

prisonnews

CAPTAINS OF LIVES
REHAB • RENEW • RESTART

MARCH 2025 ISSUE



Dear Readers,

Welcome to the March 2025 issue of Prison News!

We kickstart this issue with a recap of key events in 2024! One key event was the 42nd Asian and Pacific Conference of Correctional Administrators (APCCA). APCCA provided SPS with a global platform to share and exchange best practices in staff and inmate management, and we hope to give you a glimpse of what we had learnt from a visit to the Hong Kong Correctional Services Department (HKCSD)!

SPS also organised the National Youth Achievement Award (NYAA) Ceremony 2024 to celebrate the achievements of inmates who had participated in NYAA 2024! Themed 'Spread Positivity and Reignite Kindness', the NYAA 2024 activities enabled inmates to exercise their creativity and participate in projects that give back to society in meaningful ways. NYAA 2024 also led to the conception of the 'Largest Customised Handmade Monopoly Game' to enter the Singapore Book of Records — read on to catch a personal glimpse of this game board!

2025 marks the 10th anniversary of the Community Rehabilitation Centre (CRC), a community facility for male youth drug inmates. Let us share more about the CRC through the lens of a youth who is undergoing the CRC regime and a rehabilitation coach!

Last but definitely not the least, this issue shines a spotlight onto the unique work of an Investigation Officer with SPS's Community Corrections Command and stories of staff who have received the SPS Inspire Award.

Wishing you a delightful read and a smooth sailing year ahead!

RO2 Jolene Ngo
Editor, Prison News



**SINGAPORE
PRISON SERVICE**

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The Community Rehabilitation Centre



The Community Rehabilitation Centre

This year marks the 10th anniversary of the Community Rehabilitation Centre (CRC), a community facility that provides youth drug inmates with a structured rehabilitation programme while minimising disruption to their education and work. Let us share the experience of a youth and rehabilitation coach in the CRC with you.



HTS12 Wong Shining and RO2 Jolene Ngo



The youths embarked on a walk at the Mandai Boardwalk! Exercising as a group in the open environment encouraged teamwork, enhanced their fitness and improved their mental well-being!

Hearing from a youth – Jackson

Jackson (pseudonym) was introduced to drugs at the age of 15 years old. “In 2024, I became heavily addicted to marijuana,” Jackson shared. He was emplaced to the CRC in 2024 and is undergoing the drug intervention and family programmes. Jackson has also been working diligently and actively participating in other recreational activities conducted at the CRC.

“I learnt useful lessons about drugs, controlling my emotions and triggers. It is important to take a step back and think before reacting,” Jackson reflected. Jackson also shared that the programme enabled him to learn from other’s perspectives on challenging situations and he has developed a sense of brotherhood with the other youths. “The sense of brotherhood has been a positive influence on me and my personal growth. I have made some good friends and enjoyed spending time with them,” Jackson shared. “My journey at CRC has also taught me that it is okay to be vulnerable and open up about the challenges I have faced with people from different backgrounds.”

Jackson intends to further his studies in Psychology after he has completed the programme. To other youths struggling with addiction, Jackson hopes to share the following words of encouragement:

“You are not alone, there are many people that have been through similar struggles and are still going through them. Do not be afraid to reach out. do not ever lose hope. Good days will always come.”



Pamela has been working at the CRC for over a year.

Hearing from a staff – Pamela

As part of a dedicated team from Youth Guidance Outreach Services (YGOS), Rehabilitation Coach Pamela helps manage day-to-day operations at the Community Rehabilitation Centre (CRC), a step-down residential facility for youth drug abusers.

Pamela's efforts go beyond routine operational tasks and managing the residents' programmes. Through applying evidence-based practices, Pamela equips the youths with positive coping strategies and guides them in their journey to rediscover their passions and work towards an offence-free future.

Pamela emphasised that building trust and rapport with the youth is crucial to supporting their recovery. "Our focus is on rehabilitation, reducing relapses, and addressing the root causes of drug consumption," she shared. Her approach, centered on patience and empathy, offers tailored support to meet each resident's individual needs, whether



Witnessing the transformation in the youth and being part of their second chance motivates Pamela daily!

through connecting them to job training programmes or simply being present for a conversation. Recognising the complexity of addiction recovery, Pamela believes that breaking the cycle of addiction starts with small, consistent efforts. "You don't have to be an expert," she said. "Just be willing to learn and be present."

Most residents came from backgrounds where drug use was somewhat normalised. Pamela recalled one youth who witnessed his parents using drugs at a young age, and subsequently dropped out of secondary school and succumbed to drug abuse. Pamela was determined to help him break out of this vicious cycle and played the role of a non-parent caring adult to guide him toward a more prosocial path. "Making a mistake is never the end. I pray it can actually be the beginning of a journey of change and success," Pamela reflected.

Pamela's role as a female coach in a male-dominated environment pushed her to seek personal growth and build resilience, not just for the residents but also for herself. The strong support of her team keeps her grounded and motivated, helping her to press on despite facing challenges.

