

Corporate Profile

Singapore Corporation of Rehabilitative Enterprises (SCORE) was established on 1 April 1976 to take on the role of providing employment and vocational training for inmates. Over the years, SCORE has expanded its role in aftercare support, such as employment assistance service for ex-inmates and co-ordinating aftercare services through the CARE Network.

As part of Singapore's correctional system, SCORE sees its role in enhancing the employability of offenders and creating a seamless throughcare environment for the effective reintegration of offenders back to society.

We Believe...

Increased employability is crucial to lowering recidivism rates. Gainful employment gives ex-offenders the opportunity to earn a living, support their families and occupy their time in meaningful ways.

We Aim...

SCORE aims to increase the employment potential of inmates and ex-offenders by equipping them with the necessary knowledge, employability skills and good work attitudes; and by encouraging and educating more employers to employ ex-offenders.

Our Mission...

We rehabilitate and help reintegrate offenders to become responsible and contributing members of society.

Our Vision...

We build bridges of hope for offenders and their families.

We contribute to a safer community by successfully reintegrating offenders.

We exemplify and lead in creating a more compassionate society that offers second chances.

Our Tagline...

Building Bridges Changing Lives



Highlights – 2003

Battling SARs

Laundry was recognised for its tireless effort in providing clean linen to the hospitals during the outbreak of SARs.

Vocational Routemaps For Inmates

The Vocational Routemap for offenders have been incorporated into the Prisons Inmates' Personal Routemap. This vocational Routemap would increase offenders' employability and develop offenders to become committed to Lifelong Learning.

"Twilight Kitchen" – First Community Film & Movie Premiere For Employers

The movie was screened to the public to help change the mindset of the public towards the ex-offenders and to employers to garner more support from the employers for the rehabilitation of the offenders as well as to provide jobs for the ex-offenders.

Rehabilitation Fair "Crafting Change"

The 2-day Rehabilitation Fair themed "Crafting Change" showcased the products made by the inmates and ex-inmates. This was to create awareness that reforming and reformed individuals are capable of contributing to society.

Prisons-SCORE Joint Family Day

To promote greater alignment amongst Prisons and SCORE staff, both groups of officers lived by the slogan "Working 2gether, Playing 2gether and Achieving 2gether". The first joint Family Day in 2003 was organised for both groups of officers to "Play 2gether".

Prisons-SCORE Joint Management Retreat

We had the first joint management retreat with Prisons and many fronts of co-operation and working groups were formed.

Care Network Secretariat

SCORE took over the CARE Network Secretariat role from Prisons Department in February 2003.

National Aftercare Framework

The National Aftercare Framework was conceptualised in September 2003. This framework would address the reintegration needs of discharged offenders.

Chairman's Message



“Over the recent two years, SCORE has stepped up efforts in providing more training places for offenders... By imparting to them valuable vocational and work skills during their incarceration, SCORE hopes to enhance their employability upon release.”

Mr Kong Mun Kwong
PBM, BBM, JP

The focus of SCORE's activities in 2003 was on three main areas:

1. The planning and preparing of the staff, customers and facilities for SCORE's move into Cluster A of the new Changi Prison Complex (CPC);
2. The re-organisation of SCORE for the development of two new core industries, i.e. food production and OEM subcontracting; and
3. The development of new programmes to further encourage employers, partners, offenders and the community towards greater rehabilitation efforts and involvement in SCORE's work.

Shift to Cluster A

A big challenge for SCORE in 2003 was in planning and preparing for the move of workshop operations and training facilities from the old Changi Prison, Jalan Awan Prison and Moon Crescent Prison/Reformative Training Centre to Cluster A at the new CPC.

The relocation to Cluster A was a major exercise for SCORE. This move affected 50% of SCORE's current inmate industrial workforce, 83% of her operation staff, and 51% of SCORE's industrial space, which all in all generate 68% of our current total revenue. The relocation is expected to be completed by the second quarter of 2004.

