*University of Nebraska, USA, 13/11/03.*  
[Excerpts from an *ex-inmate's letter of compliment*]

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# Organisational Profile



## ORGANISATIONAL DESCRIPTION

The **Singapore Prison Service (SPS)** became a Department in 1946 when G. E. W. W. Bayly became its first Commissioner.

The SPS underwent a marked transformation in recent years as it remade itself as one of the most progressive, secure and exemplary prison systems in the world, dedicated to the cause of steering offenders to become law-abiding and socially responsible citizens. We conceived and implemented the concept of “throughcare” in order to bring about a seamless transition from incare to aftercare for our inmates.

As a key member of the Ministry of Home Affairs (MHA), SPS contributes to MHA’s Vision of making Singapore a safe place for our people through the secure custody and rehabilitation of law offenders.

### (1) ORGANISATIONAL ENVIRONMENT

SPS is a unique organisation in that we serve a totally different kind of customers. They do not come to us willingly but are committed to our custody by the Courts as law offenders. Our job goes beyond incarcerating, clothing and feeding these captive customers of ours. The services we offer to them are both unique and life-changing, which is to induce the impetus to change and provide the necessary rehabilitative opportunities to bring about a positive transformation from within. More importantly, unlike other service providers that go all out to bring in more customers and retain them, we strive to change our customers so that they do not come back any more. In short, we are an organisation that do not want repeat customers!

### Products and Services

We are the nation’s sole provider of the following services:

- a. Keeping people in custody in accordance with Court and Executive Orders;
- b. Ensuring the safe and secure custody of inmates;
- c. Providing effective rehabilitation programmes tailored to the individual needs of inmates; and,
- d. Cooperating with key partners to prevent crime and provide aftercare for released inmates

### Our Vision and Mission

**OUR 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.

**OUR 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.

Figure 1 Our Vision and Mission

The birth of our Vision marked the beginning of a transformation of our officers’ mindset from being mere custodians to “Captains of Lives” (COL) of offenders. For our officers, this change also gives them more satisfaction and a sense of mission because their purposeful interactions with those under their charge and contributions will have a direct impact on the inmates’ recovery.

## Our Values

Singapore Prison Service has a set of Department values which guide our officers in their role as Captains of Lives to the offenders.

**Our Departmental Values**  
Strengthening the **HEART** of SPS

- *Honouring* our Vision by placing it above self-interest and inspiring others to our cause.
- *Excelling* in our work because we care enough to want to be the best.
- Be *Agile* by being innovative and open to new possibilities, overcoming adversity through continuous learning.
- *Respect* our colleagues and the community we come in contact with.
- Foster *Teamwork* through coaching, guiding and inspiring one another in our workplace.

Figure 2 Our Departmental Values

## Employee Profile

Our officers are our most valuable asset. We strive to recruit the best candidates as well as develop the talents and capabilities of existing members of the staff. This will ensure SPS continues to progress, meet as well as anticipate changes in the operating environment. We have a total staff strength of 2,200 comprising 2,000 uniformed and 200 civilian officers. The breakdown of our staff profile can be summarised as follows:

Staff Category/Type		Strength (%)
Uniformed Officers	Senior Prison Officers	511 (23.2%)
	Prison Officers	1475 (67%)
Civilians		213 (9.7%)
Total		2,199

Table 3(a) Breakdown by Staff Category

Educational Qualification	Strength (%)
Degree & Above	569 (25.9%)
Diploma & Advanced Diploma	224 (10.2%)
Civilians	1,406 (63.9%)
Total	2,199

Table 3(b) Breakdown by Educational Qualification

## Major Equipment and Facilities

We administer a total of 15 prisons and drug rehabilitation centres, comprising 4 maximum, 9 medium, 1 low medium and 1 minimum security institutions. We also operate 3 divisions (namely Operations, Staff Development and Corporate Services Divisions) comprising 26 units to support our institutions.

We are currently redeveloping the Changi Prison Complex (CPC) comprising 4 prison clusters and support facilities. Each Cluster will have 5 institutions. The CPC will be equipped with state-of-the-art technology, infrastructure and purpose-built facilities to reap the benefits of economies-of-scale and integration of services. This will provide a safe and secure environment which will be conducive for conducting comprehensive programmes for our customers.

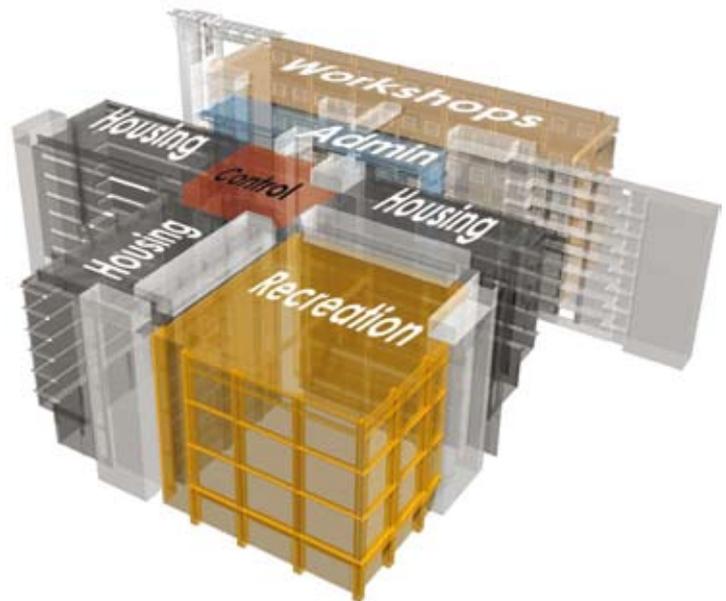


Figure 4 A Model of a Typical Institution in CPC

## Regulatory Environment

As the SPS is part of the Singapore Civil Service, we abide by the policies and regulations of the Public Service Division and Government Instruction Manuals (IMs). We are also a key partner in the Criminal Justice System and are governed by relevant legislations such as the Prisons Act and the Misuse of Drugs Act.

# (2) ORGANISATIONAL RELATIONSHIP

## Relationship with Parent Organisation

We are one of the 7 organisations under the Ministry of Home Affairs and together with the rest, we constitute the Home

Team. We report directly to the Ministry of Home Affairs Headquarters (MHQ), which provides policy guidance to our overall operations and administration.

### Relationship with Customers

As Captains of Lives (COL), we treat our inmates fairly and firmly and carry ourselves as their role models. We believe that every inmate has the potential to turn over a new leaf but the motivation to change must ultimately come from him. Some inmates may not be ready or are unwilling to change but as agents of change, we help them discover their impetus to change.

To facilitate the rehabilitation of our inmates, we aim to change their belief and value systems, raise their motivation levels and target their criminogenic needs. As inmates present a diverse range of risks, needs and amenability to rehabilitation, we have moved away from a one-size-fits-all mass treatment approach of the past and adopted an individualised and customised approach to their rehabilitation.

### Relationship with Partners

We work closely with many government and non-governmental organisations to develop synergistic partnerships in our daily operations as well as in the implementation of community projects. Our key partners include community organisations that are involved in the rehabilitative process and service providers that support key processes in prison, such as provision of medical services to inmates.

Regular dialogue and feedback gathering sessions are conducted for the enhancement of co-operation and communication with our key partners. Reviews and evaluation of internal processes are also undertaken on a regular basis to meet changing needs and standards.

### Relationship with Suppliers

We work closely with many suppliers to provide goods and services for our daily operations. Our suppliers can be classified into the following 3 main categories: Logistics, Information Technology, Public Relations.

## (3) ORGANISATIONAL CHALLENGES

### Competitive Environment

As the sole provider of correctional and custodial services for adult law offenders, we could only look to overseas

correctional systems for benchmarking of key processes and services. We had embarked on several benchmarking projects that led to substantial improvement in our key operational processes, delivery of rehabilitative services and infrastructural development.

We have one of the lowest rates of prison incidents (such as assaults, escapes and unnatural deaths) in the world. Our figures compare favourably against the established correctional services in developed countries. In the area of inmate rehabilitation, we have one of the lowest recidivism rates and highest completion rates for community-based programmes in the world.

### Organisational Directions

Our shared vision is a source of inspiration for all our officers, steering us towards achieving organisational excellence. To realise our Vision, a **Strategic Framework for Action** is developed and reviewed every 3 years. Our Strategic Framework for Action consists of 4 Focal Areas and 4 Key Levers, as illustrated in Figure 5 below:



Figure 5 Our Strategic Framework for Action

### What Keeps Us Going

We are proud of our noble calling, which has transformed our organisation into one that helps to transform the lives of offenders under our charge. We are fully committed to steering them towards being law-abiding and socially responsible citizens. When law offenders leave our prisons as reformed individuals, their families and the community become co-beneficiaries. Society will be a safer place as they no longer pose a threat to the public.



CAPTAINS OF LIVES  
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# REAL COURAGE COMES WITH PASSION

The Singapore Prison Service believes that ex-convicts can change and make a real contribution to society. That is why our officers are committed to helping the inmates under our charge.

We provide training programmes and various forms of purposeful work for inmates to acquire marketable skills, and help themselves reintegrate as productive members of society. In partnership with the Singapore Corporation of Rehabilitative Enterprises (SCORE), Singapore Aftercare Association (SACA), Singapore Anti-Narcotics Association (SANA), voluntary agencies, volunteers and employers, we are not only helping inmates, but also their families and society.

Visit our website at  
[www.prisons.gov.sg](http://www.prisons.gov.sg)

Career hotline  
**1800 - 542 0000**



# 1. Leadership



## 1.1 SENIOR EXECUTIVE LEADERSHIP

**1.1a How senior executives develop the purpose, vision and values for the organisation that focus on customers and other stakeholders, learning and innovation.**

### Leading the Way – Our Directorate

Our Senior Management comprises the Director of Prisons (DP), Deputy Director/Chief-of-Staff (DD/COS), Assistant Director (Operations), Assistant Director (Staff Development), Assistant Director (Corporate Services) and Commanders of Clusters A and B. Collectively, they are known as the Directorate.

### Birth of Our Shared Vision and Mission

After Mr Chua Chin Kiat took over as Director of Prisons in late 1998, he realised that we needed to do more in the area of rehabilitation. A visioning exercise, involving SPS officers at all levels and our key stakeholders, was conducted in early 1999 to craft a shared Vision and review our mission.



Figure 1.1.1 The Ripple Effect - This diagram depicts the circles of influence with our officers underpinning the centre of the circle. When our officers begin to make a difference individually and collectively, our organisation's circle of influence will ripple progressively outward. This will impact on the lives of every inmate, helping them to experience a lasting change in their lives so that they could successfully reintegrate into society as responsible citizens. The ripple effect will also touch the lives of the inmates' families and the society at large.

## 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.

Figure 1.1.2 Our Vision and Mission

The birth of our Vision and revised Mission marked the beginning of the change of our officers’ mindset from being mere custodians to “Captains” in the lives of offenders. It also started the journey of our organisational transformation.

### New Departmental Values: **HEART**

Our Departmental Values were formulated after the promulgation of our vision. These values were communicated to the entire organisation via roadshows, retreats, seminars, personalised pamphlets, posters and the Intranet.

## HEART

**H**onouring our Vision by placing it above self-interest and inspiring others to our cause.

**E**xcelling in our work because we care enough to want to be the best.

Be **A**gile by being innovative and open to new possibilities, overcoming adversity through continuous learning.

**R**espect our colleagues and the community we come in contact with.

Foster **T**eamwork through coaching, guiding and inspiring one another in our workplace.







Figure 1.1.3 Our Departmental Values

**1.1b How senior executives communicate, demonstrate and reinforce the organisational purpose, vision and values to all stakeholders.**

Our Directorate communicates, demonstrates and reinforces our Vision, Mission and Values to our stakeholders through the following channels:

**Internal**

- 1) Weekly Breakfast Meetings (BM)\*
- 2) Weekly Directorate Meetings (DM)\*
- 3) Monthly Leadership Circle (LC)\*
- 4) Quarterly POs Consultative Forum\*
- 5) Monthly Visit by DP to Institutions
- 6) Annual Workplan Seminar
- 7) Quarterly AD SD's Dialogue with Superintendents
- 8) Quarterly Ethics Forum with AD Ops as the Chief Ethics Officers in SPS
- 9) Tea and Dialogue Sessions at every basic training course for new prison officers
- 10) Frequent Electronic Channels e.g. Pris-Direct, Prisons Discussion Forum (PDF), DD/COS's broadcast messages "Over a Cup of Tea", etc

*\*Minutes of these meetings are uploaded onto the Intranet website to make them accessible to all officers*

**External**

- 1) Quarterly CARE Network Dialogue
- 2) Annual VWOs Dialogue Sessions (e.g. Yellow Ribbon Conference)
- 3) Workplan Seminar and Retreat
- 4) Bi-annual VJs and Volunteers Appreciation Lunches

**1.1c How senior executives evaluate and improve the effectiveness of their leadership and personal involvement.**

Our Directorate evaluates their leadership through a variety of formal, informal, internal and external platforms' channels as shown in Table 1.1.4.

Platforms/ Channels	Description
Staff Appraisal	<ul style="list-style-type: none"> <li>• Staff Appraisal Review (SAR)</li> <li>• Leadership Appraisal by Steve Morris Associates leadership appraisal for our Directorate and heads of institutions and units.</li> </ul>
Coaching Framework	<ul style="list-style-type: none"> <li>• The coaching framework is another platform where Director of Prisons coaches the Directorate members.</li> </ul>
Organisational Surveys	<ul style="list-style-type: none"> <li>• Organisational Climate Survey (OCS)</li> <li>• Survey Conducted by Steve Morris Associates</li> </ul>
After Action Reviews (AARs)	<ul style="list-style-type: none"> <li>• AARs of HQ contingency exercises and major events provide a good learning opportunity for our Directorate to examine the effectiveness of their leadership and involvement.</li> </ul>
Internal Communication Channels	<ul style="list-style-type: none"> <li>• Leadership Circles and Forums where our leaders and officers are encouraged to share their views and experiences in dealing with problems and difficult situations in these forums.</li> <li>• Officers are also encouraged to express their views, including feedback on leadership, directly to the Directorate via electronic channels such as Pris-Direct, Pris Your-Views and Prisons Discussion Forum.</li> <li>• Focus group discussions and perception surveys were conducted by Burson-Marsteller to solicit views from our officers on leadership, Vision, Mission and Values.</li> </ul>
Engagement with External Stakeholders, Partners and Suppliers	<ul style="list-style-type: none"> <li>• Our Directorate also obtains feedback on their leadership and involvement through engaging and interacting with our partners and the public.</li> </ul>

Table 1.1.6 Our Evaluation Platforms

## 1.2 Organisational Culture – Strengthening Our HEART

### 1.2a How the organisation translates its values into policies, practices and behaviour.

To help us internalise and live up our HEART Values, it is important to put these values into desired behaviours and practices to guide us in our daily work. Hence in November 2003, we conducted a series of focus group discussions involving more than 100 officers to identify the behaviours. A set of 13 desired behaviours and conduct was eventually drawn up and communicated to our officers. Living this set of behaviours that exemplifies our values would enable our officers to become COL to our inmates. The Values, the set of 13 desired behaviours and how we internalised them with various policies and practices are described in Table 1.2.1.

The Values and the set of 13 desired behaviours are described in Table 1.2.1.

Departmental Values	Description	Specific Behaviours	Policies and Practices
 HONOUR	<b>Honouring</b> our Vision by placing it above self-interest and inspiring others to our cause.	<ul style="list-style-type: none"> <li>We live our Vision, Mission and Values.</li> <li>We uphold the integrity of the Service.</li> <li>We portray a good image to inmates and the community.</li> </ul>	<ul style="list-style-type: none"> <li>Exemplary officers are given the “Outstanding Captains of Lives Award”</li> <li>The most operationally ready institution is given “Best Tactically Ready Institution Award”</li> <li>Profiling of staff who exhibit behaviours aligned to our Vision and Values</li> </ul>
EXCEL	<b>Excelling</b> in our work because we care enough to want to be the best.	<ul style="list-style-type: none"> <li>We take pride in our work, give our best in whatever we do and constantly look for new challenges in our work.</li> <li>We maintain a safe and secure environment.</li> <li>We are tireless in helping offenders to get back on the right track.</li> </ul>	<ul style="list-style-type: none"> <li>Awards to recognise work excellence and service quality include the following:               <ol style="list-style-type: none"> <li>National Day Commendation and Efficiency Award</li> <li>Minister for Home Affairs Award</li> <li>DP’s Awards (Individual)</li> <li>Police Service Good Service Medal</li> <li>Annual Quality Service Awards</li> <li>External Assessment and Awards such as SQC, SQA, PDS, ISO 9001</li> </ol> </li> <li>PS21 Quality Service Committee to drive work excellence and service quality</li> <li>Benchmarking and internal audits</li> </ul>

Departmental Values	Description	Specific Behaviours	Policies and Practices
 <p><i>A</i>GILE</p>	<p>Be <b>Agile</b> by being innovative and open to new possibilities, overcoming adversity through continuous learning.</p>	<ul style="list-style-type: none"> <li>• We are change agents in moving the Service towards our Vision.</li> <li>• We take responsibility for our own learning and continuous development.</li> <li>• We seek out opportunities to innovate and see things from a fresh perspective.</li> </ul>	<ul style="list-style-type: none"> <li>• Awards to promote innovation:               <ol style="list-style-type: none"> <li>i Outstanding WITs Awards</li> <li>ii Most Innovative Institution Award</li> <li>iii Best Suggestion Award</li> <li>iv The Enterprise Challenge (TEC) Award</li> </ol> </li> <li>• Platforms to promote continuous learning and innovation:               <ol style="list-style-type: none"> <li>i Book Review</li> <li>ii Department's Quarterly Education Seminar</li> <li>iii In-Service Training</li> <li>iv After Action Reviews (AAR)</li> <li>v Knowledge Management</li> </ol> </li> </ul>
 <p><i>R</i>ESPECT</p>	<p><b>Respect</b> our colleagues and the community we come in contact with.</p>	<ul style="list-style-type: none"> <li>• We treat our inmates, their families, the community and fellow officers with fairness, dignity and sincerity.</li> <li>• We respect the environment by being responsible in our actions.</li> </ul>	<ul style="list-style-type: none"> <li>• Awards to promote good service               <ol style="list-style-type: none"> <li>i Excellent Service Award</li> <li>ii MHA Star Service Award</li> </ol> </li> <li>• Platforms to promote good service and values:               <ol style="list-style-type: none"> <li>i Community Involvement Programmes</li> <li>ii Integrated Ethics Disclosure System</li> <li>iii Dialogue and Tea Sessions with Directorate members</li> </ol> </li> </ul>
 <p><i>T</i>EAMWORK</p>	<p>Foster <b>Teamwork</b> through coaching, guiding and inspiring one another in our workplace.</p>	<ul style="list-style-type: none"> <li>• We complement each other's differences and work as a team to achieve the best results.</li> <li>• We seek to bring out the best in each other.</li> </ul>	<ul style="list-style-type: none"> <li>• Awards to promote teamwork:               <ol style="list-style-type: none"> <li>i Home Team Achievement Award</li> <li>ii Minister for Home Affairs Award for Operational Excellence</li> <li>iii Best Unit Award</li> <li>iv DP's Awards (Team)</li> </ol> </li> <li>• Platforms to promote teamwork:               <ol style="list-style-type: none"> <li>i Clusterisation of Institutions</li> <li>ii Housing Unit Management System</li> <li>iii Coaching Framework</li> <li>iv Buddy and Mentor Scheme</li> <li>v Teambuilding</li> </ol> </li> </ul>

Table 1.2.1 Translating our Departmental Values into Policies, Practices and Behaviours

### **1.2b How the organisation permeates a culture consistent with its values, and which encourages and supports learning, innovation and achievement of organisation's objectives.**

In our pursuit to transform our organisation to one that is vision-centred, innovative and learning-oriented, we have adopted a three-pronged approach. They are:

- a) To build a culture of strong ethics, through
  - Coaching Framework
  - Ethics structure
  - Ethical Disclosure Exercise
  
- b) Continuous Learning
  - At organisational level through training programmes at PSTS, Forums, Leadership Circle and In-service training, face to face and electronic discussion forums.
  - At individual level through E-learning and Part/ Full-time academic studies.
  
- c) Innovation driven by 3I framework which consists of
  - Structure and Process (incl. BM-3I presentations to Directorate)
  - Rewards and Recognition (incl. annual Quality Service Award ceremony)
  - BSC monitoring

### **1.2c How the organisation overcomes any differences between the current culture and the desired culture.**

The success of the department's transformation is largely attributed to our relentless effort in overcoming differences and bridging the gaps between our current and desired culture through the following initiatives:

#### **Staff Engagement**

Our Directorate actively engages the HQ Branch Heads and Superintendents at various regular forums and meetings to resolve work matters and differences in thinking and views. Our Directorate also meets the ground officers regularly to better understand and address their views, concerns and ethical dilemmas. The Organisational Climate Survey (OCS) is conducted biennially to assess the organisational health and ground perception of our policies. Follow-up actions are then taken to address key issues and gaps.

### **Internalisation of Our Values and Behaviour and Captains of Lives (COL) Identity**

The desired values and behaviours were communicated to our officers via discussions, publicity materials (e.g. personalised card-size pamphlets, mugs, posters, newsletters, etc) and online Prisons News. Articles recognising officers who display exemplary behaviours are published in Prison News.