While Pamela acknowledged the success of Singapore's anti-drug awareness campaigns, she envisions a future with more workshops, mentorship programmes, second chance hiring initiatives and increased support through community engagement. "Together, we can create environments where healing and growth are possible for everyone. We are journeying with them in their second chances," she said.

National Youth Achievement Award Ceremony 2024: Spread Positivity And Reignite Kindness

The National Youth Achievement Award (NYAA) Ceremony 2024 was held on 27 November 2024 to celebrate the successful completion of the programme for 94 inmates from Institutions A3, A4, TM1 and S1! Let us take you through the key highlights of the Ceremony and share some reflections from the organising committee, a volunteer and inmate participants!



Reported by RO2 Daniel Ng



During the ceremony, Guest-of-Honour Senior Parliamentary Secretary, Ministry of Culture, Community and Youth and Ministry of Social and Family Development, Mr Eric Chua highlighted the theme for NYAA Ceremony 2024, **Spread Positivity And Reignite Kindness** (SPARK), emphasising the positive impact of acts of kindness and acknowledged the successful partnership among partners, volunteers and Captains Of Lives in inspiring and transforming the lives of youth inmates in meaningful ways.

Now, let us share more about what NYAA is about and how participating in this programme has supported the rehabilitation of youth inmates!

“Believe in the power of your words and actions that can ignite positivity and kindness in others. I hope you will continue to embrace opportunities to be kind and to give back to community.”



Guest-of-Honour Senior Parliamentary Secretary for Ministry of Culture, Community and Youth and Ministry of Social and Family Development, Mr Eric Chua, delivered an inspiring speech!

Hearing from a Committee Member — RO2 Gwan Wei Lin

RO2 Gwan Wei Lin served as the secretariat for NYAA 2024 Committee. Her role included overseeing the inmates' participation and ensuring they were meaningfully involved in various projects to accumulate sufficient hours to qualify for an award.

“Your past does not define your future. Change is possible and many others have successfully rebuilt their lives after incarceration. With determination and support, you can do the same too.”

NYAA 2024 Theme and Key Highlights

RO2 Wei Lin shared that the theme, SPARK, was a simple yet powerful mantra which encouraged participating inmates to contribute positively to their surroundings. The essence of SPARK lies in cultivating a mindset that seeks to uplift others through acts of kindness, empathy, and positive energy. By embracing this philosophy, one not only brightens their own outlook on life but also creates a ripple effect, inspiring others to follow suit. SPARK serves as a reminder that small gestures of kindness can collectively ignite a flame of positivity, fostering a harmonious and supportive community.



Secretary of National Youth Achievement Award 2024 Committee RO2 Gwan Wei Lin.

RO2 Wei Lin shared that one of the key highlights of NYAA 2024 was the life-sized Monopoly board game, created by participants from Prison School, under the guidance of the Blue Cross Charitable Institution.

“Beyond providing entertainment for the residents of Jenaris Home, the life-sized Monopoly board game enhances social interaction and supports cognitive engagement. The game has also been officially recognised in the Singapore Book of Records as the ‘Largest Customised Handmade Monopoly game!’”; RO2 Wei Lin explained. “This accolade not only highlights the scale of the project but also underscores the creativity, collaboration, and dedication involved in bringing this unique idea to fruition.”

Community Mobilisation Plays a Key Role in Supporting Inmate Rehabilitation

The NYAA programme offers participants valuable opportunities for skills development, community engagement, and personal achievement. Through meaningful projects in collaboration with various volunteers from Jenaris Home, New Hope, BekindSG and Lions Befrienders, inmates learn new abilities, work collaboratively, and contribute positively to society. RO2 Wei Lin emphasised that such opportunities helped foster a sense of purpose in inmates, boosts their self-esteem, and helps shift their self-perception towards a more positive light.



Two NYAA participants playing a game on the life-sized Monopoly board!

“The most rewarding aspect of planning NYAA 2024 was finding volunteer opportunities for our Gold award participants,” RO2 Wei Lin said. “It’s been heartening to witness the community’s willingness to provide inmates with chances to give back to society.”

“It was also gratifying to see how the inmates have benefited from these projects,” RO2 Wei Lin said. “They gained a profound sense of achievement by completing their

tasks through their own efforts, fostering each of their personal growth. The projects also required inmates to collaborate and work with the volunteers, contributing to community connection among the participants.”