In preparation for this move, a task force headed by Mr Peter Boo (SCORE Board member) was set up in 2003 to facilitate the move's planning and management. SCORE took the opportunity to upgrade machineries and equipment in the laundry and bakery SBUs to current industrial standards. This will benefit the inmates' training and help enable SCORE's products to be manufactured to the higher quality the market demands.

New Core Industries

Having identified food as a new core industry, works went underway in 2003 to develop a Food Manufacturing Hub in CPC Cluster A. This is an entire block of workshops with basic infrastructure for food processing. SCORE relocates the training kitchen from Selarang Park DRC to the Food Hub and supplies trained manpower in support of the development of the food industries. Siting the food workshops and training facilities together will create much potential for greater synergy and cost savings. Food



processing skills acquired at the Food Hub will help offenders open many opportunities in a large local industry when they leave prison.

SCORE also see itself as a partner to local SMEs/industries by providing them with an alternative to outsource some of their labour intensive processes. SCORE endeavours to be just the OEM manufacturer that produces their basic products. The products' designs and subsequent value-adding processes will still be done by the industries before the products are sold. Through this, SCORE can play a role in supporting the SMEs in Singapore.

2003 – A Challenging Year

The impact of SARS was felt on a regional scale in 2003. Not only did it affect SCORE economically, it also affected our operations. I am proud to say that SCORE had played an important role in the battle against SARS. Our laundry staff and inmates rose up to the challenge of providing continuously clean linens to the hospitals, even to those that housed SARS patients. New processes and preventive measures were put in place to protect our inmates and prevent the virus from entering into the prison system. For our contribution, SCORE was awarded the President's Certificate of Commendation. In addition, Courage Medals were presented to 22 linen attendants, 10 Production Supervisors and 16 laundry workers for exceptional courage and self-sacrifice during the SARS period.

Over the recent two years, SCORE has stepped up efforts in providing more training places for offenders. Every year, about 11,000 Singaporeans are released from the prisons. The majority of incoming offenders possess low educational levels, and lack vocational skills and work experiences. By imparting to them valuable vocational and work skills during their incarceration, SCORE hopes to enhance their employability upon release. In 2003, more than 3,800 training places were made available. This was an increase of 15% despite a fall of 22% in training sponsorships from private companies. SCORE expects to maintain this level of training activities in 2004 despite continual difficulties in securing sponsorships.

The glut in the 2003 labour market had posed a significant challenge to SCORE's Employment Assistance Unit (EAU). In 2003, EAU assisted 3,103 offenders/ex-offenders which is a 60% increase compared to the previous year. 2,094 out of the 3,103 offenders/ex-offenders assisted got a job.

Several participating firms, namely SMEs, who lease prison workshops were also adversely affected by the economic slowdown. To assist these SMEs to tide over this critical period, SCORE offered packages of concession and discount on rental rates and labour charges. This affected our bottom line, but they helped to ensure that high employment rate is maintained in the prison system.

Changing Mindsets

Encapsulated in our vision is our desire to create a more compassionate society that offers second chances to ex-offenders. In this regard, a new initiative was conceptualised. In 2003, we launched Singapore's First Community Film, the "Twilight Kitchen". The film was used as a marketing tool to influence the mindset of potential employers and the community towards offenders. The aim was to raise their awareness about the difficulties faced by offenders at large upon their release, and to garner support for their rehabilitation and reintegration back into society.

The first screening of the film held on 7 March 2003 was attended by over 400 employers. The event was graced by the Acting Minister for Manpower, Dr Ng Eng Hen. The film was well received. (In fact, last year we saw 254 new employers coming forward to offer jobs to ex-offenders.) Following this, a

Gala Premiere, jointly organised by the Community Action for Rehabilitation of Ex-offenders (CARE) Network, the National Council Against Drug Abuse (NCADA) and the Peoples' Association (PA) took place on 12 July 2003. We were honoured by the presence of Mrs Goh Chok Tong, the wife of the Prime Minister of Singapore. With some 2,000 people attending the event, the gala event was even more successful than the first screening. Subsequently, 'waves' of screenings continued with theatrical release, and mass screenings at neighbourhood centres, private companies and schools.