## **1.3 Responsibility to Community and the Environment**

### **1.3a Describe the organisation's policy and goals in relation to its contribution to the community and the environment in which it operates.**



#### **Our Societal Responsibility Policy Statement**

We contribute to the well being of our community and environment by promoting volunteerism among our staff and inmates and caring for our environment in our daily operations. We contribute actively to the correctional community through the sharing of knowledge and expertise.

- a) Activities to Promote Caring for Our Community
  - Flag Day, Yellow Ribbon Project concerts, Adoption of charitable homes, Youth Expedition Projects, etc
  
- b) Things We Do to Conserve Our Environment
  - Implementation of utility saving devices, Water and Electricity conservation programme, etc. We target to consistently reduce utility consumption
  
- c) Our Contributions to Professional Development
  - We participate and submit papers to international conferences each year.

**1.3b How the organisation communicates its policy and goals to employees and external parties and involves them in achieving the goals.**

We communicate our policies and goals including the various community and volunteering opportunities/activities to our officers, stakeholders and partners through channels as shown in Table 1.3.1.

Communication Channels	Parties involved	Communication Channels	
Internal	• Employees	Staff Volunteer Portal	Briefing and meetings
		Email broadcast	SPS Intranet
		Prison News	Forums & workshops
External	<ul style="list-style-type: none"> <li>• General Public</li> <li>• Community Partners</li> <li>• Key Suppliers</li> <li>• HT Members</li> </ul>	SPS Corporate Portal	Appreciation Luncheons
		Volunteers' Website	CARE Network Retreat
		Dialogue sessions	Appreciation Lunch for Visiting Justices
		Media Coverage	Conferences & Committees

Table 1.3.1 Our Internal and External Communications Network

**1.3c How the organisation evaluates and improves its involvement and contribution to the community, society and the environment in which it operates.**

The staff units driving the strategic thrusts under our Societal Responsibility Framework are responsible for the review and evaluation of our involvement efforts. In addition, the Public Affairs Branch (PAB) is responsible for the monitoring and review of all our communication channels in reaching out to our community partners and stakeholders.



Figure 1.3.3 Review and Evaluation Approach for Community and Environmental Care

**Making Improvement in Our Societal Responsibility Journey**

Voluntary and community involvement projects are highlighted and encouraged during DP’s visits to the institutions and such efforts are reported at BM, Systems Integration Working Group (SIWG) and Welfare Council meetings.

Our mission in life is to get criminals out of prison.



Singapore Prisons is not just about protecting society through the safe custody of offenders. It is also about protecting society by rehabilitating and helping offenders to reintegrate into society again.

With our progressive inmate management approach and rehabilitation programmes, we aim to steer inmates on the right path back into society as responsible citizens. No wonder, we pride ourselves as 'Captains of Lives' of offenders.

CAPTAINS OF LIVES

REHAB • RENEW • RESTART

## 2. Planning

### 2.1 STRATEGY DEVELOPMENT AND DEPLOYMENT



**2.1a Describe the process for developing and deploying the organisation's short- and long-term strategic plans. Include key steps and key participants in the process.**

To realise our Vision and achieve our Mission, we have adopted a systematic and robust Corporate Planning Process (refer to Figure 2.1.1). Planning Seminars are conducted periodically (3-5 years) where our Directorate together with the Heads of Institutions and HQ Staff Units will challenge mental models and assumptions of potential scenarios and driving forces that may affect us as an organisation. Strategies are identified and developed to address these challenges and scenarios.

#### Strategy Planning

##### Long-term Strategy Development

A 3-year Strategic Framework for Action (SFA), Focal Areas and the corresponding Strategic Thrusts and anchor projects are identified for development and implementation over the 3-year period.

##### Short-term Strategy Planning

On an annual basis, individual clusters and institutions will formulate their respective workplans to support the Focal Areas and Strategic Thrusts/anchor projects identified in the SFA. These workplans and their implementation details are then presented at the Prison Annual Workplan Seminar for deliberation and endorsement.

#### Strategy Implementation

The implementation of the various endorsed anchor projects and initiatives is driven and co-ordinated by the respective HQ Staff Units and carried out by the Clusters and institutions on the ground.

**2.1b Summarise the organisation's key strategic objectives and goals for the short-term and long-term that arise from the strategy development process.**

Our SFA for FY2003-FY2005 consists of the following 4 Focal Areas:

- a) Focal Area 1: Enhancing Inmate Management Capabilities
- b) Focal Area 2: Maximising Inmates' Reintegration Potential
- c) Focal Area 3: Developing Staff to Make a Difference
- d) Focal Area 4: Preventing Offending and Re-Offending

Our 4 Focal Areas are supported by 4 key Levers to enable us to implement our strategies effectively and efficiently:

- a) Technology
- b) Community Resources
- c) Knowledge Management
- d) Mass Media

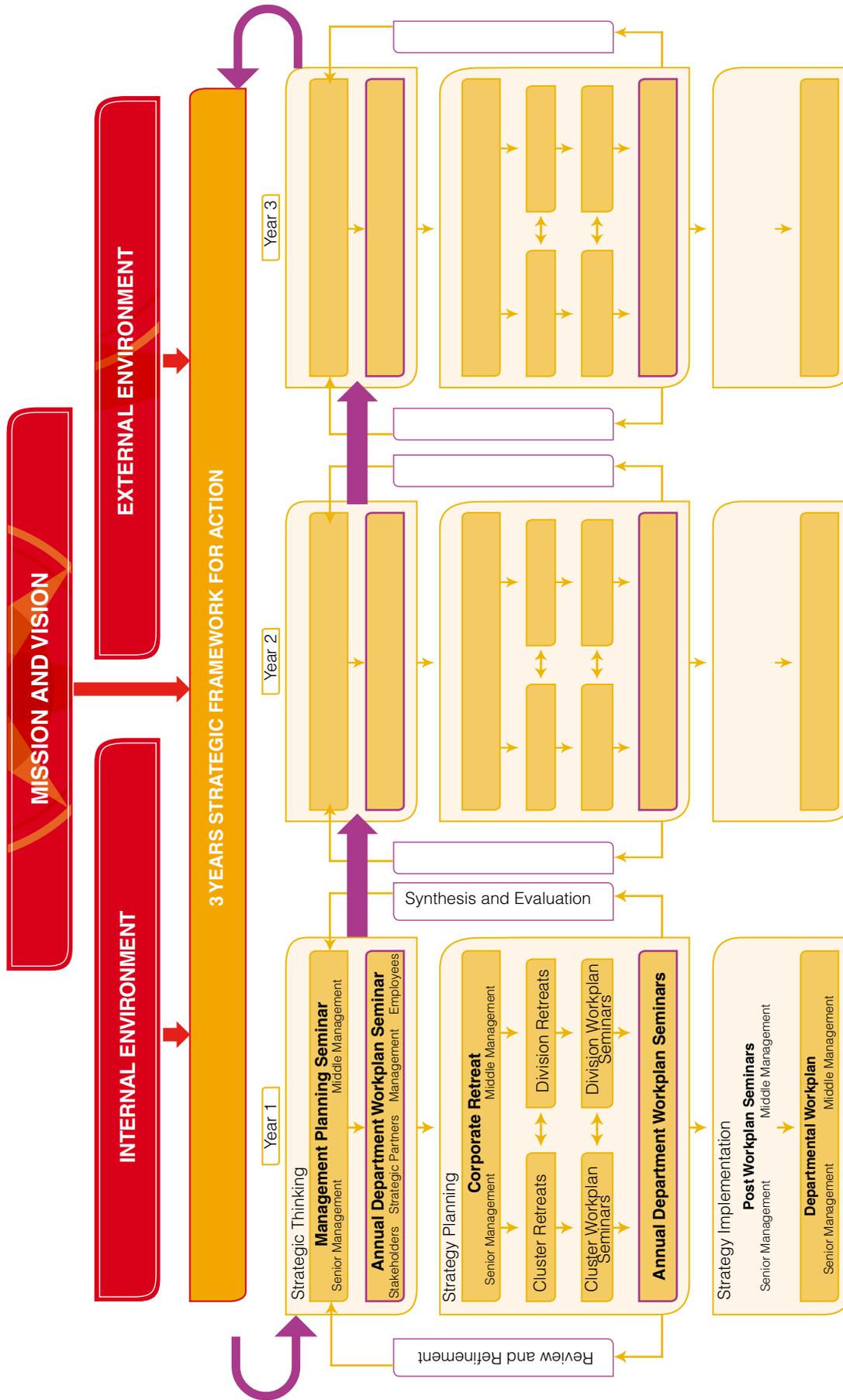


Figure 2.1.1 Overview of our Corporate Planning Process

The Strategic Thrusts and initiatives supporting the Focal Areas as well as their KPIs are summarised in Table 2.1.2 below:

Focal Areas	KPIs / Performance Measures
 <p><b>Enhancing inmate management capability:</b></p> <p>“Protecting the society by building a safe and secure prison system with high standards of operational procedures and inmate management while exercising reasonable and humane control.”</p>	<p>Average institutional scoring of the Housing Unit (HU) performance (based on HU checklist)</p> <p>Rate of major prison incidents</p>
<p><b>Maximising inmates’ reintegration potential:</b></p> <p>“Developing a system of seamless throughcare to maximise inmates’ potential to reintegrate back to the society. They will thus be committed to renew and restart their lives with the support from their families and community”</p>	<p>No. of complaints received (segmented to various stakeholders)</p> <p>No. of compliments received (segmented to various stakeholders)</p> <p>Completion rates of programmes (e.g. Community Reintegration Programmes)</p>
<p><b>Developing staff to make a difference:</b></p> <p>“Realising our own potential to make a difference by committing to be positive role models and providing a positive influence on the lives and behaviour of offenders. As Captains in the lives of offenders, we are Vision- centred and we excel in steering inmates to become responsible citizens.”</p>	<p>Adherence to Training Hours (Proportion of staff attaining the stipulated training hours)</p> <p>Staff Satisfaction Level on Welfare Activities</p>
<p><b>Preventing Offending and Re-offending :</b></p> <p>“Deterring potential offenders and re-offenders through close collaborations with strategic partners. We aim to significantly reduce the rate of incarceration in Singapore.”</p>	<p>In the review of the BSC for FY2006/2007, the Focal Area was revised to encompass three Strategic Thrusts:</p> <ol style="list-style-type: none"> <li>Preventing offending in a specific group of youths deemed as “high-risk”.</li> <li>Preventing short sentence inmates from re-offending.</li> <li>Reducing stigmatisation of ex-offenders. KPIs are also employed to measure the outcomes of these objectives.</li> </ol>

Table 2.1.2 Our Strategic Plans and Key Performance Indicators/Measures

**2.1c How the organisation reviews its performance relative to plans, and how it reviews the relevance of plans to reflect business changes.**

**Performance Review and Evaluation**

Performance reviews and evaluation are conducted via retreats, seminars and benchmarking, to improve our processes and initiatives. Our BSC system has been successfully implemented across the organisation to measure and review our strategies. From the work plans of each branch and institution, a list of Key Performance Indicators (KPIs) is drawn up for the financial year to measure the performance and progress of their annual work plans. Systems and procedures as shown in Fig 2.1.3 were implemented to monitor scorecards and to alert senior executives of any significant deviation from

their annual work plans so that corrective actions can be taken immediately.



Fig 2.1.3 Organisation Review Structure

### **2.1d How the organisation evaluates and improves its strategic planning process.**

Suggestions for improvements are solicited from senior management at every juncture in our corporate planning process. At the end of the Corporate Retreats and Workplans, After Action Reviews (AAR) are conducted to sieve out the lessons learnt for purpose of future improvements. An AAR is also conducted at the end of one planning cycle.

Improvements made as a result of the evaluation of our strategic planning process:

- a) Joint Workplan Seminar with SCORE
- b) In 2005, we adopted a bottom-up approach in our corporate planning process. This approach has generated a greater sense of ownership as Clusters have also been given greater autonomy and opportunities to creatively experiment with initiatives or projects within their Clusters.



## 3. Information



### 3.1 MANAGEMENT OF INFORMATION

**3.1a How information needed to drive planning, day-to-day management and improvements to the organisation's performance is selected and collected. List the key types of information and describe how they are related to the organisation's performance objectives and goals.**

In SPS, we have drawn up a Technology Masterplan to support and enhance our Information Management capabilities. Our current Masterplan identifies 6 key IT Thrusts based on the 4 Focal Areas, and includes processes that contribute to operational efficiency, throughcare management and prevention management. Supporting these are 7 categories of Information Systems which organise the applications and modules into an Application Architecture conceptual model (see Figure 3.1.1).

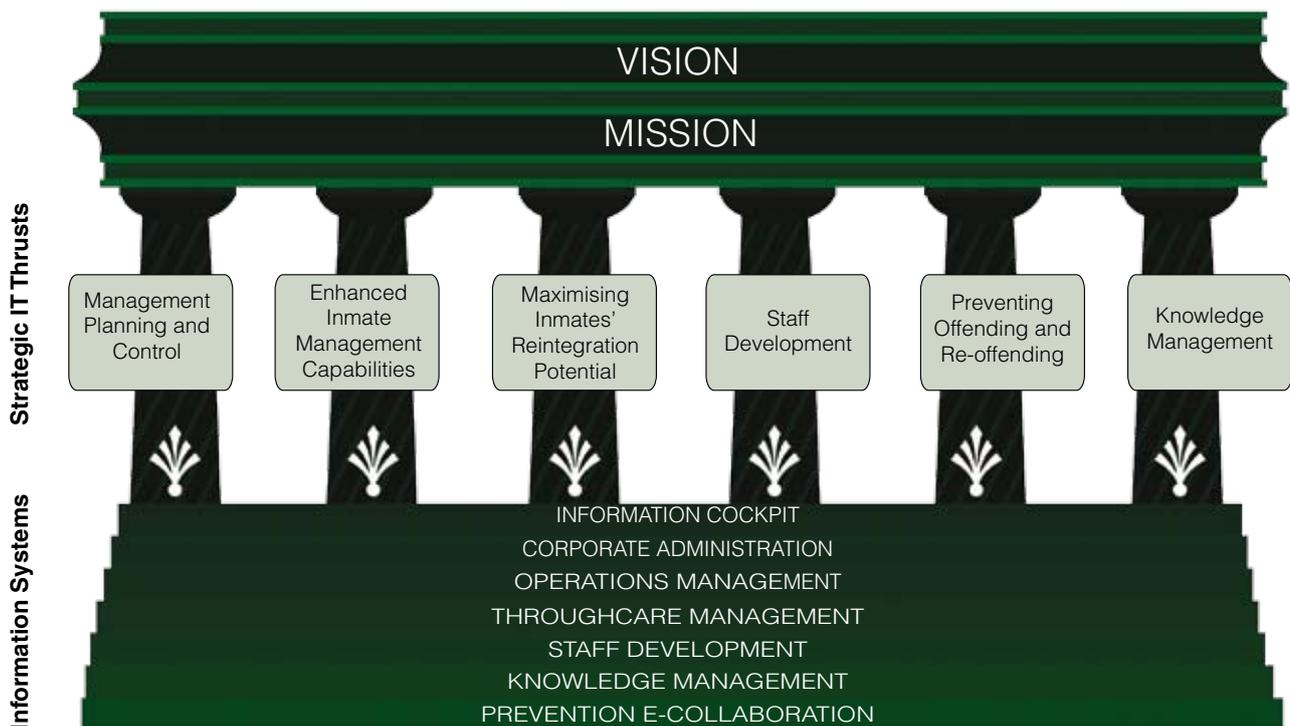


Figure 3.1.1 Our Information Management Framework

The key systems used in our organisation to collect information are;

- e-BSC
- Online Tasks and Initiatives Monitoring Systems (ONTIME)
- Cluster Integrated Security System (ISS)
- Command & Control Management System (CCMS)
- Prison Management System (PMS) / Prison Operations and Rehabilitation System (PORTS)
- Prisons Booking System
- Televisit
- KM Repository
- Electronic Registry System
- I-Bank/BM31/WITs Database
- Notes of Meeting
- Prisons Discussion Forums
- Volunteers' Website

**3.1b. How the organisation ensures that information is reliable, accessible and disseminated quickly to employees, suppliers / partners and customers. Include how the organisation shares information to encourage learning and innovation.**

Information Reliability is ensured through the following ways:

- a) Compliance to Standard Operating Procedures (SOPs) when collecting and keying in information.
- b) Provision of training to ensure proper usage and consistent data entry.
- c) Provision of user guides for frequently-used systems.
- d) Counter-checking of data collected by supervisors.
- e) Monthly data audits by R&P.
- f) IT systems' automatic recovery and restart facilities.

Information is made readily accessible through the following:

- a) Individual email accounts
- b) Electronic updates via Daily Broadcasts
- c) Ready access to computers and printers

Each Cluster also has its own web, application and database servers to manage local information traffic.

**Dissemination of Information**

We have established systemic structures and information systems that allow the efficient dissemination of information.

Audience	Dissemination Channels
Inmates	Briefing by OC Housing Unit, Personal Supervisor, Inmate Newsletter, TV / Video Broadcast, Inmate Notice Board
Staff	Prison Orders, Minutes of DM, BM, Prison Newsletter, Broadcast message, Email, Prison Discussion Forum, Notice Board at Learning Centre
Family Members of Inmates	Visit Counter, Family briefing and dialogue session by Superintendent and OC Programme, Registry, Family Services Centre
Public	Internet website i.e. volunteer website, Email, Media releases, Partnership of research project with NUS, NTU and polytechnics, Preventive Drug Education programmes for school children

## Knowledge Management

The concept of Knowledge Management aids our understanding and analysis of knowledge flow. Based on the Nonaka/Takeuchi knowledge spiral (Fig 3.1.2), we identify the processes through which knowledge is generated and shared.

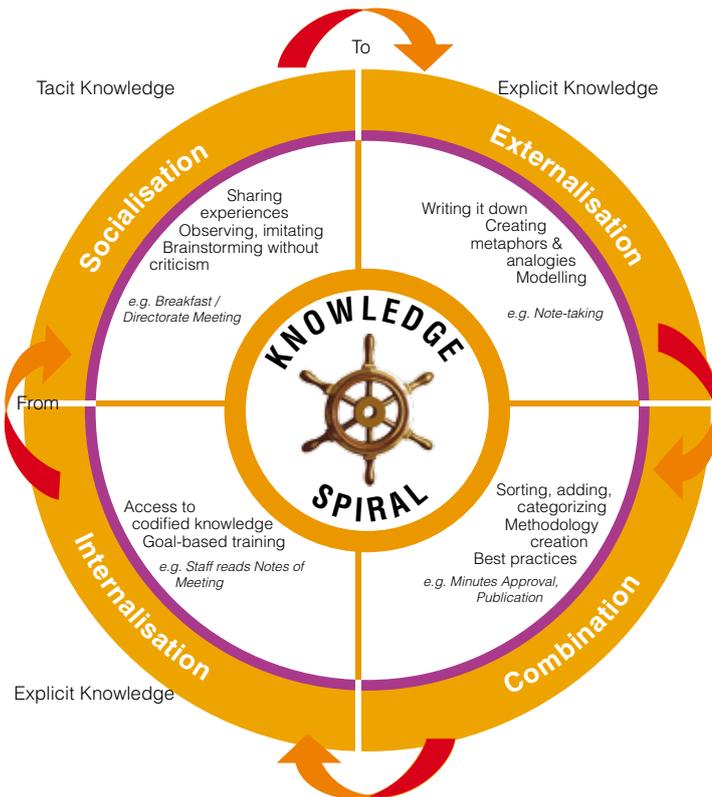


Figure 3.1.2 The Nonaka and Takeuchi Process Flow

To encourage learning, a Knowledge Management Repository (KM Repository) is made accessible to all officers. This contains experiences, AARs, best practices, skills etc which can be used by officers to help them do their work better.

### 3.1c How information is analysed and used to support organisational planning and review.

#### Information Analysis

In order to gauge the overall well-being of the organisation, R&P gathers and analyses the relevant data using a variety of statistical methodologies and tools. It provides regular or ad hoc reports on key statistics for policy or operational consideration. Detailed statistical analyses, which have policy implications, are conducted. Such analyses are an important information source for organisational planning and review.

## A Unified Approach: OPTMS

In June 2006, the Organisational Performance Tracking & Management System (OPTMS) has been commissioned and used. OPTMS can gather data from all existing databases into a single data-mart which produces a single overview of the organisation. Data-mining capabilities are also provided by the system. Such a unified approach aims to provide a more complete solution to information analysis and organisational planning.

### 3.1d How the organisation evaluates and improves its management of information.

The PMS is a fully integrated system that stores all inmate-related information, processes the admission, movement and discharge of inmates and includes other operational modules for effective prison management. PORTS is an improved version of the PMS. Improvements made include the new Classification and Medical modules. The upgrading of PMS into PORTS is a result of our regular review and improvement of our IT systems to meet the needs of new challenges and initiatives of SPS.