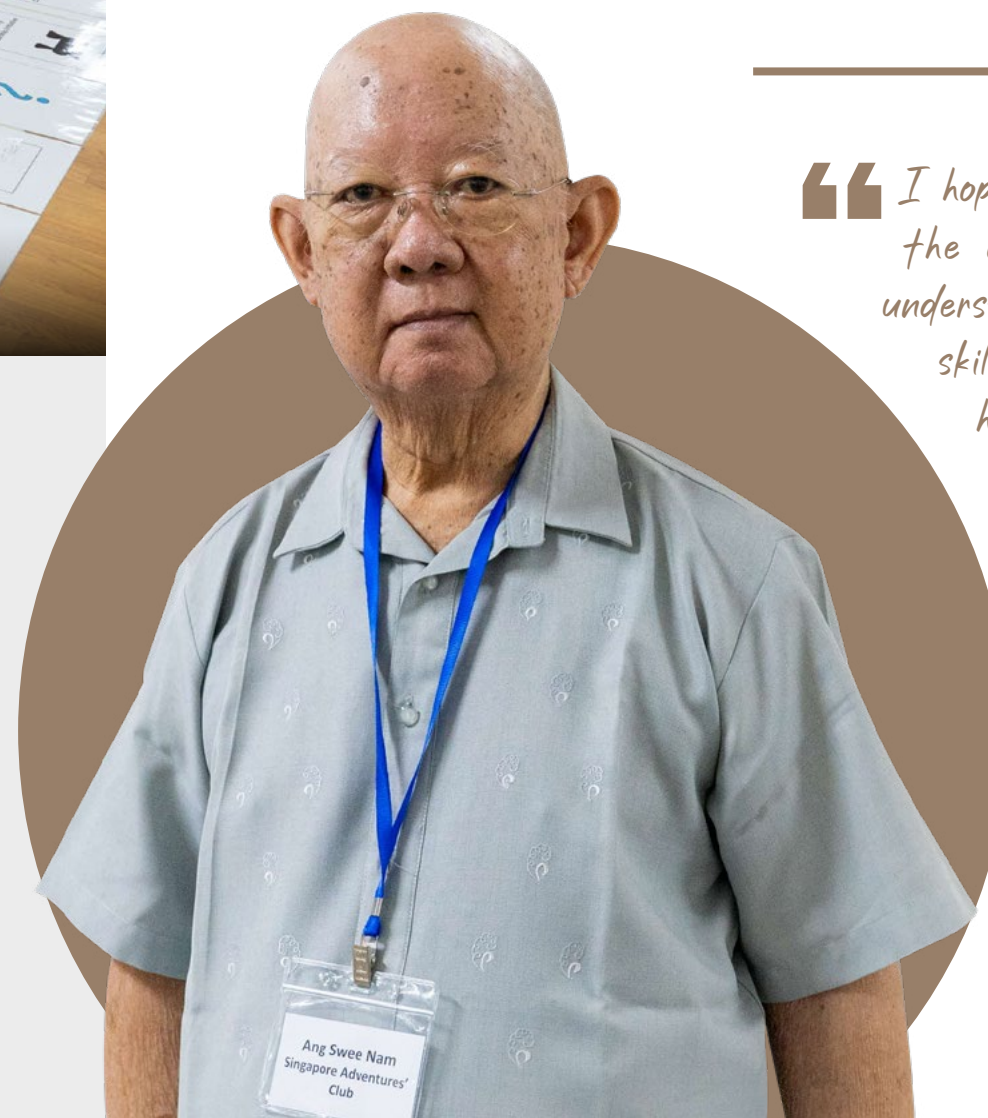
“This process has highlighted the mutual benefits of initiatives like NYAA for both community organisations and inmates, creating a positive cycle of contribution and personal development,” RO2 Wei Lin reflected.

Hearing from a Volunteer — Mr. Alec Ang

Mr Alec Ang joined the Singapore Adventurers Club (SAC) in 1964, just one year after its founding. The SAC aims to provide opportunities for adventure activities and impart essential outdoor skills to its members. Currently serving as the President of the SAC, Mr Ang’s primary role is to ensure the club’s smooth operation.

“Training inmate participants within prison premises differs significantly from training our usual participants,” Mr Ang shared. “The volunteers must strike a delicate balance between maintaining professionalism whilst imparting skills and ensuring their own safety, particularly regarding the equipment used.”

SAC have been supporting Singapore Prison Service (SPS) in conducting NYAA Outdoor Appreciation courses since 1984. They have extended their ‘Train the Trainers’ programmes to SPS, imparting valuable skills to officers who can then guide inmates through aspects of the Outdoor Appreciation component.



“I hope NYAA brought you the opportunity to learn, understand and practice the skills and knowledge you have acquired. Wishing you every success on future endeavours.”

President of Singapore Adventurers Club, Mr Alec Ang

Reflections from the Participants!

John, 21 years old, Institution TM1

John (pseudonym) readily agreed to participate in NYAA 2024 when the opportunity arose. "I knew that NYAA would provide a good avenue for me to give back to society and a chance to be purposefully engaged. It also offered the chance to learn new and beneficial life skills like first aid and rope tying," John asserted.

Through NYAA, John also developed better communication and leadership skills, particularly through futsal where he needed to communicate with his teammates and lead them in matches. "I have gained more self-confidence through the on-stage performance I took part in and experienced a sense of satisfaction knowing that I could give back to society through collaborative efforts in making festive cards and a Monopoly board for those in need," John shared.

John wants to encourage other inmates to sign up for NYAA. "It is an excellent opportunity and a starting point for everyone to do their part in helping society. It is important to note that it does not take much to be kind and make someone happy. No matter how small the act may be, it could have a lasting effect on someone," John shared.