Another highlight in 2003 was the organising of the Rehabilitation Fair themed "Crafting Change" at Downtown East launched by Associate Professor Ho Peng Kee as Guest-of-Honour. This was a joint project with the Singapore Prison Service and Industrial & Services Co-operative Society (ISCOS). The 2-day exhibition showcased the arts and handicrafts produced by offenders. By displaying the offenders' talents and skills, it is hoped that there will be greater awareness that reforming and reformed individuals are equally capable of being useful and contributing members of our society.

CARE Network

SCORE took over the role of CARE Networks' Secretariat from Singapore Prison Service in February 2003. One of the first tasks was the conceptualisation of a National Aftercare Framework (NAF). The NAF seeks to address the reintegration needs of discharged offenders. In co-operation with all other aftercare agencies and voluntary welfare organisations in Singapore, SCORE is crafting a co-ordinated rehabilitation masterplan that would harness the existing resources nationwide and work towards strengthening the aftercare infrastructure for greater effectiveness and co-ordination.

Rehabilitative and aftercare programmes facilitate the reintegration of the individual back to the community and the family. But ultimately, it is the social environment that is of the utmost importance. To this end, the Yellow Ribbon Project, organised under the umbrella of CARE Network will be launched later in October 2004 to garner even greater community support for ex-offenders who are seeking a second chance to reintegrate back into society.

Acknowledgements

The events that took place in 2003 could not have been accomplished without the full co-operation of various people. I would like to thank in particular my colleagues on the Board and members of SCORE's various Committees, the Ministry of Home Affairs, the Singapore Prison Service, our partners, customers, employers, voluntary aftercare organisations and the Corporation's staff. All of you have given us your support and time, and have helped in fulfilling SCORE's mission and reaching for our vision.



Mr Kong Mun Kwong
Chairman



Members Of The Board

14 November 2000 to 13 November 2003

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Chairman

Mr Kong Mun Kwong, *PBM, BBM, JP*

Mr Kong is Deputy Chairman of Cathay Organisation Pte Ltd and NTUC Foodfare Catering Pte Ltd. He is also the Chairman of Seacare Holdings Ltd and director of public listed and private companies. Mr Kong has many business interests in Singapore and throughout the region. Mr Kong has actively led in community work for more than 20 years including being in Tampines Changkat CCC, the Tampines Town Council and the North-East Community Development Council. Mr Kong joined the Board in 1991 and was appointed Chairman of SCORE in 1996.



Deputy Chairman

Mrs Ow Foong Pheng, *PPA(P), PPA(E)*

Mrs Ow Foong Pheng is the Deputy Secretary at the Home Affairs. She began her career at the Ministry of Education and has since held various senior positions in the Ministry of Education, Ministry of National Development, Ministry of Finance and Ministry of Defence before joining the Ministry of Home Affairs in 1997.

Mrs Ow is a member of the Boards of National Environmental Agency, the Commercial and Industrial Security Corporation and International Enterprise Singapore. She has been the Deputy Chairman of the Singapore Corporation of Rehabilitative Enterprises since 2002. She is also a member of the Board of Directors of Allied Ordinance of Singapore. She stepped down as deputy chairman of SCORE Board on 4 January 2004.



Member

Mr Tan Hup Foi

Mr Tan is the Deputy President of SMRT Corporation Ltd, Chief Executive of SMRT Buses Ltd (formerly known as Trans-Island Bus Services Ltd) and holds directorship in several companies within or related to the SMRT Group. Mr Tan is also the Chairman of the Industrial and Services Co-operative Society (ISCOS) which was set up by SCORE in 1989. Appointed to the Board in 1997, Mr Tan has made invaluable contributions, including the successful business and marketing collaboration between SCORE and ISCOS. Concurrently, he also holds appointments in various councils/boards, amongst which are the Chairman of the Asia-Pacific Division of the International Union (Association) of Public Transport (UITP), Vice President of the UITP, Chairman of Ngee Ann Polytechnic Council and Trustee of the Singapore National Employers' Federation. A Colombo Plan Scholar, Mr Tan has an Honours degree in Engineering from Monash University in Australia and a Master of Science degree in Industrial Engineering from the National University of Singapore. He was awarded a Public Service Medal, Pingkat Bakti Masyarakat, in 1996.