## 3.2 Comparison and Benchmarking

### 3.2a How comparative and benchmarking information is selected to improve the organisation's performance.

We use benchmarking and comparative studies to find and implement best practices for superior performances. The benchmarking process (please see Figure 3.2.1) comprises the following 4 key stages:

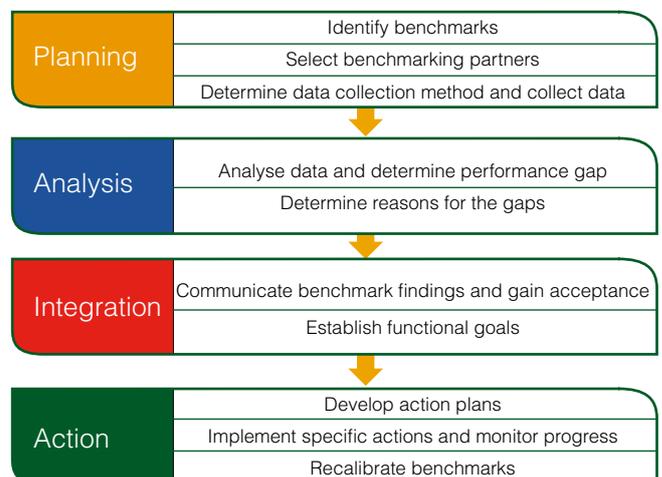


Figure 3.2.1 SPS's Benchmarking Process

Benchmarking projects are selected based on the following criteria:

- a) Alignment to the Mission, Vision and Strategic Thrusts
- b) Value-adding potential to stakeholders and customers
- c) The benchmarked project is a key process
- d) Ability to reduce cost

The benchmarking teams will present the projects in the Systems Review Steering Committee (SRSC) chaired by DD/COS. The SRSC will also approve and review the action plans put forward by the benchmarking teams.

***3.2b How comparative and benchmarking information is used to improve processes and to set stretch goals and/or encourage breakthrough improvements. Include a summary of comparative and benchmarking activities and studies done.***

The best practices identified from comparative and benchmarking activities help to refine work processes and serve as means of elevating the organisation to comparable or even higher levels compared to other world-class organisations.

Our organisation has over the years conducted various comparative and benchmarking studies. These include:

**Benchmarking Projects**

- a) Inmates' Rehabilitation Classification System
- b) Transitional Planning for Changi Prison Complex (CPC)

**Comparative Studies**

- a) Organisation Climate Survey (OCS) results
- b) Completion rates of Community-Based Programmes (CBP)

***3.2c How the organisation evaluates and improves its overall process of selecting and using comparative and benchmarking information.***

The overall evaluation and review of the benchmarking process is conducted by Renaissance Branch after getting feedback from the benchmarking teams. An improvement to the benchmarking process is the planned introduction of a KPI target on the number of internal and external benchmarking projects conducted in our organisation in FY2006. This ensures that benchmarking activities are conducted regularly within SPS and allows for better monitoring of the benchmarking process.

## 4. People



### 4.1 HUMAN RESOURCE PLANNING

**4.1a Describe the organisation's human resource requirements and plans, based on the organisation's strategic objectives and plans.**

#### Integrated Staff Development Framework

Our Integrated Staff Development Framework was drawn up to guide the Department on the planning, implementation and review of the staff development strategies. It aligns all our Staff Development (SD) systems and plans to achieve the vision and mission.

In support of the framework, 4 Mental Models and 3 strategic SD thrusts are used. The framework and relationships between the components are shown in Figure 4.1.1.

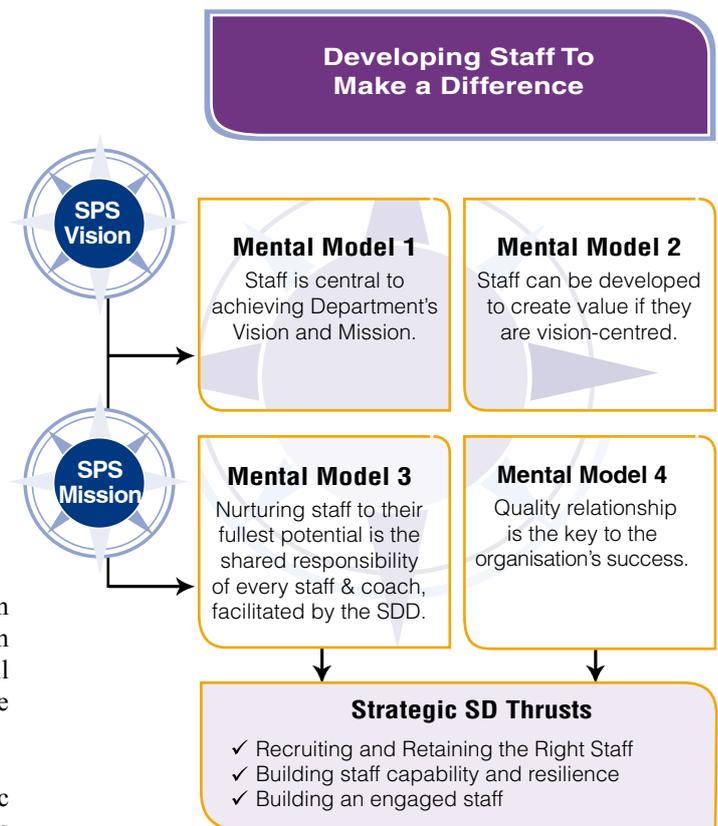


Figure 4.1.1 SD Integrated Framework

**SD Strategic Thrust 1:** Recruiting and retaining the right staff — through a structured and rigorous selection process to identify future COL. A comprehensive rewards and recognition system is also in place to attract and retain talent.

**SD Strategic Thrust 2:** Building an engaged staff — our Coaching Framework provides a strong platform for communication and engagement, as well as the training and development of COL. Various communication channels are put in place to explain policies and initiatives to staff, and for staff to provide feedback.

**SD Strategic Thrust 3:** Building staff capability and resilience — focusing on the social, economical, physical and emotional well-being of our staff to help them achieve work-life balance.

Figure 4.1.2 illustrates how SDD support SPS’s vision and mission in our strive for total excellence.

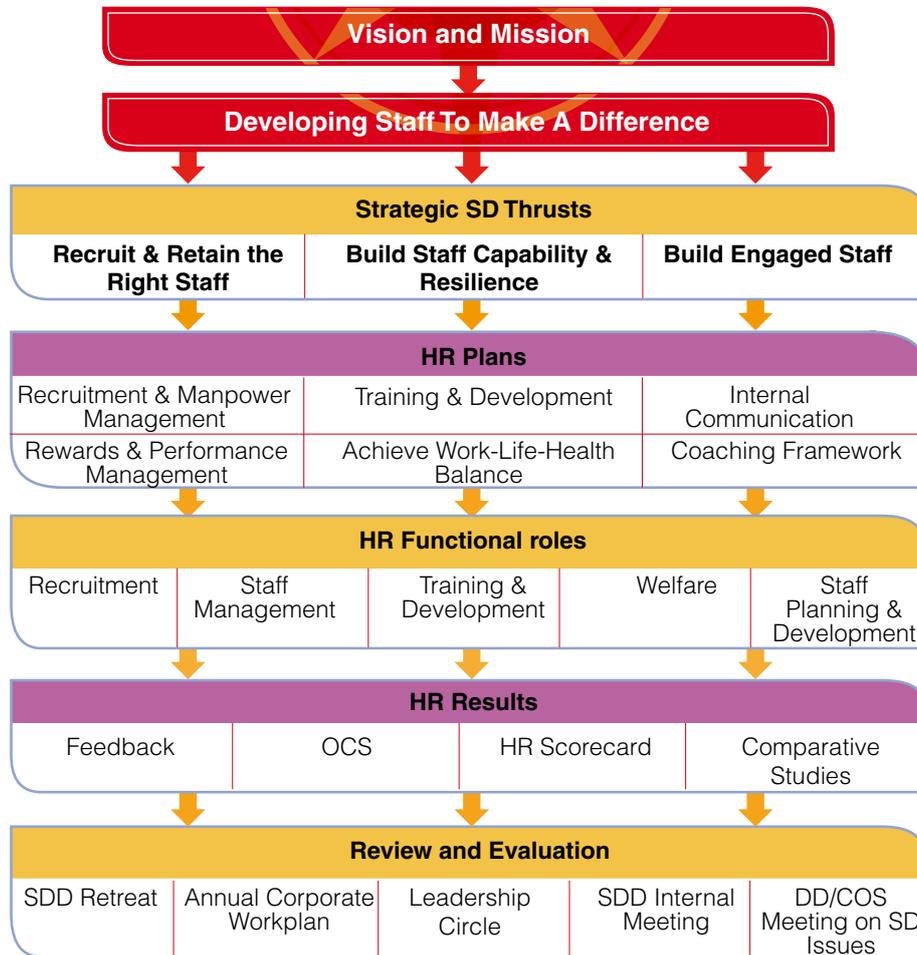


Figure 4.1.2 SDD Planning Process

#### 4.1b How the organisation implements and reviews its human resource plans.

##### Implementation

Our human resource plans are implemented via the following functions:

- Recruitment
- Staff Management
- Training and Development
- Welfare
- Staff Planning and Development

We review our human resource plans through various platforms such as SDD Retreat, Corporate Workplan, Leadership Circle, SDD Meetings and DD/COS Meeting on SD Issues.

## 4.2 EMPLOYEE INVOLVEMENT AND COMMITMENT

#### 4.2a The strategies adopted and the mechanisms available to encourage employee involvement and commitment in teamwork, innovation and the achievement of organisation’s objectives and goals.

The involvement of our officers in teamwork, innovation and the achievement of our organisational objectives and goals are encouraged through the sharing of information, problem-solving initiatives and participation in Working Committees and surveys. Figure 4.2.1 illustrates how our key Employee Involvement mechanisms contribute towards the achievement of our Shared Vision.

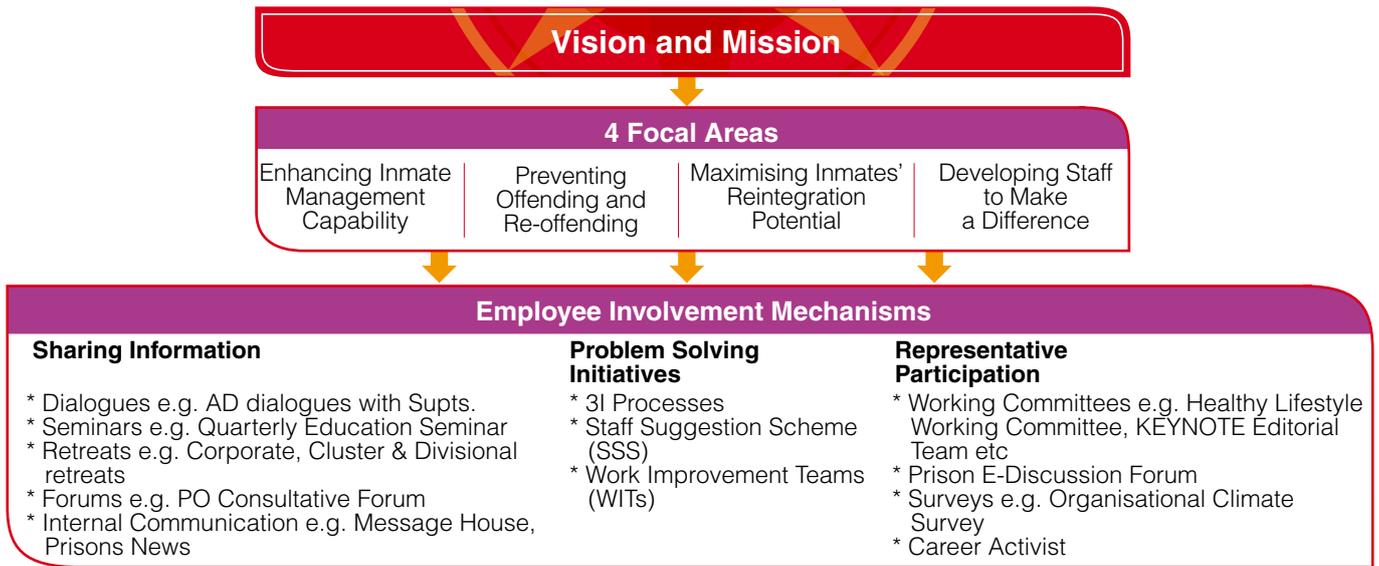


Figure 4.2.1 Employee Involvement Framework

**4.2b The process of implementation of the mechanisms for employee involvement and commitment, and the review of their effectiveness.**

Table 4.2.2 illustrates the implementation of employee involvement mechanisms led by the different lead units.

Strategy	Mechanism (Channels)	Approach	Objectives	Lead Units
<b>Sharing of Information</b>	• Dialogue Sessions	• Top-Down/ Bottom-Up	• Address HR issues	• SDD
	• Seminars	• Top-Down	• Introduce best practices	• PSTS
	• Retreats	• Bottom-Up	• To take stock and set directions.	• R&P
	• Forum	• Top-Down/ Bottom-Up	• To communicate new initiatives and solicit feedback	• Respective Divisions
	• Internal Communication	• Top-Down	• To create awareness among staff on the latest happenings in Prisons	• PAB
<b>Problem-Solving Initiatives</b>	• 3-I Framework	• Bottom-Up	• To promote innovation.	• Renaissance Branch
	• Staff Suggestion Scheme	• Bottom-Up	• To solicit, evaluate and track implementation of suggestions.	• Renaissance Branch
<b>Representative Participation</b>	• E-Discussion Forums	• Top-Down/ Bottom-Up	• To provide a channel for staff to give their opinions online.	• R&P Branch
	• Working Committees	• Bottom-Up	• Foster teamwork.	• Respective Branches
	• Surveys	• Bottom-Up	• To gather feedback and seek views from staff.	• Respective Branches

Table 4.2.2 Implementation Details of Employee Involvement Initiatives

Each of these staff involvement mechanisms is reviewed annually by the lead units through Feedback Channels, Balanced Scorecard, Surveys and After Action Reviews (AARs) .

#### 4.2c *How the organisation evaluates and improves its overall employee involvement process.*

The effectiveness of our overall staff involvement process is measured through indicators such as our officers' participation in SSS, WITs, projects and working committees as well as the feedback gathered from surveys (e.g. the OCS) and various communication channels. These indicators are collated and tracked by the respective staff units. They are also monitored and reviewed for improvement at the SIWG meeting.

### 4.3 EMPLOYEE EDUCATION, TRAINING AND DEVELOPMENT

#### 4.3a *How the organisation identifies the education, training and development needs for all employees to support its objectives and goals.*

We have adopted the Training and Development Framework that supports our Focal Areas (see Figure 4.3.1) to identify the education, training and development needs of our officers.

We identify the key competencies that our officers need to be effective COLs and ensure that our training and development activities are aligned to our Vision and Mission. At the individual level, officers perform the Learning Needs Analysis (LeNA) survey yearly to find out the areas required for further training and development. They will discuss with their coaches about their learning needs and together they draw up the Individual Training Roadmap (ITR).

We use a one-stop training portal known as Training Administration System Intrenet (TRAISI) to apply for courses and to help us chart training roadmaps, monitor our training plans and transfer learning through course reviews.

We have coaching sessions and Captains of Lives (COL) workshops to impart the values of COL to staff. In addition, we also organise self-development activities (team-building, personal effectiveness and counselling) for the overall development of our officers.

Our officers are constantly encouraged to think, question and share knowledge by taking part in discussion forums, dialogue sessions and educational seminars. We also provide them with suitable programmes and opportunities for educational upgrading and even sponsor suitable candidates for part-time and full-time studies

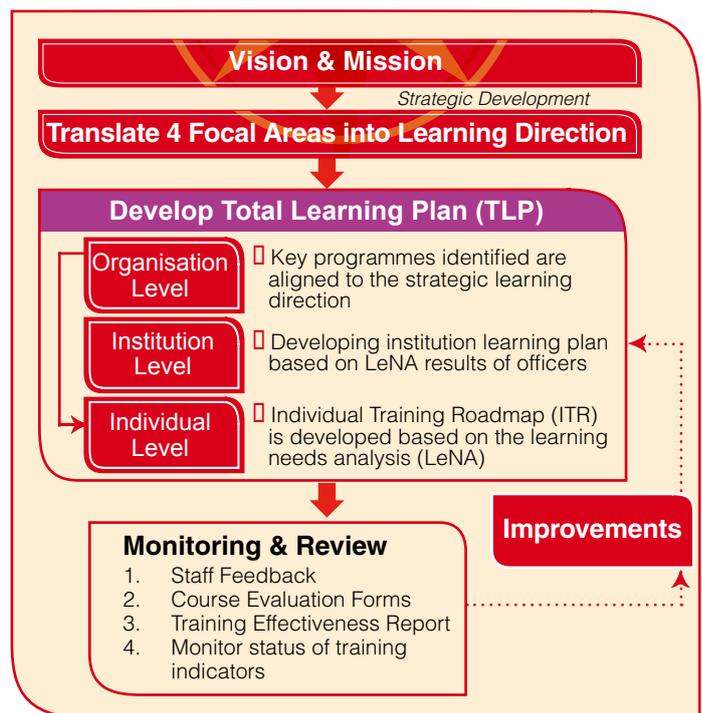


Figure 4.3.1 Training and Development Framework

#### 4.3b *How education and training is delivered and how education and training effectiveness is reviewed*

##### Delivery of Education and Training

We deliver education and training to our officers through courses conducted by Prison Staff Training School (PSTS) and other in-house training programmes. These training programmes are classified into 4 main categories, namely Basic and Supervisory, Specialist and Instructor, Vocational and Developmental courses.

All new officers will undergo the Basic Officers Course (17 weeks for Prison Officers and 20 Weeks for Senior Prison Officers) at PSTS followed by three months of On-the-Job Training (OJT) at selected institutions and finally, one week of developmental training at PSTS.

Our staff are also prepared to take on new functions or progress to senior positions by going through the appropriate training programmes. For key courses which officers attend, they have to do a pre-and-post course review via TRAISI. The pre-course review involves discussion with one's supervisor on the learning objective of the course and to set performance targets. After the course, the post-course review is done to see whether objectives are met and to ensure transfer of learning by applying what they have learnt to their work.

## Review of Training Effectiveness

The effectiveness of our training is measured using the Kirkpatrick's 4 Levels of Evaluation Framework. In this model, the evaluation of training is carried out using course evaluation forms, assessment test and pre-and-post course review as illustrated in Figure 4.3.2.

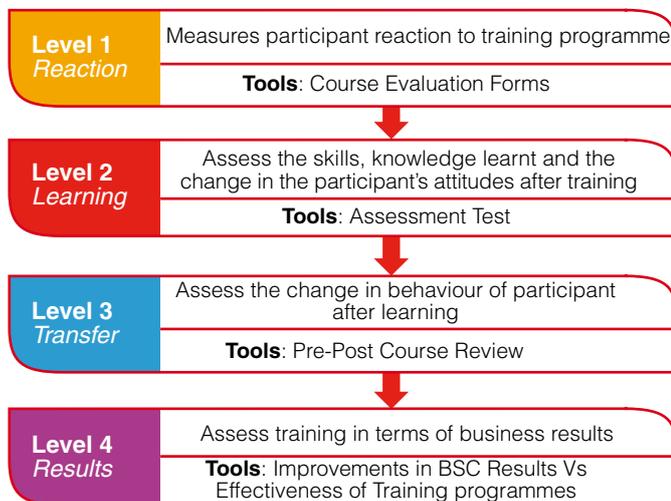


Figure 4.3.2 Kirkpatrick's 4 Levels of Evaluation

### 4.3c How the organisation evaluates and improves its overall employee education, training and development process.

At the start of each planning cycle (as shown in Figure 4.3.1), Training & Development Branch (T&D) will evaluate and review the plans and strategies adopted in the previous financial year (FY) based on the results from the training indicators, course evaluation forms and the feedback obtained from our officers.

Through our review process, we have improved the curriculum of our prison training modules. We have also provided feedback to our external training vendors to improve the content, administrative support and quality of some of their training programmes.

## 4.4 EMPLOYEE HEALTH & SATISFACTION

### 4.4a How the organisation develops a work environment that enhances employee health and satisfaction, and promotes a harmonious relationship between management and unions/employees.

We are committed to the strategic thrust of building staff capability and resilience. To achieve this strategic thrust, we introduced various initiatives to enhance the overall well-being of our officers as shown in Figure 4.4.1 on our Employee Health & Satisfaction Framework.