John was all smiles as he received his certificate on stage!



NYAA has enabled Jane to pick up new skills and contribute meaningfully to society.

Jane, 27 years old, Institution A4

Jane (pseudonym) shared that she wanted to use her time in prison wisely to discover new hobbies and pick up new skills. "I felt that I could utilise my talent in charitable work and hopefully put a smile on the beneficiaries' faces. Additionally, it seemed like a great opportunity to boost one's morale, push boundaries and inspire personal change," Jane shared.

Jane reflected that the opportunity to participate in futsal and be coached by two vibrant and encouraging female trainers broke her gender stereotypes and left her feeling empowered. "With this mindset, I gained the assurance and confidence to believe that I can achieve anything once I set my mind to it. Furthermore, I learnt to see things from a different perspective and accept viewpoints from other people, even though I might not agree with them," Jane reflected.

Jane believes that every eligible youth can benefit from NYAA and strengthen their resilience and accountability through the various activities. "Small actions like returning equipment after our futsal session also reinforced values like social responsibility and helps individuals feel that they can contribute back to society," Jane shared.

42nd Asian and Pacific Conference of Correctional Administrators



Reported by RO2 Ridley Lim and RO2 Gan Zi Xing

The 42nd Asian and Pacific Conference of Correctional Administrators (APCCA) was hosted by the Hong Kong Correctional Services Department (HKCSD) from 17 November 2024 to 21 November 2024 in Hong Kong. This year marked HKCSD's fourth time hosting the conference, which focused on the theme **Collaboration for Sustainable and High-Quality Development**.



Delegates of the 42nd APCCA.

Photo credit: Hong Kong Correctional Services Department

Welcoming over 140 delegates from 30 countries and organisations, APCCA provided a valuable international platform for correctional professionals to network, exchange insights and share best practices in the field of corrections.

As APCCA co-secretariats alongside HKCSD, SPS manages the APCCA website and continues to serve as the focal point between APCCA and external organisations or individuals.



The 42nd APCCA provided a platform for correctional professionals to share best practices in the field of corrections on an international level!

Photo credit: Hong Kong Correctional Services Department



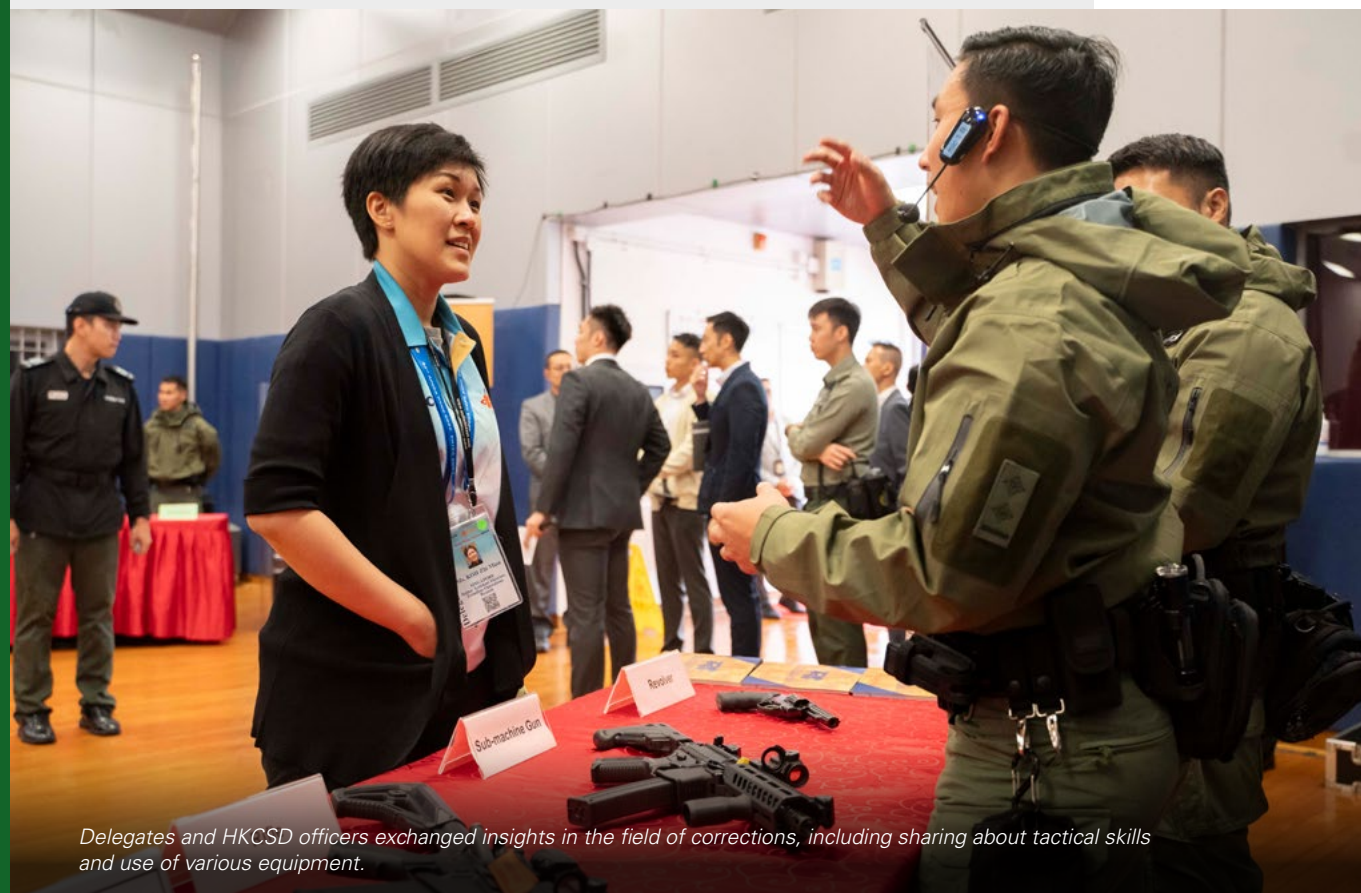
Photo credit: Hong Kong Correctional Services Department



