

# Offender Rehabilitation & Reintegration – A Singaporean Model

Lee Hong, Neo (PhD)

Singapore

ACEA – Reintegration Puzzle,  
2009

# SINGAPORE

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- Little red dot
- Known for .....
- Foreign talent policy
- “Kiasu” mentality
- Top efficiency in civil service

Now.. let me tell you kids  
of a story..of a land that  
does not have foreign  
talents and how it perished..  
it will chill you to the bones...





It's mine!!! All mine!

**Mask**

**Mask**

**Tamiflu**

**Mask**

**Hand soap**

I agree completely that our  
civil servants are the most  
efficient...



That's because they are  
always prompt in issuing  
summons and fines!!!



# SINGAPORE – cont'd

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- One of the highest incarceration rates in world
- Yellow Ribbon Project – national campaign
- Prison Service voted as top 10 best employer - “Captains of Lives”

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



Singapore  
Prison Service

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.

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

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.

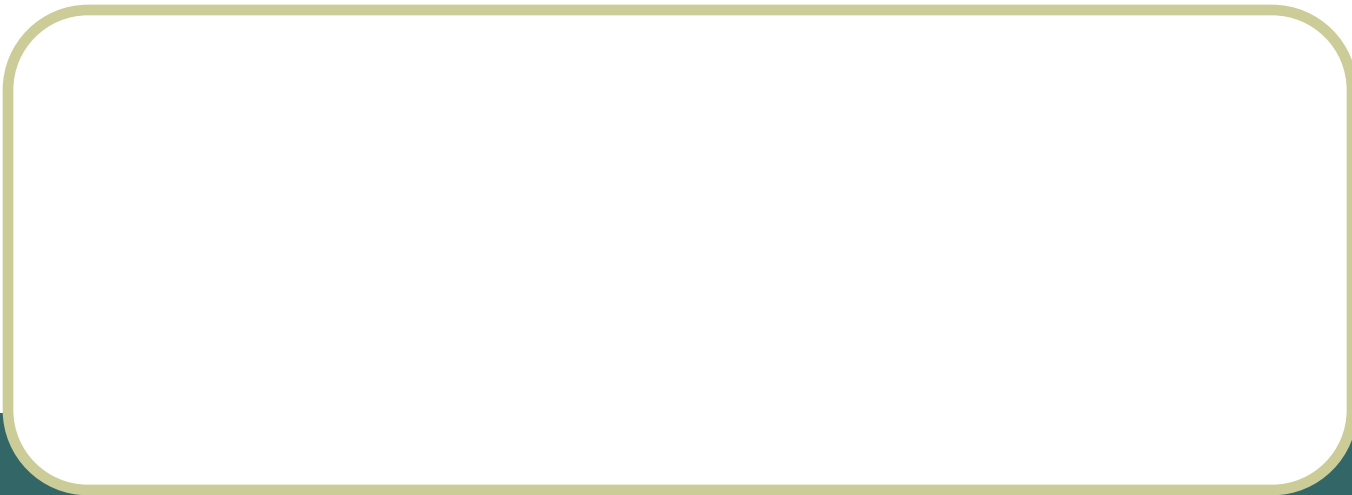
**CAPTAINS OF LIVES**  
REHAB • RENEW • RESTART

# Scope of Presentation

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- Offender rehabilitation & reintegration – Sg Model
- Evidence of impact
- The Sg Model – one of good practice?

# Rehabilitation & Reintegration – A Singaporean Model



# Rehabilitation & Reintegration Model - Principles

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- Change is possible
- Evidence-based practice
- Integrated through-care services
- 'Many hands' approach
- Professionalism in offender care & services

# Strategy 1 – Employment of Established Risk/Needs Tools

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- LSIR/LSCMI & YLSCMI for risk/needs assessment
- Risk information to inform decisions that impact public safety
- Needs information to inform programming

## Strategy 2 – Programming

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- Criminogenic needs (Specialized Treatment Programmes)
- Reintegration needs
- Noncriminogenic needs

# Strategy 3 - Through Care Rehabilitation & Reintegration Framework

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- Admission Phase – R/N assessment, assigned personal supervisor
- In-care Treatment Phase – programming
- Pre-release Phase – reintegration needs assessment & referral
- Halfway Care Phase - emplacement in community programmes (HD/HWH/WRS)
- Aftercare Phase – Case Management Framework (CMF); Employment Assistance Unit (EAU)

# Strategy 4 – Community Mobilization

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- Yellow Ribbon Project (YRP) – giving 2<sup>nd</sup> chances to ex-offenders
- 3 objectives of YRP:
  - Create awareness
  - Generate acceptance
  - Inspire community actions

# Strategy 5 – CARE (Community Actions for the Rehabilitation of Offenders) Network

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- Drive rehabilitation & reintegration initiatives:
- Engaging employers
- Engaging families
- Engaging inmates to “give back to community”
- Amendment of legislation (RCA)

# Strategy 6 - Develop Capabilities in Correctional Workers

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- Operational staff - Diploma in Correctional Administration
- Treatment providers - training on assessments, programme development, research & evaluation
- Aftercare workers - core competencies & practice guidelines
- Platforms for dissemination/sharing of research & best practice

So, do we know if these strategies work?

What we know....

What we don't know....

Can the R/N tool be used with confidence for the local offenders?

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- LSIR & YLSCMI:
- Validated on local adult & young offenders
- Local norms available

# Has programming resulted in better outcomes?

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- Specialized treatment programmes – proximal outcomes inconclusive (except SA); no difference in distal outcomes
- Education programme – gains in proximal & distal outcomes
- Community based programmes – gains in distal outcomes
- Aftercare (CMF) – gains in distal outcomes

To what extent have the efforts to mobilize the community been successful?

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- Creating awareness – high level of awareness
- Generating acceptance – positive in work domain, less so in relationship & school domains
- Inspiring community actions – moderate level of expressed support, actual support is much lower (\$)

To what extent have we been able to engage the support of employers?

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- Willingness to hire – positive sentiments expressed
- Actual hiring – low
- Registered employers - low

# What we don't know.....

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- Implementation of R/N assessment tool - achieve objectives?
- Implementation of through-care approach – as designed?
- Criminogenic & reintegration needs - adequately addressed?
- Reintegration programmes - facilitated reintegration into community?
- CARE Network partnership – enhanced efficiency of service?
- RCA amendment - facilitated employment of ex-offenders?

Where are we in terms of  
good practice?



# Sg Model – One of Good Practice?

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- Clear policy statement of “public safety through rehabilitation of offenders” – definitely YES
- Employment of structured risk assessment – definitely YES
- Use of effective methods:
  - Multi modal – YES
  - Skill oriented – to some extent
  - Theory based (CBT) – to some extent
  - Community component – largely absent
  - Prosocial modeling – to some extent
  - Programme dosage – to some extent
  - Address reintegration needs – largely YES

## Sg Model – One of Good Practice? (cont'd)

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- Case management – to some extent
- Monitoring & evaluation – to some extent
- Developing staff – to some extent
- Value knowledge generation – to some extent
- Partnership with others – largely YES

# Conclusions

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- Strengths:
  - Strong rehabilitation ethos
  - Sound principles
  - Multi-prong strategies consistent with good practice
- Weaknesses:
  - Inadequate follow-through
  - Inadequate training in core competencies

End of Presentation

Thank You