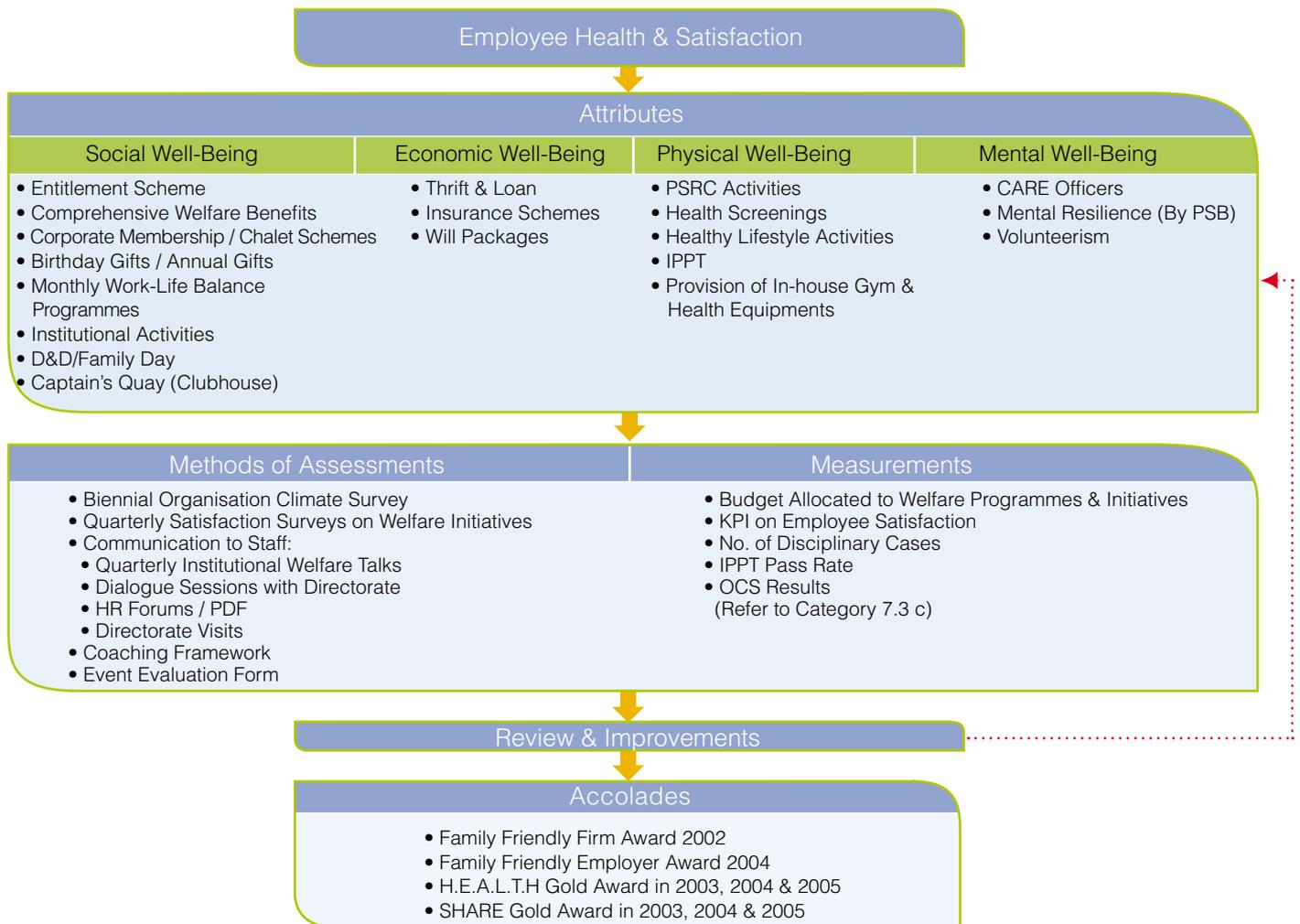


Figure 4.4.1 Employee Health & Satisfaction Framework

We strive to achieve good employee health and satisfaction levels by ensuring their Social Well-being, Economic Well-being, Physical Well-being and Mental Well-being. Below are some examples of activities organised:

- Social Well-being** - e-Entitlement, Corporate Membership to chalets, Birthday Gifts, Dinner & Dance, Family Day
- Economic Well-being** - Thrift and Loan, Group Insurance Scheme
- Physical Well-being** - PSRC Activities, Healthy Lifestyle Activities, Health Screenings, Gym Facilities

- Mental Well-being** - Mental Resilience (by PSB), Institutional CARE officers, Volunteerism

Our effort to promote Employee Health & Satisfaction have been recognised through the following awards we obtained:

- Singapore HEALTH (Gold) Award (2003, 2004 & 2005)
- Family Friendly Employer Award
- Social Help and Assistance Rendered By Employees (SHARE) Gold Award (2003, 2004 & 2005)

**4.4b How the organisation measures and assesses employee satisfaction**

We measure and assess staff satisfaction through the Organisational Climate Survey (OCS), quarterly satisfaction surveys on welfare initiatives and institutional welfare talks. The OCS, which is conducted every two years, tells us about the individual’s mindset, job satisfaction and ability to achieve work-life balance. It covers areas on work efficiency, leadership, supervision, communication and performance appraisal. The quarterly satisfaction e-survey on welfare initiatives is to gauge our officers’ level of satisfaction with the various welfare initiatives and schemes. Many corporate membership schemes are reviewed and improved following feedback gathered from this channel. Quarterly welfare talks provide an avenue for survey results and details on various welfare initiatives to be communicated to all staff. Our officers are encouraged to provide feedback on their level of satisfaction during these talks.

**4.4c How the organisation evaluates and improves its approach to enhancing employee health and satisfaction**

Staff Welfare Branch reviews the effectiveness of our approach to enhancing employee health and satisfaction and recommends improvement for approval at the quarterly Prison Welfare Council meeting. The survey results and feedback gathered from our officers via the different channels mentioned in Category 4.4b are benchmarked against results and data from other excellent organisations so that we can adopt best practices from them. One improvement made from such benchmarking efforts is the implementation of an Online Corporate Card Booking System.

**4.5 EMPLOYEE PERFORMANCE AND RECOGNITION**

**4.5a How does the organisation’s employee performance and recognition systems support high performance, innovative and creative behaviour and achievement of objectives and goals**

We have a dynamic Performance Management System that encourages and supports high performance, innovative and creative behaviour in our organisation. This system is made up of the following 3 components:

- a. Performance Evaluation
- b. Rewards and Recognition system
- c. Review Mechanism

Figure 4.5.1 illustrates the dynamic Performance Management cycle.

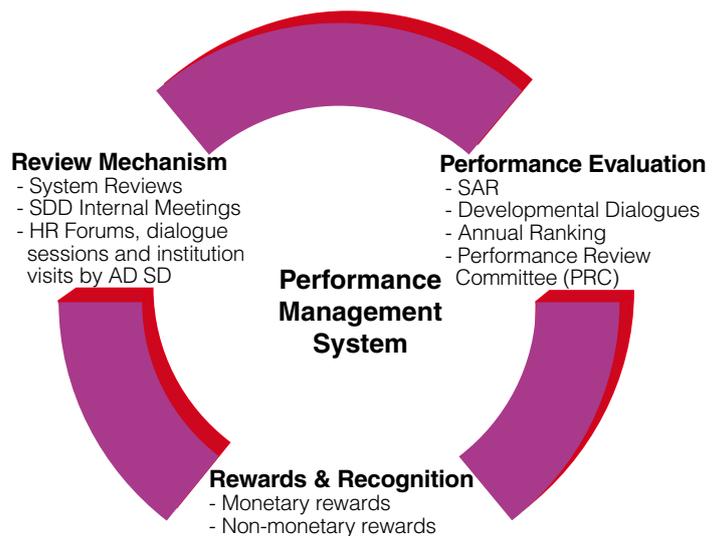


Fig 4.5.1 Performance Management System

## Employee Performance and Recognition

We assess the performance of our staff annually through the Staff Appraisal Review (SAR). The Coaching Framework is in place to help supervisors assess their staff. This involves 2 formal coaching sessions per year between staff and their supervisors to discuss about staff's expectation, goals, targets and achievement. Annual ranking sessions are also conducted whereby staff are ranked among their peers in terms of work performance and Current Estimated Potential (CEP).

A system of monetary and non-monetary rewards (see Figure 4.5.2) is in place to motivate and reward our staff for outstanding work performance, contribution to 3I as well as living our Departmental Values.

- Monetary Rewards** - Performance Bonuses, Merit Increments under the Salary Ranges system, Staff Promotion.
- Non-monetary Rewards** - Quarterly Role Model Award, Best Tactically Ready Institution, 3I Awards, Excellent Service Awards, Best Unit Award, Director's Awards (Individual and Team).
- Outstanding Captains of Lives Award** - This is the highest and most prestigious departmental award given to officers who display desired behaviours which are in line to our Departmental Values.



Figure 4.5.2 Rewards and Recognition in SPS

### 4.5b. How does the organisation evaluates and improves its performance and recognition systems

Our remuneration and promotion system is reviewed regularly by the Home Uniformed Services (HUS) Council chaired by our Minister. We also review and update our rewards and recognition system regularly via feedback and inputs from the various key evaluation channels (see Fig 4.1.2).

An example of improvement is the introduction of a new quarterly Role Model Award. These new awards are given on top of the annual COL Award and they also form an additional basis of selection for the annual COL Award.

## 5. Processes

### 5.1 INNOVATION PROCESSES



#### 5.1a How the organisation acquires, evaluates and implements creative ideas from all sources.

##### Innovation Objective

To do things differently and do different things, we strive to improve our work processes and add value to the anchor projects, focal areas and other areas of our work.

##### Innovation Framework

In May 2001, we adopted the 3I (Ideas, Improvements and Innovations) branding to drive our innovation efforts. Our innovation framework (Figure 5.1.1) is an overarching approach to manage our 3I structure and process to reinforce and internalise our Departmental Values and guide us towards achieving innovation excellence.

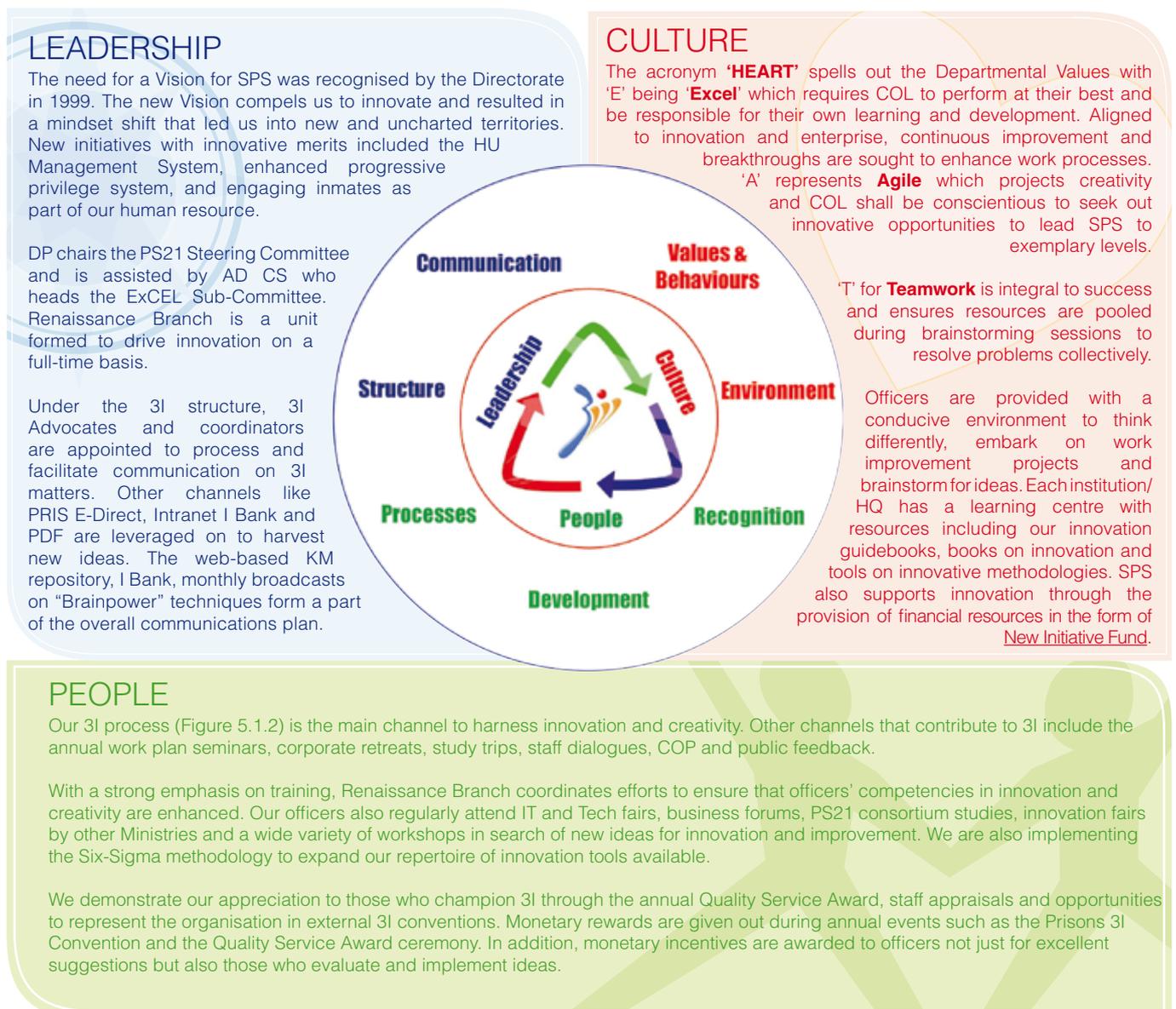


Figure 5.1.1 Our Innovation Framework is presented with 3I as the central focus

## Innovation Process

Our innovation process (refer to Figure 5.1.2), known as 3I process, illustrates how our officers, customers, partners, suppliers and the community are involved in the 3I movement. The 3 key steps in the process are namely generation, evaluation and implementation of ideas.

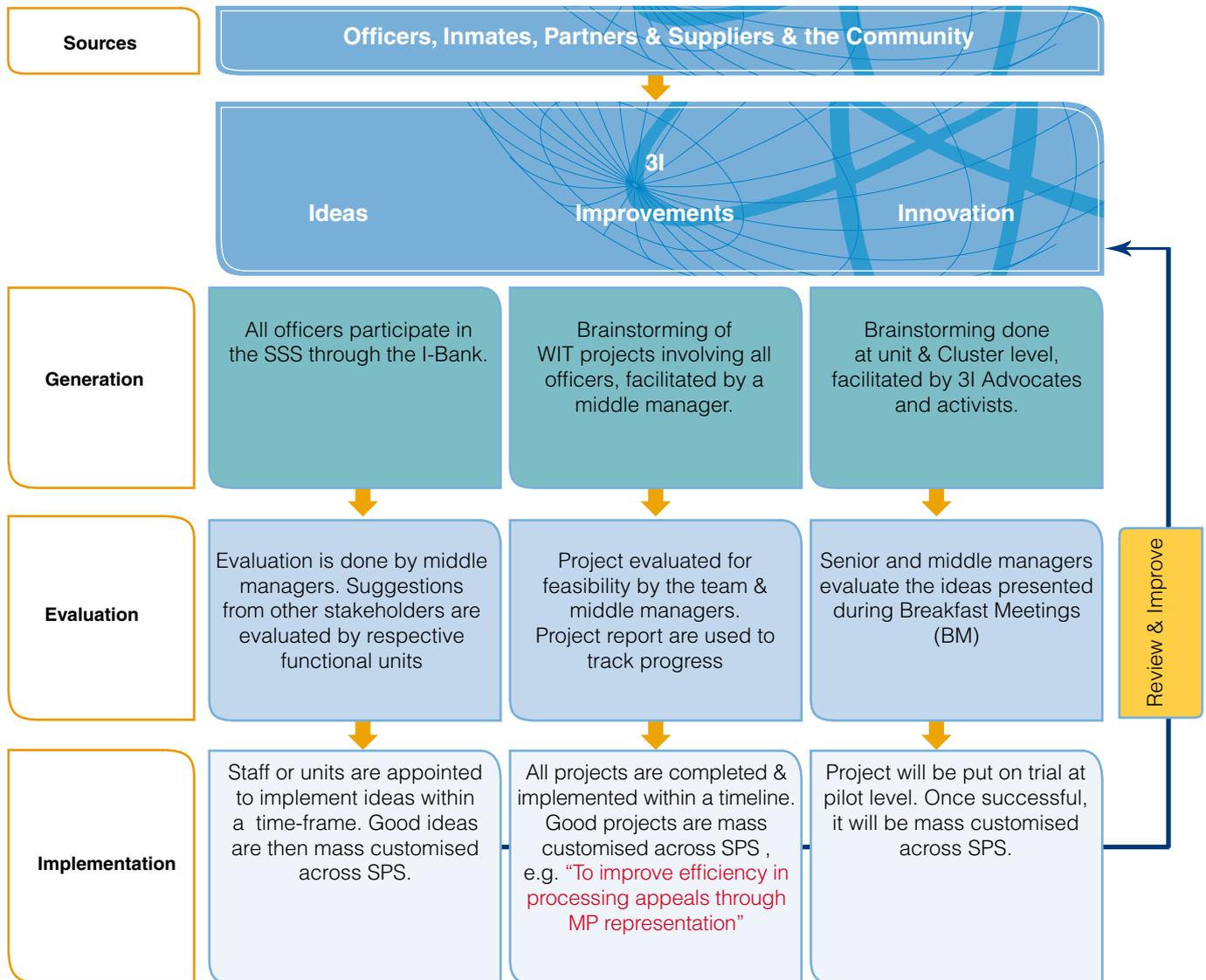


Figure 5.1.2 3I Process

**5.1b How products and services and their related production and delivery systems are designed and introduced. Include how employees, customers and suppliers/partners are involved in the design processes.**

## Design Process

Our design process (see Figure 5.1.3) involves key project stakeholders and has the following 6 steps:

- Identification of End-Users Requirement
- Prioritisation of Requirement
- Design of Service Requirement
- Pilot and Review
- Implementation
- Evaluation & Review

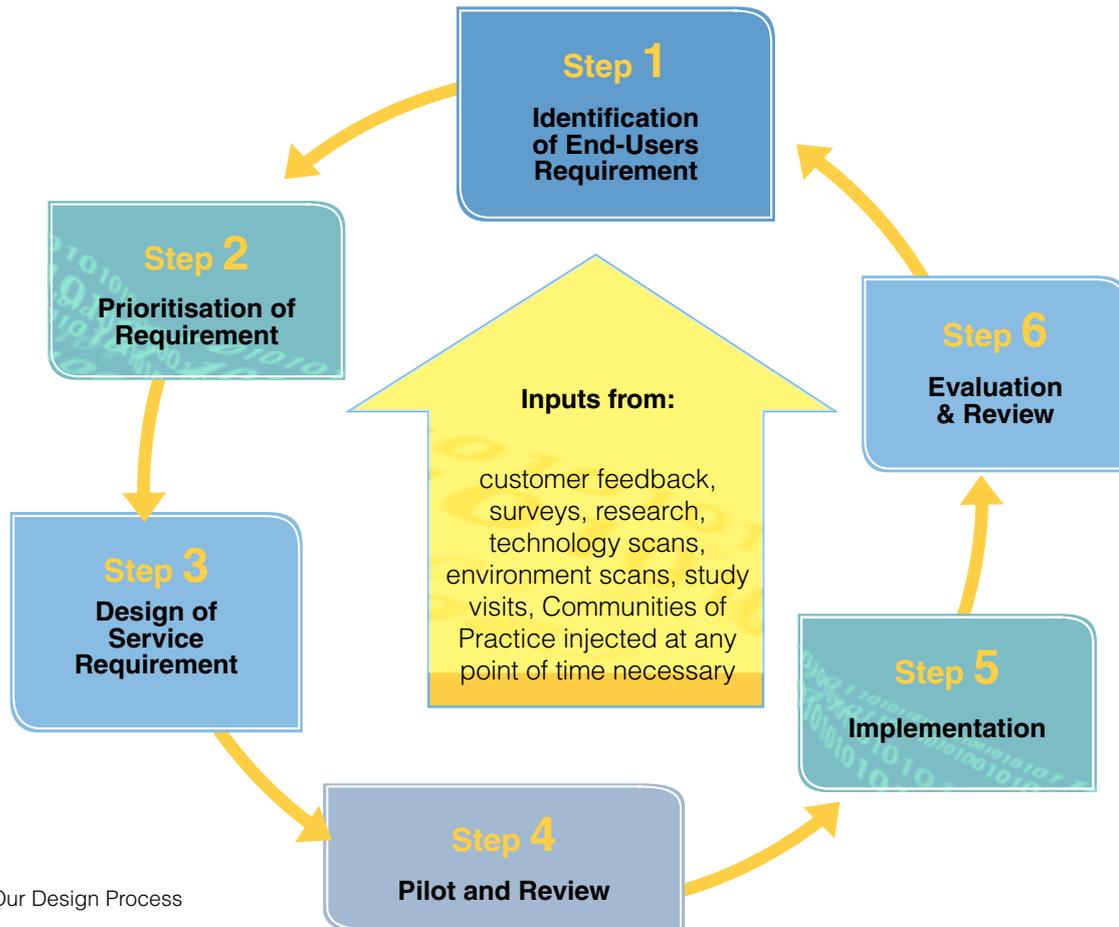


Figure 5.1.3 Our Design Process

### 5.1c How the organisation evaluates and improves the innovation and design processes.

#### Evaluation and Improvement Made to the Innovation Process

The Cluster 3I Advocates and Renaissance Branch review and evaluate our 3I process. Proposed improvements are presented to the Directorate for approval before actual implementation. Here are some of the improvements made to our 3I process:

##### Breakfast Meeting (BM) 3I presentation

We have established the BM 3I platform where each institution and HQ division would present innovative ideas and projects at the Breakfast Meeting for evaluation. To enable our officers to generate more innovative ideas, we have produced the SPS Innovation Guidebook which consisted of a set of brainstorming tools to generate ideas.

##### I-Bank System

The web-based I-Bank was launched in 2001 and replaced the previous paper-based submission system. The system performance is reviewed by Renaissance Branch annually.