Delegates tried their hands at Chinese calligraphy, a self-development activity that HKCSD persons in custody (PICs) participate in.



Delegates were given the opportunity to view and trial the various equipment used by the HKCSD.



Delegates and HKCSD officers exchanged insights in the field of corrections, including sharing about tactical skills and use of various equipment.

Photo credit: Hong Kong Correctional Services Department



Delegates were given the opportunity to network over recreational activities like visits to famous sites like the Po Lin Monastery.



Commissioner of Prisons Ms Shie Yong Lee presented an overview of SPS.



Director (Strategic Planning Division) DAC Patricia Tung presented on staff-related initiatives including professional development, training and well-being.

This year, SPS actively contributed to the global correctional dialogue by submitting informative papers and delivering insightful presentations during the conference. These contributions showcased SPS's latest practices, policies and approaches in areas such as technology, staff development, inmate rehabilitation and infrastructure. Delegates also learnt about SPS's latest Corrections 2030 framework to expand and strengthen rehabilitation programmes by leveraging technology and community partnerships. They were especially intrigued by SPS's innovations like the Advanced Video Analytics To Detect Abnormal Behaviour (AVATAR), augmented or virtual reality to conduct realistic training simulations for officers, and the Digitalisation of Inmate Rehabilitation and Corrections Tool (DIRECT) which allows inmates to access a suite of digital applications for rehabilitation and self-learning.



Senior Assistant Director (Frontline Operations Branch) SUPT1A Koh Zhi Mian presented on technologies used in SPS to ensure secure custody and effective rehabilitation.



Senior Assistant Director (Rehabilitation Management Branch) SUPT1 Samuel Sia (right in photo) presented on SPS's holistic approach towards strengthening families and mobilising communities to aid in inmates' rehabilitation.



Senior Assistant Director (Infrastructure Development Branch) SUPT1A Cheam Tiong Pheng presented on SPS's infrastructure initiatives on sustainability, energy efficiency and minimising environmental impact.

Photo credit: Hong Kong Correctional Services Department

Prison Visits

The SPS delegation also visited two prison facilities managed by HKCSD: The **Sha Tsui Correctional Institution** — a minimum-security institution for young male persons in custody (PICs) aged 14 to under 25 years old — and the **Lo Wu Correctional Institution** — a female-only medium security institution for adult remand PICs, convicted PICs and drug addicts undergoing treatment. The visits enabled the delegation to learn from HKCSD's best practices, especially in the use of technology and vocational and education programmes to help PICs reintegrate back into society.

Sha Tsui Correctional Institution



HKCSD demonstrated various anti-riot tactics.



Synchronised marching performed by PICs.



PICs showcased the culinary skills they learned through a vocational training programme by preparing Hong Kong-styled milk tea and cookies!

Photo credit: Hong Kong Correctional Services Department



The visit gave the delegates a glimpse into the structure of a typical cell in the institution.

Lo Wu Correctional Institution



Photo credit: Hong Kong Correctional Services Department



Continued International Engagement

SPS remains committed to contributing to the global correctional landscape and providing development opportunities for officers through international exposure. As a key platform for collaboration and knowledge exchange, the 42nd APCCA enabled SPS to share its work, foster regional cooperation and learn best practices from international counterparts.





Behind the Badge: Exploring the Distinctive Role of COMC Investigation Officers

Investigation Officers (IOs) in the Community Corrections Command (COMC) play a key role in maintaining discipline and accountability among supervisees undergoing Community Based Programmes (CBP) and the Mandatory Aftercare Scheme (MAS). We meet COMC IO ASP2 Ang Joo Hiong to learn more about his role!



Reported by RO2 Sherman Lau



ASP2 Ang pictured at the Basic Polygraph Graduation Ceremony in 2022.