##### Inmates' 3I Convention

We initiated the inmates' WITs movement to involve them in 3I in 2003. Their hard work is now recognised at the annual Inmate 3I Convention, which was first held in 2004.



## 5.2 PROCESS MANAGEMENT AND IMPROVEMENT

**5.2a** *How the organisation's key processes for production and delivery of its products and services (including key support processes) are managed to maintain process performance and to ensure products and services meet customer and operational requirements.*

In support of our Vision and Mission, SPS has the following two key operational processes:

- Operations and Security
- Rehabilitation (Throughcare: Incare, Halfway Care and Aftercare)

Our key processes are delivered by the line units (institutions), with the Ops Division providing direct staff support. An overview of the key and support processes in the organisation is illustrated in Figure 5.2.1.

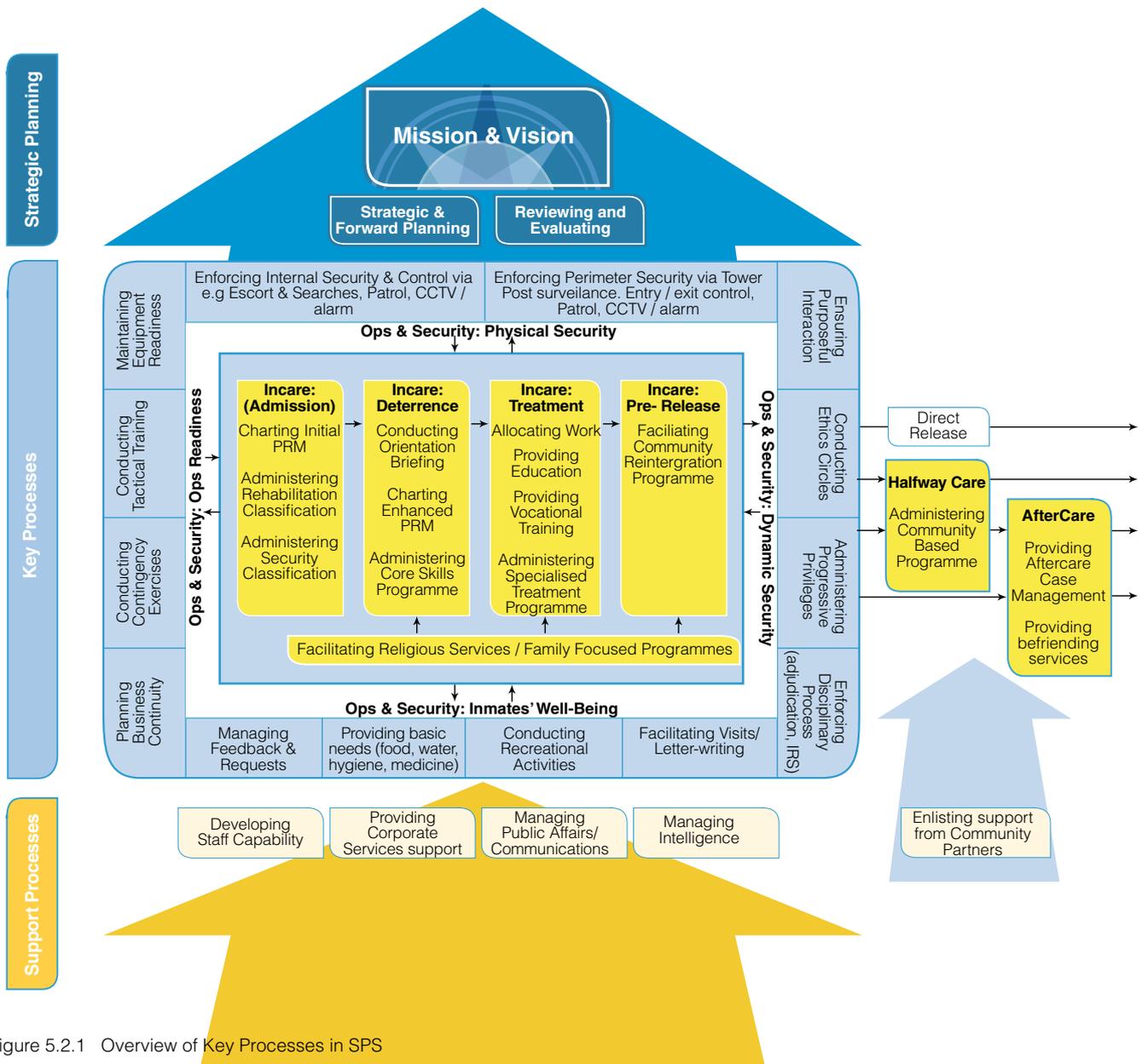


Figure 5.2.1 Overview of Key Processes in SPS

## 5.2b Include a description of the processes and their key measurements and requirements.

### Operations and Security Process

The Operations and Security process aims to ensure safe and secure custody of inmates through 4 interlinking components namely (a) providing Physical Security, (b) enforcing Dynamic Security, (c) attending to Inmates' Well-being, and (d) maintaining Operational Readiness. The summary of the requirements and performance indicators of operations and security process are highlighted in Table 5.2.2.

Key Processes	Requirements
 <p>Enforcing Operations and Security</p>	<p><u>Physical Security</u> (Institutional):</p> <ul style="list-style-type: none"> <li>• <i>Internal security</i> includes adherence to escort procedures of inmates and inmate/facility searches.</li> <li>• <i>Perimeter security</i> refers to tower post surveillance and entry/exit controls.</li> </ul> <p><u>Dynamic Security:</u> Enhancement of inmate management capability such as purposeful interaction (via the Housing Unit Management System – refer to Category 6.2a), addressing staff/inmate interaction via monthly Ethics Circles, administering progressive privileges to reward positive behaviour and fair disciplinary processes.</p> <p><u>Inmates' Well-being:</u> Meeting their needs such as managing inmates' feedback and requests, providing basic amenities, conducting recreational activities and facilitating contact with families and loved ones via visits and letters.</p> <p><u>Operational Readiness:</u> Operational efficiency and timely response to staff and inmate contingencies such as formulation of Business Continuity Plans, contingency exercises (fire, escape, riot, hostage), tactical training for staff and equipment readiness.</p>

Table 5.2.2 Requirements and Performance Indicators of Operations and Security Process

### Rehabilitation Process (Throughcare: Incare, Halfway Care and Aftercare Rehabilitation)

#### (1) Incare Rehabilitation Process

A summary of the requirements and performance indicators of the incare rehabilitation process is indicated in Table 5.2.3.

Key Processes	Requirements
 <p>Delivering Incare Rehabilitation</p>	<p>Admission phase: Classification of inmates according to their needs</p> <p>Deterrence phase: Provision of coping skills to adjust to life in detention</p> <p>Treatment phase: Attending customised programmes according to inmates' needs</p> <p>Pre-release phase: Equipping inmate with coping skills for reintegration</p>

Table 5.2.3 Requirements and Performance Indicators of Incare Rehabilitation Process

#### (2) Halfway Care Rehabilitation Process

Suitable inmates are selected for halfway care rehabilitation, i.e. Community-Based Programmes (CBP). A summary of the requirements and performance indicators of the halfway care rehabilitation process is shown in Table 5.2.4 below.

Key Processes	Requirements
 <p>Delivering Halfway care Rehabilitation</p>	<p>To facilitate the effective reintegration of inmates back to society by leveraging on support from families and the community for emplacement to CBP.</p>

Table 5.2.4 Requirements and Performance Indicators of Halfway Care Rehabilitation Process

### (3) Aftercare Rehabilitation Process

In May 2000, we set up the Community Action for the Rehabilitation of Ex-offenders (CARE) Network to bring together our key community partners to help cater to our inmates' aftercare needs. By linking inmates with full-time Aftercare Case Managers (ACM) from aftercare agencies such as Singapore Aftercare Association (SACA) and Singapore Anti Narcotics Association (SANA) through the Case Management Framework (CMF), we work together to help inmates re-integrate back to society.

To raise the awareness of the community towards the needs of ex-offenders in leading normal lives, the CARE Network first launched the **Yellow Ribbon Project (YRP)** in 2004. The YRP helps to generate acceptance of ex-offenders and pave the way for more effective community-based reintegration and aftercare programmes. Some of the activities organised under the YRP include song-writing competition, charity concerts, community films, wearing of Yellow Ribbons, Job Fairs etc.

#### 5.2c How the organisation reviews and improves its key processes to achieve better process performance and improvement to products and services.

Various Top-Down and Bottom-Up approaches highlighted in Table 5.2.5 are used to monitor key process performance.

Top-Down Approach	Bottom-Up Approach
<ul style="list-style-type: none"> <li>Scheduled reviews/ evaluations</li> <li>Audit findings</li> <li>Best practices from benchmarking</li> <li>Environmental scans</li> </ul>	<ul style="list-style-type: none"> <li>Learning points from AERs/AARs</li> <li>Ground feedback from staff forums/ line unit meetings</li> <li>Ideas generated from 3-I</li> </ul>

Table 5.2.5 Measures Adopted for Key Process Reviews/Improvements.

Top-Down Approach measures refer to scheduled reviews or evaluations, e.g. we review our strategic framework every 3 years so that it remains relevant to changing customer requirements and the local and international climate. Bottom-Up Approach measures include learning points from After Exercise Reviews (AERs) and/or After Action Reviews (AARs), feedback from the ground (which is discussed at Staff Forums/ Line Unit Meetings) and ideas generated from the 3I platform.

For more complex issues that need detailed further examination, we adopt the following approach (refer to Figure 5.2.6).

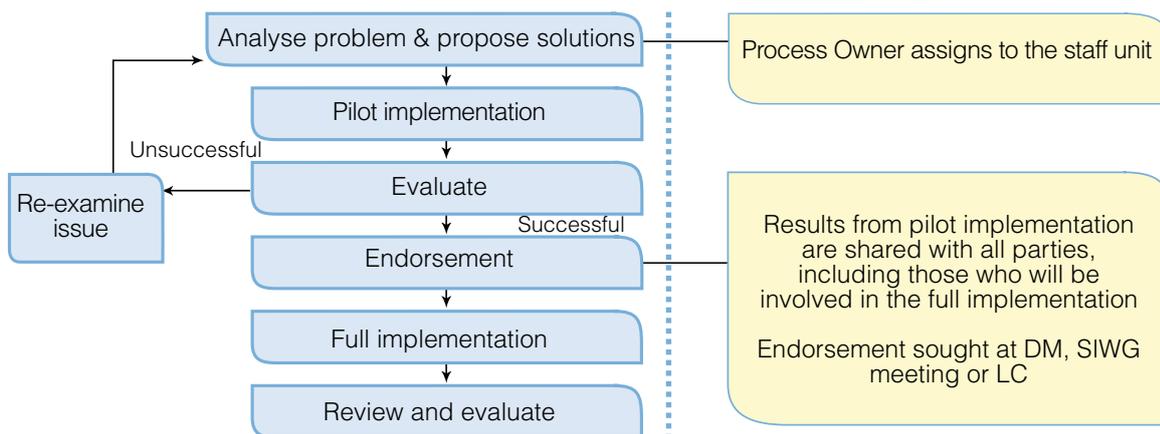


Figure 5.2.6 Evaluation and Review Mechanism (for more complex issues)

### Improvements

Through the Evaluation and Review Mechanism, we have made improvements to the following initiatives:

- Progressive Privileges (ProP)
- Level of Service Inventory — Revised (LSI-R) Rehabilitation Classification Tool

## 5.3 SUPPLIER AND PARTNERING PROCESSES

### 5.3a How the organisation identifies and selects its suppliers and partners. Include a description of the key performance requirements for suppliers and/ or partners and how the relationship and partnership fit into the overall strategy of the organisation.

We define suppliers as organisations or industries which provide services to us in support of our administration and operations. Our partners are defined as those who are directly engaged in enhancing the personal well-being and rehabilitation of our inmates. Please refer to Table 5.3.1 for our list of suppliers and partners.

Suppliers		Partners		
 Logistics	<ul style="list-style-type: none"> <li>Thong Chew Food Industries</li> <li>CPG Corporation Pte Ltd</li> </ul>	Community	<ul style="list-style-type: none"> <li>Family members</li> <li>SACA</li> <li>SANA</li> <li>Part-time teachers</li> <li>Individual volunteers</li> </ul>	<ul style="list-style-type: none"> <li>CDCs</li> <li>Halfway Houses</li> <li>VWOs</li> <li>Religious Organisations</li> <li>SCORE</li> </ul>
	Public Relations		<ul style="list-style-type: none"> <li>Burson-Marsteller</li> </ul>	Private Sector
Information Technology	<ul style="list-style-type: none"> <li>National Computer Systems (NCS)</li> </ul>			

Table 5.3.1 Classification of Suppliers and Partners

#### Identifying and Selecting Suppliers

Our suppliers can be classified into 3 main categories, namely those which provide Logistical, Information Technology and Public Relations services respectively. The identification and selection of suppliers is governed strictly by the procedures laid down in the Government's Instruction Manuals (IMs), Prison Standing Orders (PSO C5), Finance Circulars and Finance Circular Minutes. Following the mandatory use of Government Electronic Business (GeBIZ) in Aug 2004, only GeBIZ Trading Partners (GTPs) are invited to give quotations for all Government Procurement Entities (GPEs).

#### Identifying and Selecting Partners

We collaborate with our partners and synergise our efforts to jointly offer enhanced throughcare services to our inmates.

##### Community Partners

We have frequent dealings with our community partners such as SACA and SANA, which form part of the CARE Network. Formed in 2000 to improve the rehabilitation effectiveness for our inmates, the CARE Network is co-chaired by Director of Prisons and Chairman SCORE, and includes other members from MHQ, ISCOS and NCSS.

##### Private Sector Partners

We outsource certain functions to private sector operators to provide more specialised or focused services. Our private sector partners include the Raffles Medical Group (RMG), which provides medical services to our inmates and CISCO Security Pte Ltd, which provides escort services.

#### Key Performance Requirements

Key supplier performance requirements include:

- Ability to supply goods and services as stated within the specification contract;
- Satisfactory provision of goods and services; and
- Timely delivery of goods and services.

Key partner performance requirements include:

- Efficient and timely delivery of duties (private sector partners)
- Satisfactory provision of services (private sector partners) ; and
- Satisfaction level of community partners.

**5.3b How the organisation communicates and ensures that its requirements are met by suppliers and/or partners and how timely and actionable feedback is provided to suppliers and/or partners.**

Performance requirements are communicated to suppliers through the Official Tender Documents and/or during specific meetings and discussions. In addition, audit checks are carried out to ensure partners and suppliers meet the prescribed requirements.

The annual Volunteer Appreciation Lunch and volunteer dialogue sessions, the monthly LC, CARE Network meetings and retreats also serve as communication platforms for SPS and our partners to discuss strategic and operational issues and work towards closer cooperation.

**5.3c How the organisation works with suppliers and/or partners to understand their needs, and the plans and processes established to help suppliers and/or partners improve their goods and services, as appropriate.**

**Communication and Improvement of Requirements**

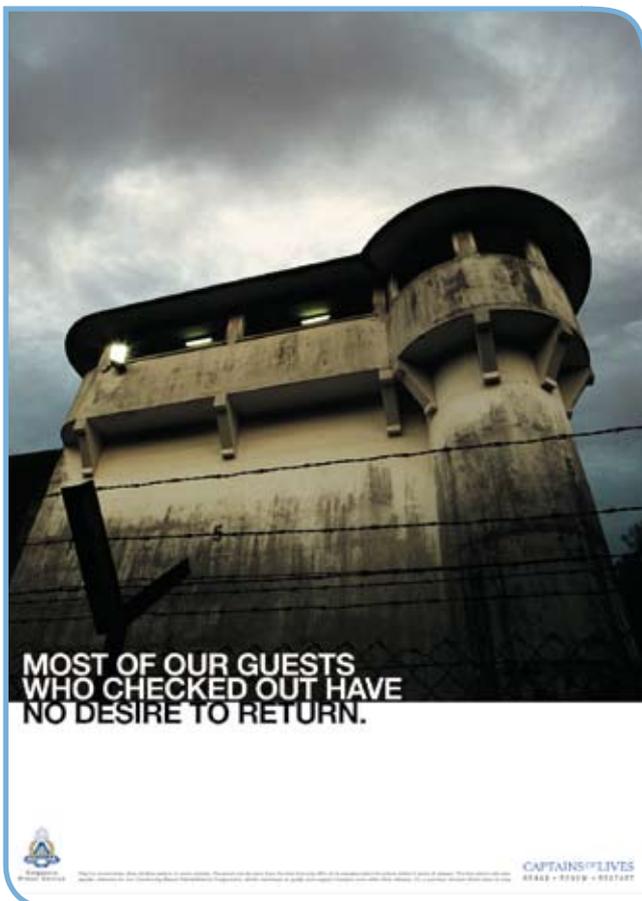
We help our suppliers and partners understand the unique characteristics and requirements of our organisation by conducting orientation visits, briefings, joint training and knowledge sharing sessions. We also submit annual pre-procurement plans in GeBIZ to inform GTP of the upcoming tenders in the new FY.

**Our Community Partner – Inmates’ Family**

Prior to the inmate emplacement on various CBPs (e.g Home Detention Scheme), the OC Programme conducts briefings for the inmates’ families so that they could have a better understanding of the programme and how they can help provide support to the inmate to facilitate his reintegration.

**Joint Workplan with SCORE and Suppliers/ Partners**

Our suppliers and partners are also invited to attend our Workplan Seminars where we share our strategic direction and operational policies. Since 2003, SPS has conducted joint Workplan Seminars and retreats with SCORE which has enabled us to foster a successful partnership with SCORE and discuss common strategic directions to deal with future challenges.



## 6. Customers

### 6.1 CUSTOMER REQUIREMENTS



#### **6.1a How the organisation segments its customers and/or markets. State the customer/market requirements for each segment.**

Upon admission to the prison system, our inmates are categorised according to their level of needs, determined via the security and rehabilitation classification process. After the classification process, appropriate measures within the two key processes (please refer to Category 5.2 on Operations and Security, and Rehabilitation) are used to meet their requirements.

#### **Segmenting Our Customers**

During the first week of their admission, inmates undergo both security and rehabilitation classifications, conducted by our Security Classification Officers and Rehabilitation Classification Officers respectively.

#### **Security Classification**

Evaluation of each inmate's security risk level is based on:

- a. Threat to society and safety of our officers, partners and other inmates; and
- b. Level of special needs, which refer to needs for special management.

Inmates' security risk levels are classified from a scale of 1 to 4, with 1 having the lowest risk and 4 the highest risk. This allows for inmates to be classified into appropriate categories and placed into institutions according to their security risk level and special needs.

#### **Rehabilitation Classification**

We conduct rehabilitation classification to identify each inmate's risk of relapse and rehabilitation needs using the LSI-R (Level of Service Inventory – Revised) tool. Inmates are classified into 4 classes based on their LSI-R ratings.

Based on the classification results, the inmates' respective Personal Route Maps (PRM) are charted to provide suitable programmes to suit their different needs and requirements. Thus, the classification process determines the following:

- a. Allocation of inmates to institutions;
- b. Suitability of inmates for institutional programmes; and
- c. Suitability for early release.

#### **Our Customers' Current Requirements**

The various customer segments and the current requirements of their security as well as rehabilitation needs are described in Table 6.1.1 and 6.1.2 respectively.

Key Process	Customer Segment	Requirements
<b>OPERATIONS &amp; SECURITY PROCESS</b>	All inmates	Safe environment during incarceration
		Adequate food provided
		Adequate healthcare services provided
	Suicidal inmates	Assistance in alleviating suicidal thoughts
	Inmates with abnormal Sexual Orientation	Require segregation
	Inmates below 21 years old	Require segregation
	Inmates above 60 years old with need for special facilities	Require housing with special facilities
	Inmates diagnosed with medical problems	<ul style="list-style-type: none"> <li>- Require hospital care</li> <li>- Require constant attention / care</li> <li>- Handicapped and require assistance for mobility</li> <li>- HIV positive</li> </ul>
	Inmates with mental problem	- Require constant attention / care
High profile inmates	- Requires special protection due to nature of crimes committed or past incidents	

Table 6.1.1 Our Inmate Segments - Current Requirements of Their Security Needs

Key Process	Phase	Inmate Segment	Requirements
<b>INCARE REHABILITATION</b>	Admission	All	- Identification of rehabilitation levels and special needs
		Class A, B and C	- Appropriate programmes allocated based on determined levels of need
	Deterrence	All	- Equipped with skills to adapt to incarceration
		Class B and C	<ul style="list-style-type: none"> <li>- Change in inmates' needs followed up with change in programme charted</li> <li>- Vocational inclination determined</li> </ul>
	Treatment	All	- Cultivate desirable work habits and ethics while serving time
		Class A, B and C	<ul style="list-style-type: none"> <li>- Availability of skill-upgrading opportunities</li> <li>- Skills to rebuild and enhance family relationships</li> </ul>
		Class B. Class C assessed to be motivated to change	- Identify and change criminal thinking patterns
		Class B and C	- Catering to changes in inmates' needs
	Pre-release	Class B. Class A and C (if resources permit)	<ul style="list-style-type: none"> <li>- Skills to enhance employability</li> <li>- Skills to cope with stress associated with social stigma</li> </ul>

Key Process	Phase	Inmate Segment	Requirements
<b>HALFWAY CARE REHABILITATION</b>	Halfway care	Class B. Class A and C (if resources permit)	- Facilitate inmates' effective reintegration into society through support from families and community
<b>AFTERCARE REHABILITATION</b>	Aftercare	Class B. Class A and C (if resources permit)	- Assist to identify aftercare needs and ensure these are met

Table 6.1.2 Our Inmate Segments - Current Requirements of Their Rehabilitation Needs

### Determining the Current and Future Requirements of the Customer/Market

Besides meeting the basic requirements stated in the legislation and PSOs, the current and future inmate requirements are also analysed and determined as shown in Figure 6.1.3.

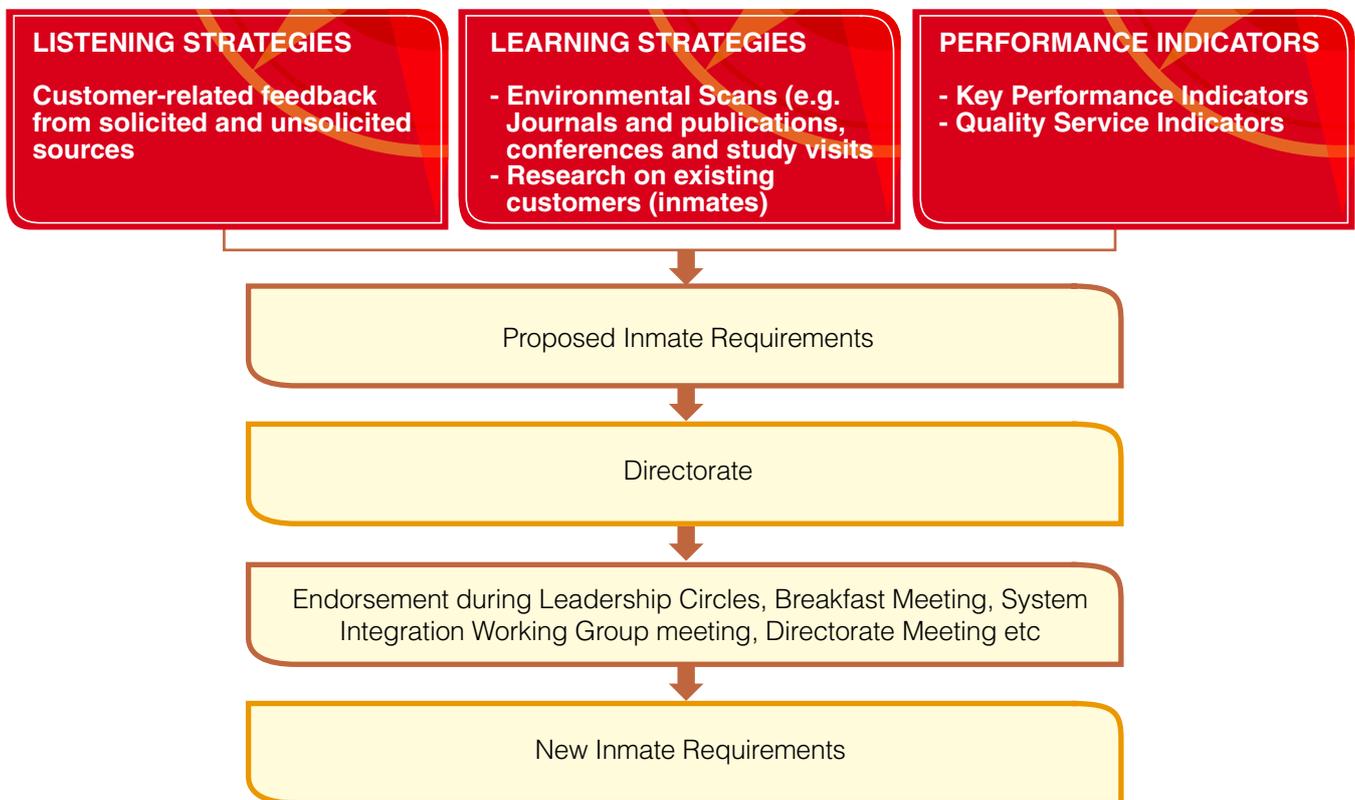


Figure 6.1.3 Determining Customer Requirements

**6.1b How the organisation uses different listening and learning strategies to analyse and anticipate future and new customer/market needs.**

The various listening and learning strategies that SPS uses to determine new inmate requirements are described in Table 6.1.4.

Strategy	Mechanism	Activities	Type Of Feedback Sought
Listening	Solicited Feedback	IFWG	<ul style="list-style-type: none"> <li>- Analyse inmate needs</li> <li>- Anticipate new demands</li> <li>- Satisfaction levels</li> <li>- Areas for improvement</li> </ul>
		Feedback forms	
		Housing Unit Management System	
		Third Party Meetings/Dialogue sessions <ul style="list-style-type: none"> <li>- Volunteers</li> <li>- Visiting Justices</li> <li>- Board of Visitors</li> </ul>	
	Unsolicited Feedback	Enquiry Lines	<ul style="list-style-type: none"> <li>- Satisfaction levels</li> <li>- Areas for improvement</li> </ul>
		Written Correspondences (e.g. Mail, Fax, Email, etc)	
		Walk-in Enquiries	
Media			
Learning	Environmental Scan	Journals and Publications	<ul style="list-style-type: none"> <li>- Sharing/learning experiences</li> <li>- Comparative studies</li> </ul>
		Conferences	
		Study visits	
	Research	Quantitative and qualitative analysis	<ul style="list-style-type: none"> <li>- Understand inmates' new/ future needs</li> <li>- Validity of current programmes and processes</li> </ul>

Table 6.1.4 Our Listening and Learning Strategies

**6.1c How the organisation incorporates customer requirements, and future market needs into strategic and improvement plans**

New inmate needs identified are endorsed during Leadership Circle and incorporated into the respective institution/unit workplans. Strategies in meeting the new requirements are discussed at the System Integration Working Group (SIWG) meeting, following which implementation and action plans are charted. The staff units and institutions will then monitor the follow-up actions of these plans (please refer to Figure 6.1.5).



Figure 6.1.5 Incorporating Inmate Requirements into Strategic and Improvement Plans

**6.1d How the organisation evaluates and improves its processes for determining current and future customer requirements.**

Our Directorate oversees SPS’s process of determining inmate requirements via 3 channels namely listening strategies (customer related feedback), learning strategies (environmental scans and research) and performance indicators. The information is evaluated and measures are proposed and approved by the Directorate.

An example of our process improvement made to customer requirements is our classification of inmates. Previously, all of our inmates were classified according to their length of sentence and nature of offence. Since 2000, our inmates were categorised using our ISO-certified Rehabilitation & Security Classification process.

## 6.2 CUSTOMER RELATIONSHIP

**6.2a** *How the organisation provides easy access for customers to conduct business, seek assistance and information, and make complaints. Describe key customer contact requirements and how these requirements are determined, deployed to all people in the response chain.*

### Housing Unit (HU) Management System

The HU Management system is a team based platform that effectively manages inmates by understanding them via purposeful interaction as shown in Fig 6.2.1. It is used to effectively support operations and security, inmate rehabilitation, intelligence gathering and good discipline in the HU.

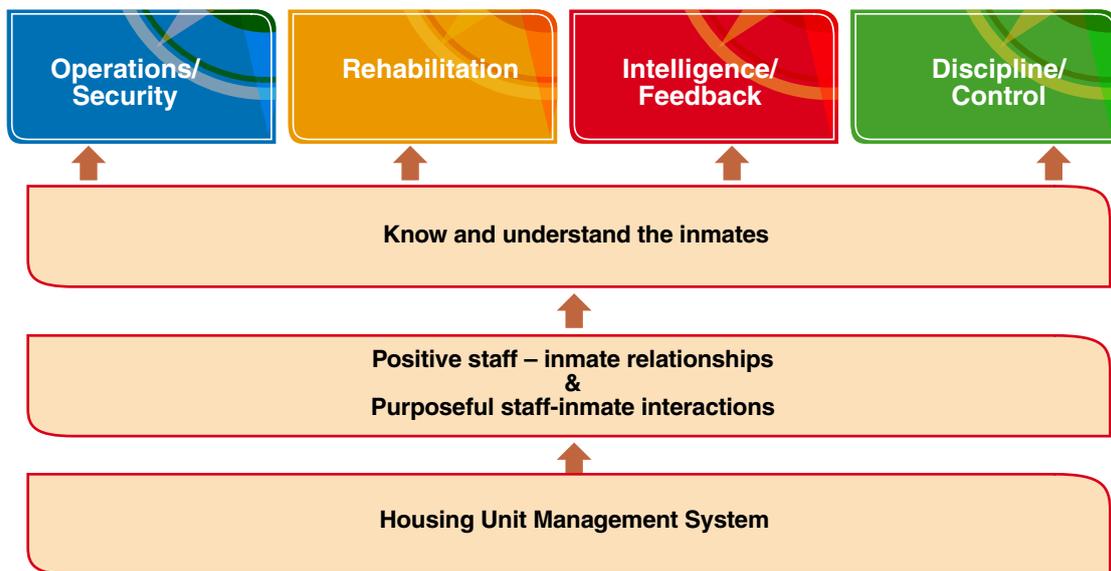


Figure 6.2.1 The Housing Unit (HU) Management System

Under the HU Management System, each Prison Officer is put in charge of 20 to 30 inmates and is responsible for all inmate matters. The system enhances relationship-building and helps the officers understand and relate to their inmates better. The PSs are involved in the various activities such as conducting Core Skills Programmes and guiding them in WITs projects to aid inmates in their rehabilitation.

#### Monitoring Service Standards

The OC HU and his PSs maintain a checklist to measure the health of their HU. The checklist is completed by the OC HU quarterly and submitted to HQ Operations Development Branch for monitoring. The health of the HU is also tracked in our BSC. We also have set service performance targets which are included in our BSC. These standards are communicated to our officers through Housing Unit meetings, coaching sessions, Ethics Circles, etc. and they form part of the standard operating procedures of our officers' day to day work.

### Prison Operations and Rehabilitation System (PORTS)

The OC HU and the PSs leverage on the PORTS, an electronic system that captures all inmates' records, to support daily operations, facilitate inmate administration and provide inmates with timely information.

### Roles of the Senior and Middle Management

The middle management interacts daily with staff and inmates to build rapport. Superintendents make daily rounds to the various HUs. During these rounds, inmates can make requests and complaints directly to the Superintendents. Director of Prisons together with the other Directorate members visit at least one institution every month. On such visits, inmates have the opportunities to make requests or provide feedback to DP directly.



Our Director's Visit To Changi Women's Prison

### **6.2b How the organisation ensures that complaints are resolved effectively and promptly, and that all complaints received are aggregated and analysed for use in overall improvement.**

We receive feedback with regards to our customers via:

- Direct channels (through inmates directly);
- Indirect channels (via third parties like family members, volunteers, Visiting Justices (VJs) and Board of Visitors, and the public).

We have a set of service standards to ensure that the needs of inmates are attended to and the complaints and concerns raised by stakeholders are resolved quickly.

### The Integrated Feedback and Monitoring Process Map

The Integrated Feedback and Monitoring Process Map was introduced in March 2006 as a structure that gathers, analyses and manages feedback received for continuous improvement. Fig 6.2.2 shows the Integrated Feedback and Monitoring Process Map. Service standards are monitored through:

- Number of feedback received
- Types of feedback
- Feedback response time

Monthly returns are submitted by the various representatives to Renaissance Branch. The findings are collected and analysed, and presented quarterly at the Systems Integration Working Group (SIWG) meetings.

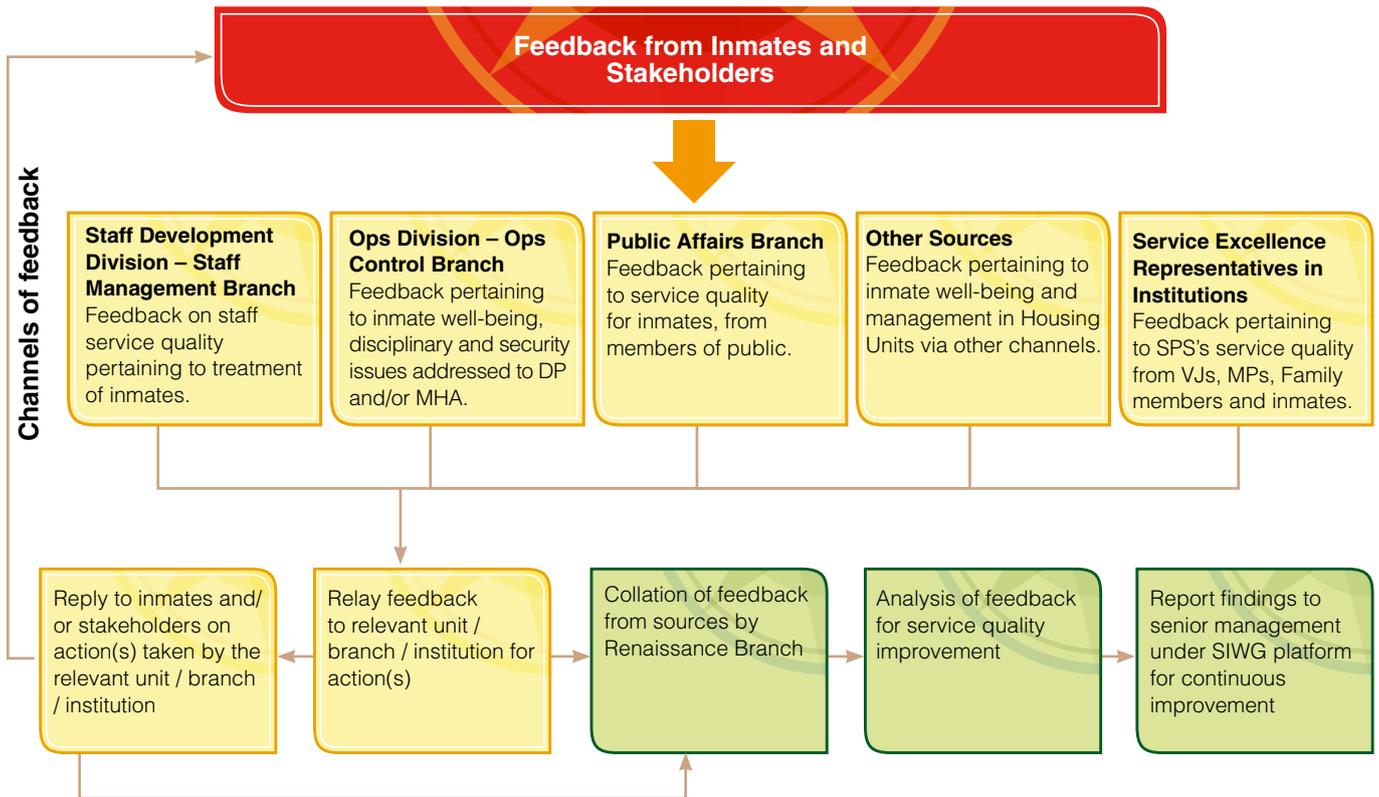


Figure 6.2.2 The Integrated Feedback and Monitoring Process Map

### 6.2c How the organisation evaluates and improves its customer relationship management

Our programmes are constantly evaluated to improve the management of staff-inmate relationship. This is carried out at 2 levels:

#### At Senior Management Level

With the Integrated Feedback and Monitoring Process Map in place, the inmate feedback is presented quarterly at the SIWG meeting, chaired by DD/COS. Leadership Circle (LC) became the platform to track KPIs and set directions on service-related matters.

#### At Institution Level

Operations Development Branch is responsible for reviewing the HU Management Checklist which it collects from the institutions on a quarterly basis. The HU Management Checklist had been reviewed and improved in 2003 and 2004 to ensure its relevance and comprehensiveness. Prison Staff Inspectorate (PSI) also conducts audits on the HU Management Checklist to ensure officers' compliance.

## 6.3 CUSTOMER SATISFACTION

### 6.3a How the organisation determines customer satisfaction.

‘Satisfaction’ in our organisation’s context is different from other business organisations, as inmate satisfaction is not indicated by sales and profit figures. Inmate satisfaction is gradually realised over time and it is derived from the following positive outcomes of the Operations & Security and Rehabilitation processes:

- Safe custody of inmates with their needs met; and
- Provision and completion of programmes to add value and skills to inmates.

We determine customer satisfaction through the following platforms:

- a. Inmates’ Feedback Working Group (IFWG) – focus group discussions across institutions to gather feedback, views, suggestions and ideas from inmates on how we could improve our service delivery.
- b. Complaints and Compliments – consolidate and manage both complaints and compliments received from our inmates as well as other parties via our Integrated Feedback and Monitoring Process Map.
- c. Key Performance and Quality Service Indicators – serve to gauge inmate satisfaction, are included into our BSC for tracking at the monthly LC.
- d. 3rd Party Feedback – from VJs, Board of Visitors and community partners through regular visits, dialogue sessions and meetings.

### 6.3b How the organisation translates customer satisfaction feedback into strategic and improvement plans

Inmate satisfaction, determined from the various channels of feedback (as shown in Figure 6.2.2), is collated, processed and analysed by Renaissance Branch. The collated inmate feedback is presented quarterly during the SIWG meeting. From there, strategic plans are drawn up and implemented by the relevant unit/branch in various discussion platforms to improve on our service delivery standards, as shown in Figure 6.1.5.

### 6.3c How the organisation evaluates and improves its overall process of determining customer satisfaction.

‘Satisfaction’ in our organisation’s context is different from other business organisations, as inmate satisfaction is not indicated by sales and profits figures. Inmate satisfaction may not be immediate, but rather realised over time. Inmate satisfaction is derived from the positive outcomes of the Operations & Security and Rehabilitation processes.

- a. Inmates’ Feedback Working Group (IFWG) – The IFWG’s objectives are reviewed and decided based on prevailing issues and concerns facing SPS. In 2002, the IFWG sought to gather feedback from inmates on the changes taking place in SPS. Methodologies in obtaining feedback and profile of participating inmates are re-assessed and re-configured to ensure that feedback is accurate and representative. After a review in 2004, the frequency of IFWG exercise was changed from annually to biennially.
- b. Renaissance Branch – Renaissance Branch was formed on 1 October 2003 to support our Directorate in formulating Organisational Excellence initiatives and institute working structures to enhance, evaluate and improve inmate satisfaction levels. R Branch plans service excellence initiatives and works together with related staff units to enhance, evaluate and improve inmate satisfaction levels.
- c. Key Performance & Quality Service Indicators – Key Performance Indicators (KPIs) and Quality Service Indicators (QSIs) are reviewed annually to ensure their relevance and accuracy.
- d. Feedback from Partners – Heads of Institutions, Programme Branch and OC Programmes hold regular meetings and dialogue sessions with community partners and volunteers to discuss ways of improving our processes and relationship with our inmates.



**A MOMENT'S WEAKNESS  
LED HIM ASTRAY.  
YOUR STRENGTH COULD  
GET HIM BACK ON TRACK.**



Singapore  
Prison Service

It takes more than just the efforts of prison officers, volunteers and the Community Action for the Rehabilitation of Ex-inmates (CARE) to help an ex-inmate get on the road to a new life. It takes the support of the whole family. Because nothing gives him more strength than the encouragement of loved ones every step of the way.

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

## 7. Results

### 7.1 CUSTOMER RESULTS



#### Inmates' Feedback Working Group (2002, 2004 and 2006)

##### (1) Staff-Inmate Relationship – Respect for Our Staff

From Fig 7.1.1, it is evident that most inmates respect our COL and see our officers as role models. This graph tracks the inmates' response to the question: "There are prison officers that inmates respect from their heart".

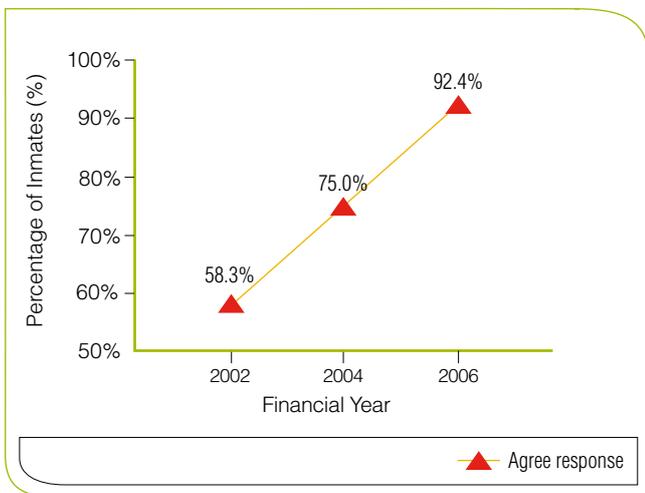


Figure 7.1.1 Inmates' Respect for Prison Officers

##### (2) Safety and Discipline

The favourable result of inmates' response to the safe prison environment is shown in Fig 7.1.2. This graph tracks the inmates' response to the question: "There is less fear of safety because of other inmates".