ASP2 Ang Joo Hiong joined SPS as a Prison Officer in 1999 and this year marks his 26th year as a Captain of Lives. ASP2 Ang managed different categories of inmates during his ground postings in the Moon Crescent Prison (MCP) and Reformatory Training Centre (RTC) before he was transferred to the then Security and Provost (S&P) Unit in 2002. In 2004, ASP2 Ang was transferred to Cluster A S&P, where he handled investigations and disciplinary cases committed by Reformatory Trainees and inmates who were working in the institution workshops.

In 2010, ASP2 Ang was transferred to the then Provost Division at SPS Headquarters and managed staff disciplinary cases. He was selected to undergo basic and advanced polygraph courses and was appointed as SPS Chief Examiner in 2022. "In this role, I assisted the Director of Investigation in evaluating case suitability for polygraph testing and oversaw the team of examiners," ASP2 Ang explained. "With the ability to administer polygraph tests, I felt that we were able to assist IOs more in their investigative work."



ASP2 Ang receiving a certificate for completing a course on operating the Visual Stress Analysis system.

Being a COMC IO: Roles and Training

ASP2 Ang was transferred to the COMC Investigation Unit in 2019, where he managed disciplinary cases involving supervisees undergoing CBP. These cases introduced a distinct set of challenges due to the need to coordinate interviews with employed supervisees and external stakeholders like employers and halfway houses.

ASP2 Ang was subsequently assigned to manage disciplinary cases involving supervisees undergoing MAS as well and reiterated that flexibility was essential in carrying out his job. "We are on 24-hour standby, prepared to respond to arrests even during public holidays or weekends," ASP2 Ang shared.

"Interviews with supervisees were often conducted at night or on weekends at the former Lloyd Leas Community Supervision Centre."

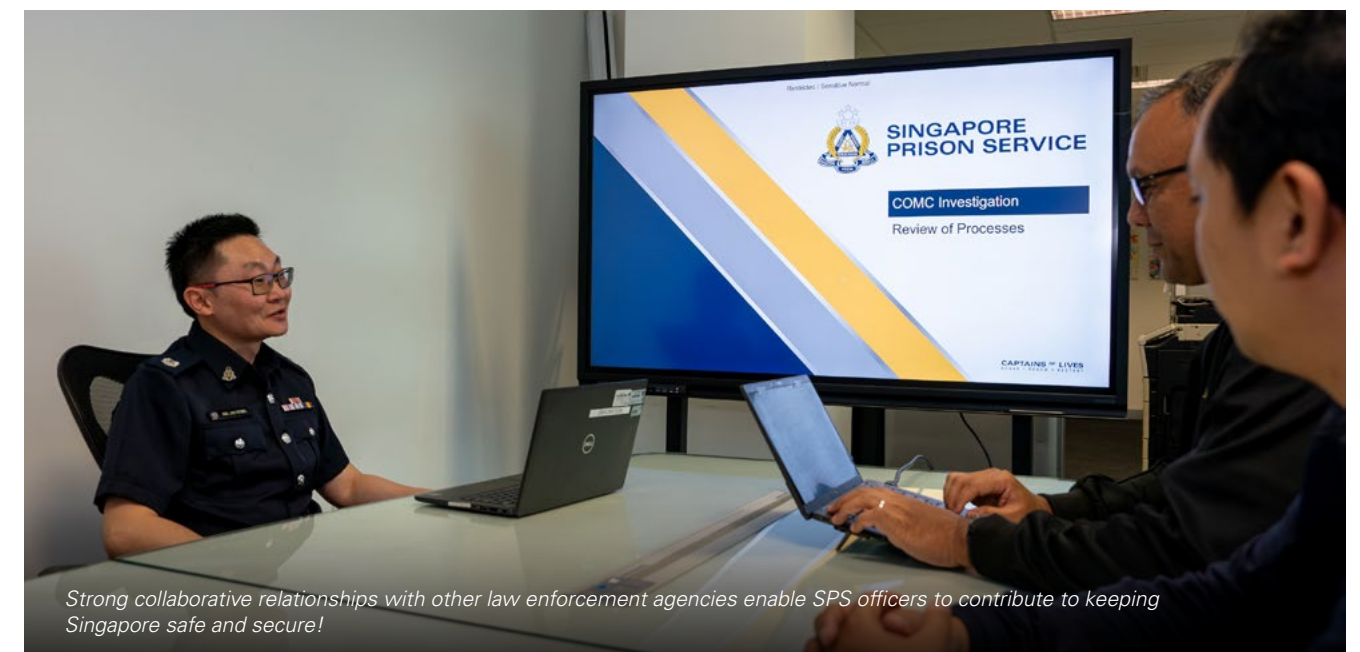
COMC IOs undergo a structured training pathway that includes Basic, Intermediate, and Advanced Investigation courses conducted by the Home Team School of Criminal Investigation (HTSCI). These courses covered essential topics like interview techniques, legislation, evidence collection, and court procedures. "MAS investigations often required close collaboration with other law enforcement agencies and the Attorney-General's Chambers, hence we also underwent additional courses to gain a better understanding of the prosecution process and basic knowledge of how trials are conducted," ASP2 Ang shared.