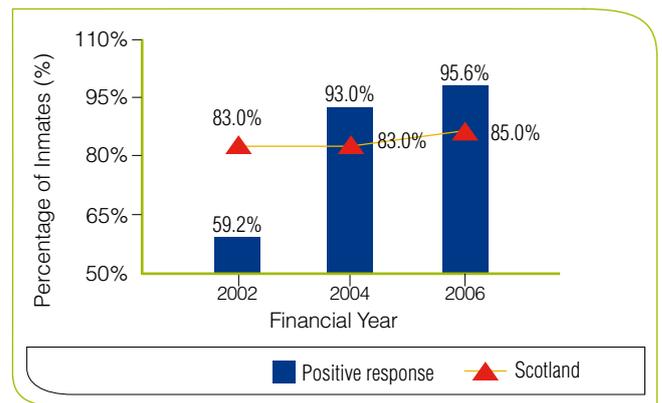


Figure 7.1.2 Inmates' Response to Safe Prison Environment

##### (3) Staff-Inmate Relationship

We engage and help the inmates through purposeful interactions under the HU management system. We are encouraged by the improved response by inmates to our officers in Fig 7.1.3. This graph tracks the inmates' response to the question: "Inmates can approach the officers anytime".

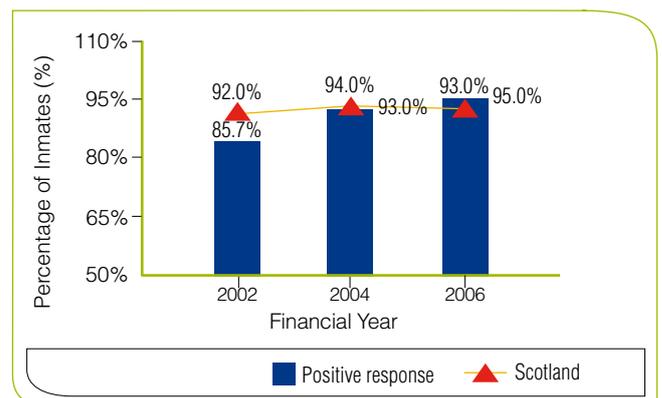


Figure 7.1.3 Inmates' Response to Prison Officers' Approachability

## Percentage of Inmates Classified on Time

We consistently aim to complete the initial classification of inmates within 14 working days from their admission (7 days for QRP due to its fast turnover rate). Figure 7.1.4 shows the percentage of compliance to the target. Our high compliance in meeting the target shows our commitment to segment our inmates to enable them to undergo more personalised programmes.

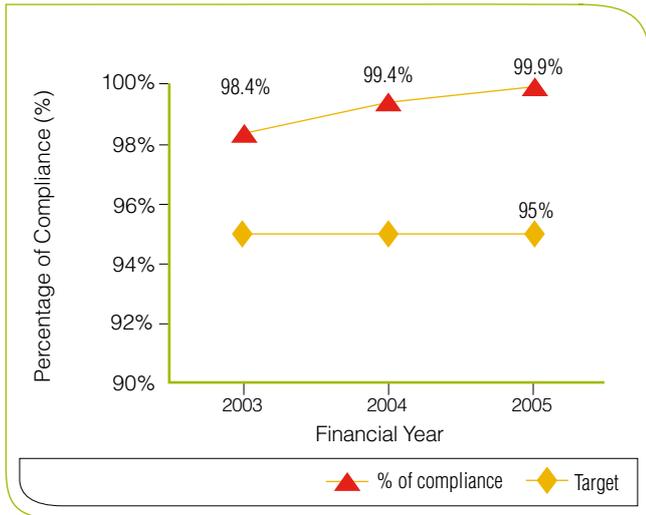


Figure 7.1.4 Classification of Inmates within Set Target

## Completion Rate of Community Based Programme (CBP) - Home Detention (HD)

We monitor the inmate enrolment rate into the core rehabilitation programmes so as to engage them in meaningful activities to help them in their re-integration into society.

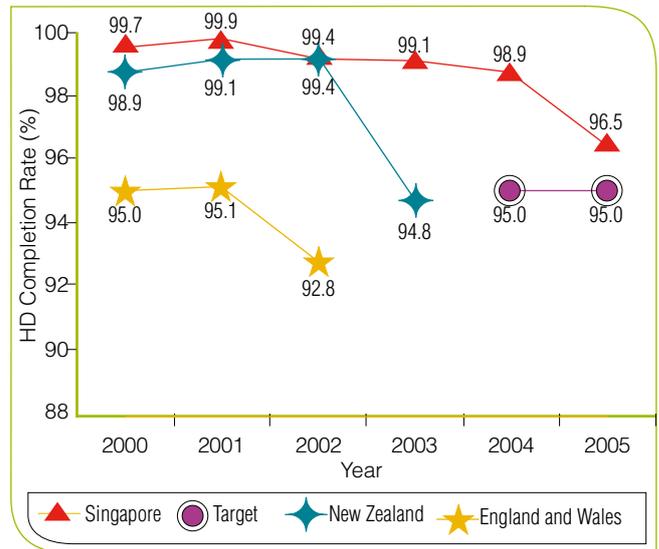


Figure 7.1.5 Completion Rate of Home Detention and International Comparison

## 7.2 FINANCIAL AND MARKET RESULTS

### (1) Average Cost of Incarceration per Day

We have consistently improved our processes to make them cost-effective without compromising on security, rehabilitation and service quality. Our average cost of incarceration per day compares favourably to our foreign counterparts as shown in Fig 7.2.1.



Figure 7.2.1 Average Cost of Incarceration per Day

## (2) Inmate-to-Staff Ratio

We have a relatively high inmate-to-staff ratio as compared to our overseas counterparts (see Fig 7.2.2). Yet the discipline and rehabilitation of our inmates are not compromised. This is evident from our consistent achievement of zero escapes and very low assault rate.

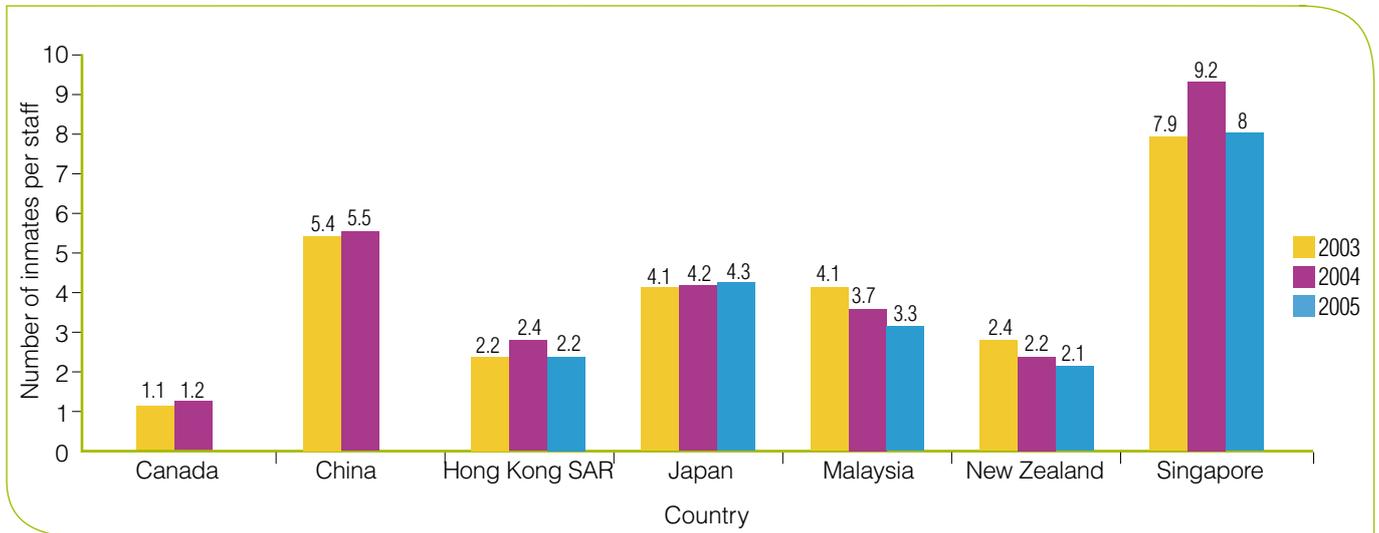


Figure 7.2.2 Inmates per Staff Ratio

## Number of Volunteers

We have a growing number of volunteers, including volunteers who are ex-inmates, over the years. We are constantly exploring avenues to engage more volunteers to our noble cause.

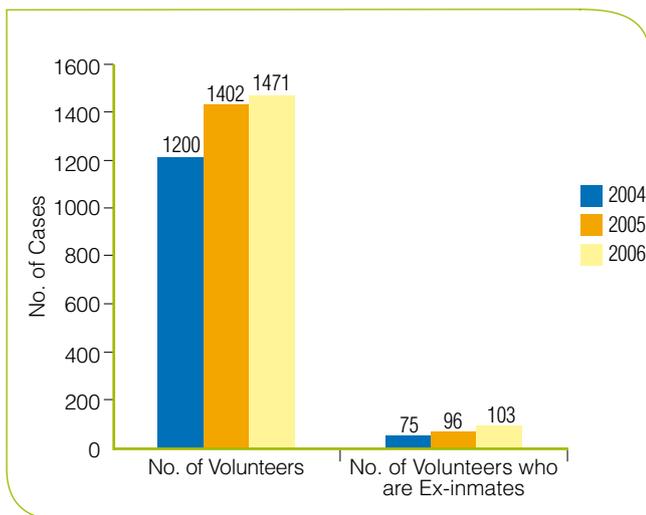


Figure 7.2.3 Number of Volunteers

# 7.3 PEOPLE RESULTS

## (1) Training Investment

In FY2004, a total of \$ 4.3 million was invested in staff training and development, as compared to \$3.17 million invested in FY2002. The annual outlay of the training investment amounts to 5.18% of payroll in FY2004, which is 29.5% above our target of 4%. Fig 7.3.1 illustrates our investment in training and development in the past 3 years:

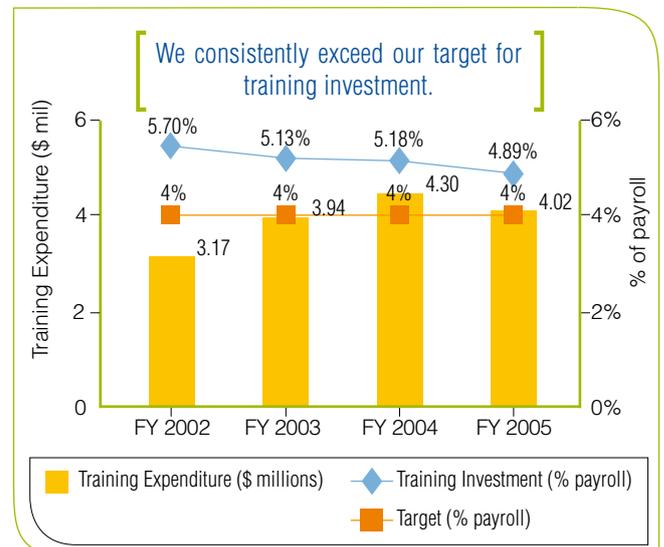


Figure 7.3.1 Training Investment as a % of Payroll

### (2) Training per Capita

We have increased the per capita training budget as shown in Figure 7.3.2.

We value our COL and invest in their training. Our training per capita is constantly above the National average.

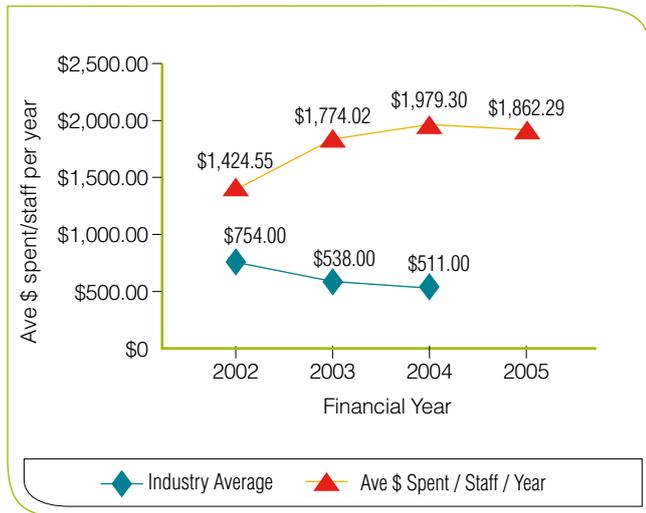


Figure 7.3.2 Training Per Capita

### (3) Training Man-days

The training man-days clocked by our officers have shown improvements over the years. In FY04, the average number of training man-days per officer is 23.98 man-days. This is substantially higher than the Civil Service target of 12.5 training man-days as shown in Fig 7.3.3.

Our average training man-days per staff exceeds our target and the National average.

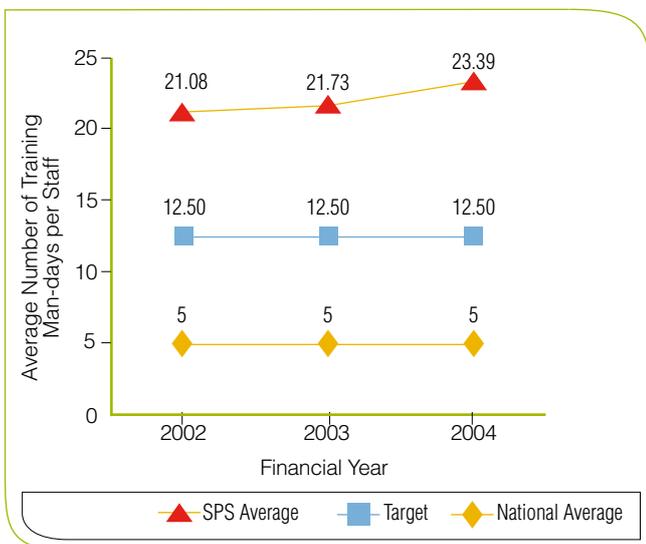


Figure 7.3.3 Average Number of Training Man-days per Staff

### (4) Satisfied with Leadership

Fig 7.3.4 indicates our officers have consistently expressed satisfaction with our management from 2001 to 2005.

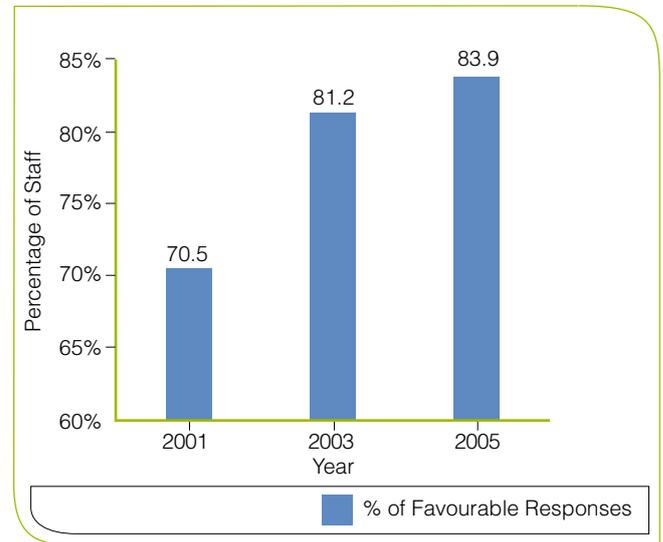


Figure 7.3.4 OCS Results – Staff Satisfied with Leadership

### (5) Satisfied with Working in the Department

We employ various initiatives to ensure employee satisfaction and these efforts have reaped excellent results. Figure 7.3.5 illustrates our level of staff satisfaction.

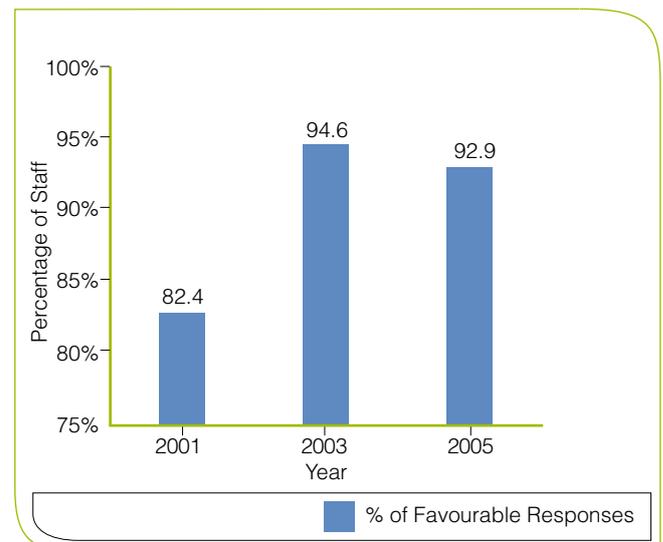


Figure 7.3.5 OCS Results - Staff Satisfied with Working in the Department.

**(6) Satisfied with Remuneration**

A good indicator to measure employee satisfaction is remuneration. In the OCS 2005 results, 85% of the staff are satisfied with remuneration, representing a 25% increase from 2001. This is illustrated in Fig 7.3.6.

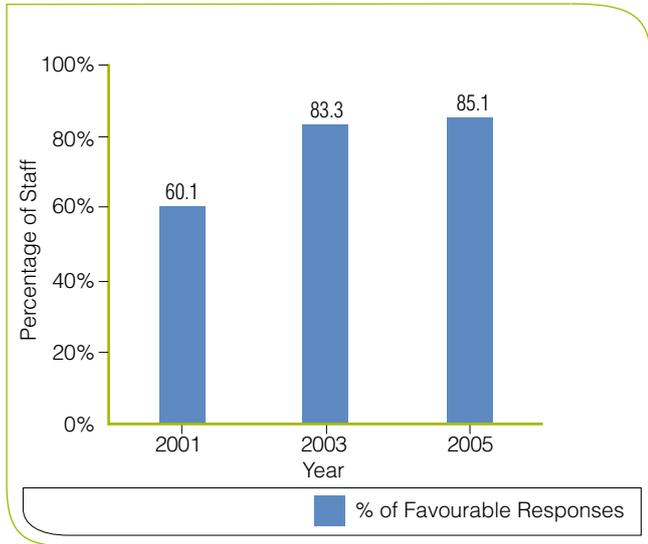


Figure 7.3.6 OCS Results – Staff Satisfied with Remuneration

**(8) Satisfied with Management of Units/ Institutions**

The management of units/institutions plays an important factor in employee health and satisfaction. A comparison with 2001 shows a significant increase in the percentage of staff satisfied with the management of unit/institutions. This is shown in Fig 7.3.8.

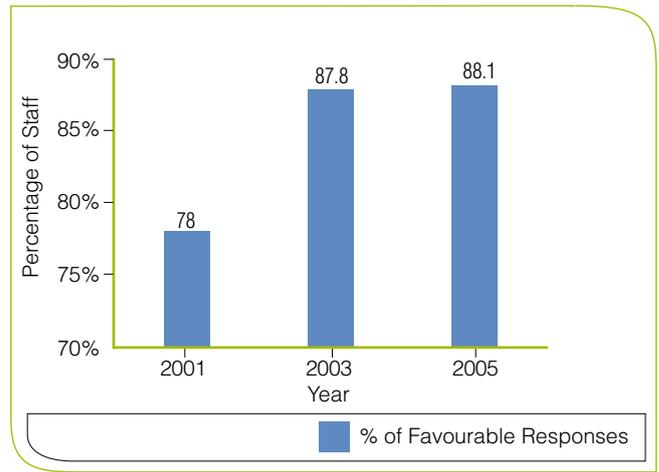


Figure 7.3.8 OCS Results – Staff Satisfied with Management of Units/Institutions

**(7) Satisfied with Programmes to Promote Well-being**

A comparison with the OCS 2001 results shows an increase in the percentage of staff satisfied with the various work-life balance and family-friendly initiatives of SPS. Fig 7.3.7 provides a historical comparison of staff satisfaction with such programmes.

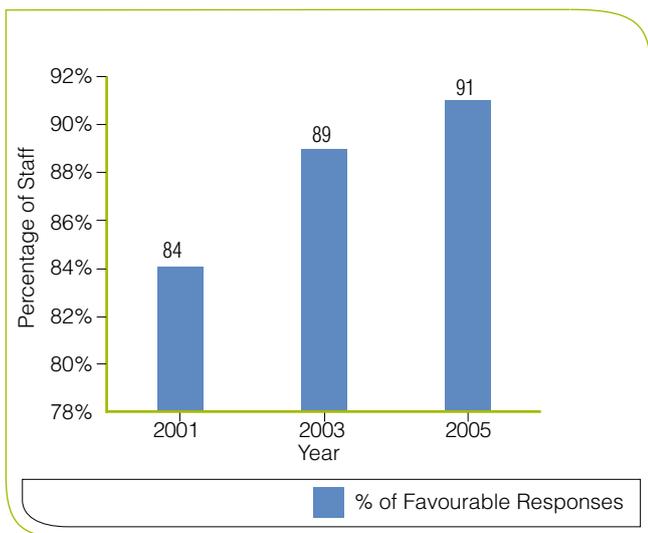


Figure 7.3.7 OCS Results – Staff Satisfied with Programmes to Promote Well-being

**(9) Satisfaction Level on Welfare Initiatives**

Our overall staff satisfaction levels have increased significantly from 56% in 2003 to 79% in FY2005. Fig 7.3.9 illustrates staff satisfaction levels exceeding the 60% target consistently since 2004.

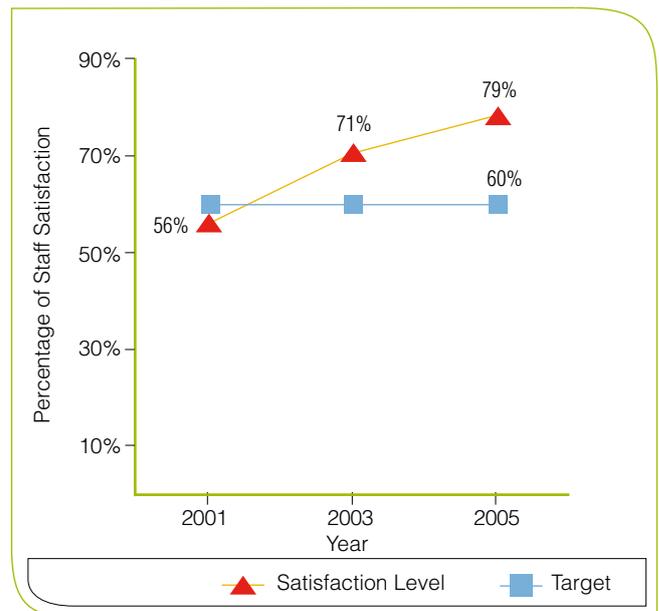


Figure 7.3.9 Employee Satisfaction Level on Welfare Initiatives

# 7.4 OPERATIONAL RESULTS

## (1) Recidivism Rate

Fig 7.4.1 highlights our recidivism rate as compared to the statistics for Hong Kong, Scotland, UK and New Zealand.

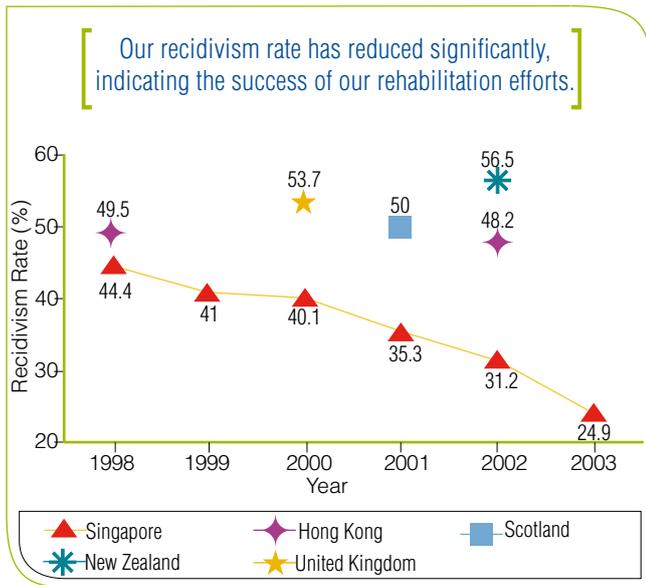


Figure 7.4.1 General Recidivism Rate

## (2) Major Assaults

Fig 7.4.2 highlights the rate of major assaults per 10,000 inmates from FY1998 to FY2005 (as of Dec 2005). We have maintained our major assault rates at very low levels compared to our international counterparts despite our high number of inmates per staff ratio.

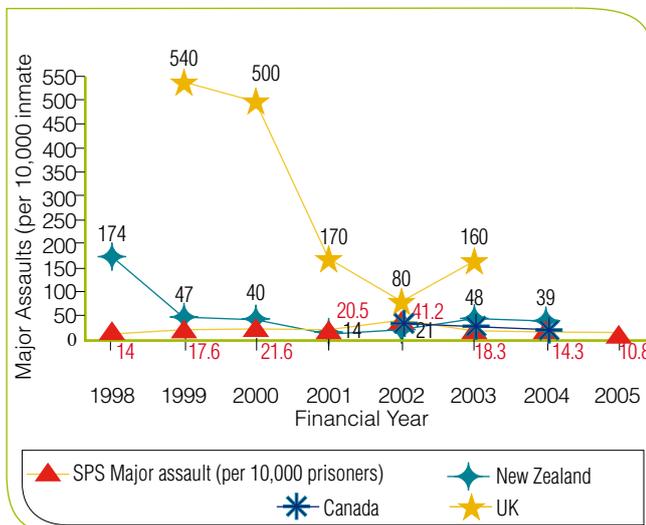


Figure 7.4.2 Rate of Major Assaults (per 10,000 inmates)

## (3) Major Riots and Hostage Situations

Fig 7.4.3 highlights the rate of major riots and hostage situations from FY1998 to FY2005 (as of Dec 2005). Through robust operations and intelligence sharing, there have been no cases of major riots and hostage situations to date.

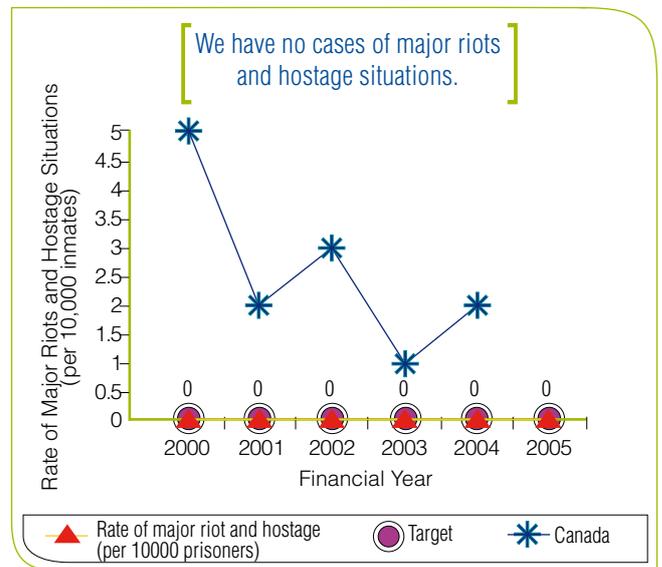


Figure 7.4.3 Rate of Major Riots and Hostage Situations (per 10,000 inmates)

## (4) Completion Rate of Community Reintegration Programme (CRP)

Fig 7.4.4 shows the completion rate of CRP. We have consistently achieved an increasing completion rate in the last 3 years. (Target was set only after FY2003).

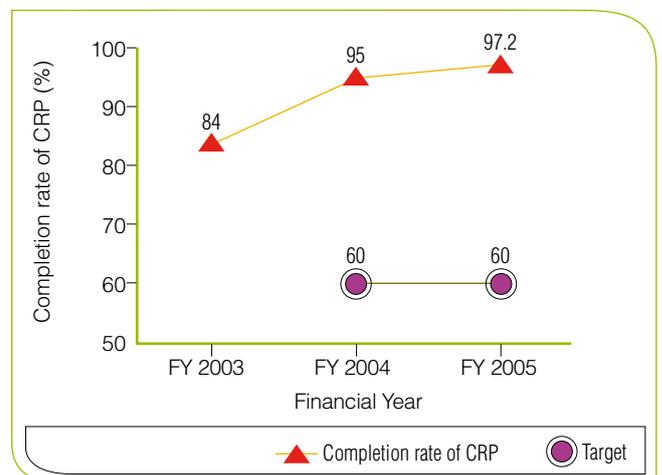


Figure 7.4.4 Completion Rate for Community Reintegration Programme

## Singapore Prison Service - List of Abbreviations

<b>3-I</b>	Ideas, Improvement and Innovation	<b>CBR-RSN</b>	Community Based Rehabilitation Programme – Residential Scheme (with Naltrexone)
<b>A.C.T.I.V.E</b>	All Companies Together In Various Exercises	<b>CBS</b>	Community Based Sentencing
<b>AAR</b>	After Action Review	<b>CCC</b>	Cluster Control Centre
<b>ACA</b>	American Correctional Association	<b>CCMS</b>	Command & Control Management System
<b>ACM</b>	Aftercare Case Manager	<b>CCTV</b>	Closed Circuit Television
<b>AD</b>	Assistant Director	<b>C-CRIS</b>	Computerised Criminal Intelligence System
<b>ADP</b>	Average Daily Population	<b>CDC</b>	Community Development Council
<b>AER</b>	After Exercise Review	<b>CEO</b>	Chief Ethics Officer
<b>AGC</b>	Attorney-General's Chambers	<b>CEP</b>	Currently Estimated Potential
<b>AGD</b>	Accountant-General's Department	<b>CG</b>	Compass Green
<b>APCCA</b>	Asian & Pacific Conference of Correctional Administrators	<b>CI</b>	Community Involvement
<b>ASP</b>	Assistant Superintendent of Prisons	<b>CID</b>	Criminal Investigation Department
<b>AWP</b>	Admiralty West Prison	<b>CJ</b>	Chief Justice
<b>BEST</b>	Basic Education for Skills Training	<b>CJS</b>	Criminal Justice System
<b>BM</b>	Breakfast Meeting	<b>CMC</b>	Complex Medical Centre
<b>BMI</b>	Body Mass Index	<b>CMF</b>	Case Management Framework
<b>BMS</b>	Broadcast Message System	<b>CNB</b>	Central Narcotics Bureau
<b>BOC</b>	Basic Officers Course	<b>COL</b>	Captains of Lives
<b>BPRM</b>	Budget and Project Review Meeting	<b>COP</b>	Communities of Practice
<b>BSC</b>	Balanced Scorecard	<b>CPAI</b>	Correctional Programme Assessment Inventory
<b>CARE</b>	Community Action for the Rehabilitation of Ex-Offenders	<b>CPC</b>	Changi Prison Complex
	Caring Action in Response to an Emergency	<b>CRC</b>	Career Resource Centre
<b>CASP</b>	Care and Support Programme	<b>CRIS</b>	Criminal Intelligence System
<b>CBAT</b>	Competency Based Appraisal & Training System	<b>CRP</b>	Community Reintegration Programme
<b>CBP</b>	Community Based Programme	<b>CS</b>	Corporate Services
<b>CBR</b>	Community Based Rehabilitation	<b>CSC</b>	Correctional Service of Canada
<b>CBR-HD</b>	Community Based Sentencing - Tail End Home Detention Scheme		Civil Service College
<b>CBR-HWH</b>	Community Based Rehabilitation Programme – Halfway House Scheme (without Naltrexone)	<b>CSO</b>	Civil Service Club
<b>CBR-HWN</b>	Community Based Rehabilitation Programme – Halfway House Scheme (with Naltrexone)	<b>CSP</b>	Cluster Standing Orders
<b>CBR-RS</b>	Community Based Rehabilitation Programme – Residential Scheme (without Naltrexone)	<b>CSSP</b>	Core Skills Programme
			Community Safety and Security Programme
		<b>CW</b>	Chief Warder
		<b>CWP</b>	Changi Women's Prison
		<b>D&amp;D</b>	Dinner and Dance

## Singapore Prison Service - List of Abbreviations

<b>DD/COS</b>	Deputy Director / Chief-of-Staff	<b>ICPA</b>	International Corrections and Prisons Association
<b>DM</b>	Directorate Meeting	<b>IDA</b>	Infocomm Development Authority
<b>DP</b>	Director of Prisons	<b>IFWG</b>	Inmates' Feedback Working Group
<b>DRC</b>	Drug Rehabilitation Centre	<b>IHT</b>	Internet Home Televisit
<b>DSP</b>	Deputy Superintendent of Prisons	<b>ILP</b>	Institutional Learning Plan
<b>Dy Hd</b>	Deputy Head	<b>IM</b>	Instruction Manual
<b>Dy Supt</b>	Deputy Superintendent	<b>IMAA</b>	International Management Action Award
<b>EAU</b>	Employment Assistance Unit	<b>IPAM</b>	Institute of Public Administration and Management
<b>EMP</b>	Engineering Master Plan	<b>IPPT</b>	Individual Physical Proficiency Test
<b>EO</b>	Ethics Officer	<b>ISCOS</b>	Industrial & Services Co-operative Society Ltd
<b>EOM</b>	Expenditure on Manpower	<b>ISD</b>	Internal Security Department
<b>EPRM</b>	Enhanced Personal Route Map	<b>ISDN</b>	Integrated Services Digital Network
<b>ExCEL</b>	Excellence through Continuous Enterprise and Learning	<b>ISO</b>	Institutional Standing Orders
<b>FSP</b>	Family Support Programme	<b>ISP</b>	Individualised Service Plan
<b>FSS</b>	Fennema-Sherman Scales	<b>ISS</b>	Integrated Security System
<b>FY</b>	Financial Year	<b>IT</b>	Information Technology
<b>GCE</b>	General Certificate of Education	<b>ITQ</b>	Invitation to Quote
<b>GIP</b>	Ground Information Proforma	<b>ITR</b>	Individual Training Roadmap
<b>H.E.A.L.T.H</b>	Helping Employees Achieve Life-Time Health	<b>JIT</b>	Just-In-Time
<b>HASE</b>	Home Affairs Senior Executive	<b>JSOP</b>	Joint Standard Operating Procedure
<b>HD</b>	Home Detention	<b>KBC</b>	Kaki Bukit Centre
<b>Hd</b>	Head of Branch/Unit	<b>KCP</b>	Khalsa Crescent Prison
<b>HKCSD</b>	Hong Kong Correctional Services Department	<b>KM</b>	Knowledge Management
<b>HLWG</b>	Healthy Lifestyle Working Group	<b>KPI</b>	Key Performance Indicator
<b>HQ</b>	Headquarters	<b>LC</b>	Leadership Circle
<b>HR</b>	Human Resource		Learning Centre
<b>HT</b>	Home Team	<b>LEA</b>	Law Enforcement Agency
<b>HTA</b>	Home Team Academy	<b>LEAP</b>	Literacy Education Accelerated Programme
<b>HU</b>	Housing Unit	<b>LeNA</b>	Learning Needs Analysis
<b>HUO</b>	Housing Unit Officer	<b>LLC</b>	Lloyd Leas Work Release Camp
<b>HUS</b>	Home Affairs Uniformed Service	<b>LO</b>	Learning Organisation Liaison Officer
<b>HUSRA</b>	Home United Sports and Recreation Association	<b>LSI-R</b>	Level of Service Inventory –Revised
<b>HWH</b>	Halfway House	<b>LT</b>	Long Term Imprisonment
<b>ICA</b>	Immigration & Checkpoints Authority	<b>LTA</b>	Land Transport Authority
<b>ICC</b>	Institution Control Centre	<b>MCYS</b>	Ministry of Community Development, Youth and Sports

## Singapore Prison Service - List of Abbreviations

<b>MFA</b>	Ministry of Foreign Affairs	<b>PDIB</b>	Prisons Department Intelligence Branch
<b>MHA</b>	Ministry of Home Affairs	<b>PDS</b>	People Developer Standard
<b>MHQ</b>	Ministry of Home Affairs Headquarters	<b>PEB</b>	Prison Education Branch
<b>MIC</b>	Management Information Centre	<b>PLB</b>	Prison Logistics Branch
<b>MOF</b>	Ministry of Finance	<b>PLC</b>	Prison Link Centre
<b>MOH</b>	Ministry of Health	<b>PM2S</b>	People Matters Management System
<b>MP</b>	Member of Parliament	<b>PMS</b>	Prison Management System
	Manpower	<b>PO</b>	Prison Officer
<b>MR</b>	Mental Resilience	<b>PORTS</b>	Prisons Operations and Rehabilitation System
<b>MSO</b>	Medisave-cum-Subsidised Outpatient Scheme	<b>PPCR</b>	Pre-and-Post-Course Review
	Management Support Officer	<b>PRAISE</b>	Promotion Ranking and Appraisal System
<b>NCS</b>	National Computer Systems Pte Ltd	<b>PRC</b>	Performance Review Committee
<b>NCSS</b>	National Council of Social Services	<b>ProP</b>	Progressive Privileges
<b>NEV</b>	Net Economic Value	<b>PRM</b>	Personal Route Map
<b>NQCC</b>	National Quality Circle Convention	<b>PS</b>	Personal Supervisor
<b>NYAA</b>	National Youth Achievement Award	<b>PS21</b>	Public Service for the 21 <sup>st</sup> Century
<b>NYC</b>	National Youth Council	<b>PSB</b>	Psychological Services Branch
<b>OBS</b>	Outward Bound Singapore	<b>PSCOE</b>	Public Service Centre for Organisational Excellence
<b>OC</b>	Officer-In-Charge	<b>PSD</b>	Public Service Division
<b>OC HU</b>	Officer-In-Charge of Housing Unit	<b>PSI</b>	Prison Staff Inspectorate
<b>OCS</b>	Organisation Climate Survey	<b>PSO</b>	Prison Standing Orders
<b>OJT</b>	On-The-Job Training	<b>PSRC</b>	Prisons Sports and Recreation Club
<b>ONTIME</b>	Online Tasks and Initiatives Monitoring System	<b>PSTS</b>	Prison Staff Training School
<b>Ops</b>	Operations	<b>PTU</b>	Prison Transport Unit
<b>OPTMS</b>	Organisational Planning, Tracking and Management System	<b>QRP</b>	Queenstown Remand Prison
<b>PAB</b>	Public Affairs Branch	<b>QSM</b>	Quality Service Manager
<b>PATS</b>	Prison Assets Tracking System	<b>R&amp;P</b>	Research and Planning Branch
<b>PAW</b>	Play-And-Wait	<b>RMG</b>	Raffles Medical Group
<b>PCIP</b>	Public Contact Improvement Programme	<b>RMIS</b>	Resource Management Information System
<b>PCWF</b>	Prison Central Welfare Fund	<b>RO</b>	Rehabilitation Officer
<b>PDA</b>	People Developer Award	<b>RTC</b>	Reformatory Training Centre
<b>PDC</b>	Portsmouth Centre	<b>S21</b>	Singapore 21
<b>PDCA</b>	Plan, Do, Check and Action	<b>SACA</b>	Singapore After-Care Association
<b>PDE</b>	Preventive Drug Education	<b>SAN</b>	Storage Area Network
<b>PDF</b>	Prisons Discussion Forum	<b>SANA</b>	Singapore Anti-Narcotics Association

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## Singapore Prison Service - List of Abbreviations

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<b>SAR</b>	Staff Appraisal Review	<b>TA</b>	Technical Architecture
<b>SARS</b>	Severe Acute Respiratory Syndrome	<b>TD</b>	Training Days
<b>SCDF</b>	Singapore Civil Defence Force	<b>TEC</b>	The Enterprise Challenge
<b>SCO</b>	Security Control Office(r)	<b>TEHD</b>	Tail-End Home Detention
<b>SCORE</b>	Singapore Corporation of Rehabilitative Enterprises	<b>TES</b>	Teacher Effectiveness Survey
<b>SD</b>	Staff Development	<b>TLP</b>	Total Learning Plan
<b>SDD</b>	Staff Development Division	<b>TMP</b>	Tanah Merah Prison
<b>SDO</b>	Staff Development Officer	<b>TNA</b>	Training Needs Analysis
<b>SFI</b>	Singapore Food Industries	<b>TRAISI</b>	Training Administration System on Intranet
<b>SGT</b>	Sergeant	<b>VJ</b>	Visiting Justice
<b>SHARE</b>	Social Help and Assistance Rendered by Employees	<b>VSC</b>	Volunteer Special Constabulary
<b>Sitrep</b>	Situation Report	<b>VWO</b>	Voluntary Welfare Organisation
<b>SIU</b>	Service Improvement Unit	<b>WISE</b>	Worker Improvement through Secondary Education
<b>SIWG</b>	Systems Integration Working Group	<b>WITs</b>	Work Improvement Teams
<b>SOC</b>	Special Operations Command	<b>WPS</b>	Workplan Seminar
<b>SOP</b>	Standing Operating Procedures	<b>WRS</b>	Work Release Scheme
<b>SPD</b>	Selangor Park Drug Rehabilitation Centre	<b>YEP</b>	Youth Expedition Project
<b>SPEAR</b>	Singapore Prisons Emergency Action and Response	<b>YRC</b>	Yellow Ribbon Conference
<b>SPF</b>	Singapore Police Force	<b>YRF</b>	Yellow Ribbon Fund
<b>SPO</b>	Senior Prison Officer	<b>YRP</b>	Yellow Ribbon Project
<b>SPRING</b>	Standards, Productivity and Innovation Board	<b>ZTP</b>	Zero Tolerance Policy
<b>SPS</b>	Singapore Prison Service		
<b>SQA</b>	Singapore Quality Award		
<b>SQC</b>	Singapore Quality Class		
<b>SRSC</b>	Systems Review Steering Committee		
<b>SSGT</b>	Staff Sergeant		
<b>SSS</b>	Staff Suggestion Scheme		
<b>STADA</b>	Singapore Training and Development Association		
<b>STCS</b>	Save The Children Singapore		
<b>STP</b>	Specialised Treatment Programme		
<b>Supt</b>	Superintendent		
<b>SWB</b>	Staff Welfare Branch		
<b>SWTA</b>	Service Wide Technical Architecture		
<b>T&amp;D</b>	Training and Development		

We're  
trained  
to look  
for the  
sparkle.  
Not just  
the flaw.



In Singapore Prisons, we believe offenders deserve a second chance in life. To help inmates renew and restart their lives, it is essential that our officers look beyond their flaws and see the goodness in them. Through purposeful interactions with the inmates, our officers aim to influence and steer inmates to become responsible citizens. For more information on Singapore Prison Service or how you can be a part of it, log on to [www.prisons.gov.sg](http://www.prisons.gov.sg) or call our career hotline at 1800 5420000.

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