Meticulous precision and legal acumen is key to carrying out this role well!

Innovative Investigation Techniques

ASP2 Ang was also involved in the deployment of the Visual Stress Analysis Test (VSA) trial — a biometric technology co-developed by SPS and Home Team Science and Technology Agency (HTX) to aid in deception detection. "The VSA helps us to detect detection through detecting subtle physiological changes in an examinee's face during interviews," ASP2 Ang said. "SPS is making innovative strides in investigation work through the use of such technology."



Strong collaborative relationships with other law enforcement agencies enable SPS officers to contribute to keeping Singapore safe and secure!

Reflections from ASP2 Ang

Reflecting on his journey as a COMC IO, ASP2 Ang attributes the successful management of COMC disciplinary cases to the strong relationships he has built with other law enforcement agencies. These connections, coupled with a hands-on approach to learning and the strong support of his colleagues at COMC, have enabled ASP2 Ang to carry out his job effectively and contribute to a safe and secure Singapore!

INSPIRE Awardees

The SPS INSPIRE Award recipients embody SPS's core values of Synergy, Vigilance, Integrity and Care. Their stories highlight their dedication, compassion, innovative spirit, teamwork and commitment to creating a safer and more inclusive environment for all!



Reported by MX12 Dhivya Rajaram

Championing Self-Belief Through the PLUS Programme

Senior Correctional Unit Officer, Cluster C,
Institution S1
RO2 Aryna Noerbayu Andi Djohar

The creation of the **Preparing for Life, Understanding Self (PLUS)** initiative was more than just a name change – it was a commitment to develop a transformative programme that would engage high-risk Drug Rehabilitation Centre (DRC) inmates on a deeper level and provide them a chance to understand themselves better, reflect on their choices, and take ownership of their reintegration journey.

My team and I wanted to create a space where inmates could confront their thoughts and fears head-on. The belief was simple: **If they could learn to believe in themselves, they wouldn't need to wait for someone else to believe in them.**

The most impactful aspect of the programme was the final mural-painting session, where each cohort of inmates created a visual symbol of their journey that represented the growth they've experienced and the values they hope to hold on to.

My long-term goal is for more inmates to leave the system with confidence and self-belief. If they can recognise their

capacity for change, they stand a better chance of leading crime-free lives. I also hope that the broader community will see that ex-offenders deserve more than a second chance — they deserve understanding and support.

If I had to offer one piece of advice to fellow Captains of Lives, it would be this: "Knowledge is the light of life." Never stop learning. Whether it's from colleagues, supervisors, or even inmates, there's always something to gain.



RO2 Aryna Noerbayu (second from left) and her dedicated casework team!



MX12 Nagoor Mohideen Fatimah D/O Abdul Gani is dedicated to improving programmes that support the reintegration of inmates!

Bridging Gaps in Rehabilitation: The Power of Community-Based PCP Training

Executive (Programme Design and Evaluation Branch), Psychological and Correctional Rehabilitation Division

MX12 Nagoor Mohideen Fatimah D/O Abdul Gani

The transition from incarceration to community living is one of the hardest journeys for ex-offenders. Having witnessed this struggle firsthand in my prior posting as a Correctional Rehabilitation Specialist (CRS) in COMC, I knew we needed a training programme that would prepare halfway house staff for this critical handover. This led to the creation of the **Seeking Opportunities to Upgrade my Life (SOUL) training programme**, a three-day training session for halfway house staff.

This initiative was designed to enhance staff competency in supporting the revised Psychology-based Correctional Programme (PCP) for supervisees.

Through groupwork sessions, discussions, and training on facilitation techniques, we equipped staff with the skills needed to support supervisees' reintegration. We also engaged halfway house leaders in half-day sessions to discuss operational challenges and potential improvements.

This initiative was my way of ensuring that inmates received consistent support throughout their rehabilitation journey. My long-term goal is to build a correctional system that supports throughcare — from incarceration to release and beyond. If every stakeholder, from officers to halfway house staff, works together, inmates will have a much better chance of reintegration.

To my fellow Captains of Lives, I'd say this: **Keep your heart and mind open to collaboration.** When we work together, we can create lasting change that benefits not only inmates and ex-offenders but also the larger society.



MX12 Tsai Cheryl showcased the SPS core values of synergy and care!

Compassion in Case Management: A Holistic Approach to Aftercare

Correctional Rehabilitation Specialist, Community Corrections (Mandatory Aftercare Scheme), Community Corrections Command
MX12 Tsai Cheryl

Supporting supervisees is rarely straightforward. I experienced this firsthand while managing the case of a Mandatory Aftercare Scheme (MAS) supervisee who had absconded from Selarang Halfway House (SHWH) and was later found hospitalised due to health issues. This situation required me to step up and become a bridge between multiple stakeholders.

For two months, I liaised with SHWH staff, the COMC Investigation team, hospital doctors, and medical social workers. Our efforts eventually resulted in his safe discharge from the hospital and placement at a nursing home.

My motivation was simple: I wanted to ensure that, even with his health challenges, he would have the support he needed. While traditional counselling wasn't possible in his condition, ensuring his basic needs — like shelter and care — became my priority. My advice to my fellow Captains of Lives is **don't be discouraged by invisible growth.** Change is often happening beneath the surface, and every effort counts.



From left to right: RO1 Muhammad Ridwan Bin Hussein, CW1 Loh Chee Yeong, CW2 Shahrul Bin Abdul Razak.

Teamwork in Action: A Unified Approach to Supervisee Recall

Community Corrections Command (Halfway House/Home Detention)

Senior Reintegration Officer, RO1 Muhammad Ridwan Bin Hussein; Reintegration Officer, CW2 Shahrul Bin Abdul Razak; Reintegration Officer, CW1 Loh Chee Yeong

Recalling supervisees from a halfway house has always been a delicate task and the stakes are even higher when we need to manage supervisees who are known to be disruptive. This was the situation my team faced at Jamiyah Halfway House (JHH), and it required us to act with foresight and precision.

To prevent escalation of events, we collaborated closely with JHH staff to ensure a smooth recall process. From planning the right time to deliver the news to coordinating how officers would approach the supervisee, every detail was considered. Our goal was to maintain calm and order throughout.

Our motivation was clear — we wanted to uphold safety, dignity, and respect for all parties involved. By planning for possible reactions and taking preventive measures, we minimized the risk of confrontation.

Continued collaborations between community partners like JHH and SPS draws on diverse perspectives and expertise, which enable supervisees to experience a more structured support system. By leveraging our collective strengths, we were able to approach the process with greater efficiency and purpose.

If there's one takeaway from this experience, it's this: **Always be guided by our core values.** Whether it's vigilance during operations or synergy in teamwork, these values help us navigate even the most challenging situations.



RO2 Mo Fujie's passion for innovation enabled him to seek novel solutions that improved the work efficiency of SPS staff!

Innovating with Integrity: The Rise of Pairbot Sierra

Staff Officer (Special Projects), Policy and Future Operations Branch, Operations Division
RO2 Mo Fujie

As an officer passionate about innovation, I saw the potential for Large Language Model (LLM) technology to support our work. That vision became a reality with the creation of **Pairbot Sierra**, a bot designed to offer robust, fast, and accurate legal advice.

The bot's key feature is its ability to provide direct links to specific legislation, making it easy for officers to verify information. What motivated me was the knowledge that this tool could make a real impact on officers' work efficiency. By reducing the time spent searching for legal information, they can focus more on operational duties.

In the long term, I hope that Pairbot Sierra encourages officers to appreciate the connection between legislation and ground operations. When officers understand the "why" behind their actions, they become more confident and intentional in their decisions.

If there's one piece of advice I'd offer to my fellow Captains of Lives, it would be to **dare to try**. Sometimes, one bold step forward is all it takes to create meaningful change.



SGT3 Muhammad Faliq Bin Sanusi (far right) with the PVM team!

Transforming Processes with Innovation

*Visit Centre Officer, Prison Visit Management,
Operations and Security Command*
SGT3 Muhammad Faliq Bin Sanusi

Using **Robotic Process Automation (RPA)**, my team helped to streamline the Visit Request Form (VRF) application process.

We identified repetitive tasks that could be automated and collaborated with the Prison Visit Management (PVM) team to define the requirements. Together, we laid the groundwork for automating the entire VRF process from start to finish. This saved valuable man-hours and enabled our team to focus on higher-value work.

This reminds me of the importance of being innovative and vigilant in identifying ways to enhance our operations. It's not just about the immediate results but **about creating lasting impact**. To my fellow Captains of Lives, I want to share this: the work we do every day transforms lives. It ensures safety, but it also builds a **stronger and more resilient community**. Together, we can overcome any challenge and leave a lasting positive impact!

Fostering Harmony Through Restorative Practices

*Correctional Unit Officer, Cluster B,
Institution B5*
SGT3 Wee Biwen, Daniel

As a **Restorative Practices (RP)** champion, my goal has always been to foster open communication and strengthen bonds within the correctional system. A conflict between two inmates in the Correctional Unit (CU) provided an opportunity for me to intervene and take steps to help them engage in constructive dialogue, find common ground and clarify their misunderstanding with each other. The restoration of the relationship between them contributed to a more harmonious and safer CU environment.

Beyond resolving issues, I see RP as a vital tool for creating a culture where

individuals feel heard and respected. By facilitating conversations that build understanding, I aim to encourage stronger relationships and a more harmonious environment.

My vision is to enhance the rehabilitation process by **empowering individuals with the tools to navigate conflicts constructively**. My work also focuses on supporting inmates' overall well-being by helping them access essential resources such as mental health support and family engagement opportunities. This approach contributes to a correctional system that prioritizes growth, trust, and second chances.

To my fellow Captains of Lives, remember this: **self-care is key**. Only by nurturing our own well-being can we truly make a difference in the lives of those we serve.



SGT3 Daniel Wee is one of the many officers who champion the use of Restorative Practices in SPS!