Member

Dr Tan Ngoh Tiong

Dr Tan, Associate Professor at the Department of Social Work and Psychology, National University of Singapore, was appointed to the Board in 1997. His expertise in social work and research complements SCORE's rehabilitation programme. He was also a member of the Steering Committee of the Halfway House Evaluation Study and helped in the assessment of the proposal submitted by researchers giving expert advice and direction to the committee. He retired from the Board on 13 November 2003.



Member

Mr Tan Peng Hock

Mr Tan is a Principal from the Institute of Technical Education and is presently with the Geylang Serai Vocational Training Centre. He has a Master of Arts in Adult and Continuing Education from the Teachers' College of Columbia University, USA. He was appointed to the Board in 1997 and is currently the Chairman of SCORE's Training Committee. With his expertise in training, he is in an ideal position to advise and comment on the types of vocational training course useful for inmates to aid in their search for employment upon discharge. He retired from the Board on 13 November 2003.



Member

Mr Harun Bin Abdul Ghani

Mr Harun Bin Abdul Ghani was appointed Political Secretary to the Minister for Home Affairs in 1989. In 1980, he was awarded the Pingkat Berkebolehan (Efficiency Medal); in 1985 – the Pingkat Bakti Masyarakat (Community Service Medal) and the Singapore School Sports Council Meritorious Award; in 1988 – the Certificate of Honour (Singapore National Co-operative Federation); and in 1989 – the Pingkat Perhidmatan Masyarakat (Social Service Medal).

In the August 1991 General Elections, he was elected one of four Members of Parliament for the Hong Kah Group Representation Constituency (GRC). He was re-appointed Political Secretary to the Minister for Home Affairs in September 1991. In the General Election 1996, once again, he was elected as a Member of Parliament Hong Kah West and was re-appointed as a Political Secretary to Minister for Home Affairs. In November 2001, he retired.

Mr Harun A Ghani has been a trustee at ISCOS since 1990.



Member

Mr Peter Boo Song Heng

Mr Boo is the Director of Songxing Investment Holdings Pte Ltd and a non-executive director of Penton International Ltd. He has a Diploma in Mechanical Engineering from the Singapore Polytechnic and is a member of the Singapore Institute of Directors. Mr Boo is a member of SCORE's Industry & Development Committee providing directions in industrial matters. He was appointed as Chairman of RE Holdings Pte Ltd.



Member

Mrs Margaret Koh

Mrs Koh is the Group Chief Executive Officer of the See Hoy Chan Group. She serves as Chairman of SCORE's Committee on Investment which manages SCORE's surplus funds and investments plans, putting to good use her wealth of experience in the financial sector. She holds an Honours Degree in Mathematics as well as a Postgraduate in Business Administration from the National University of Singapore. Mrs Koh joined the Board in 1994. She retired from the Board on 13 November 2003.



Member

Mr Chua Chin Kiat, PPA(P), PBS, PPA(P)(L)

Mr Chua was appointed as Director of Prisons and a SCORE Board Member on 1 November 1998. He has an illustrious career in the Police Force, which he joined in 1977. Prior to his appointment as Director of Prisons, Mr Chua had been the Director of the Criminal Investigation Department. A President's and SAF Scholar, he holds a Computer Science Degree from the University of Aston in England. With Mr Chua on the SCORE Board, the Prisons Department and SCORE continue to work hand in hand, combining efforts to rehabilitate inmates.



Member

Mr Eddie Yong

Mr Eddie Yong is the Director of Marketing and Business Development at Far East Organization. He is presently the Deputy Chairman of SCORE's Committee on Industry and Development. Mr Yong was appointed to the Board in 1997. He is a veteran and has been a key member of the consultancy team of many landmark industrial developments in Singapore. His experience in marketing put him in a good position to contribute to SCORE's own marketing efforts. He has a Bachelor of Science (Honours) in Urban Estates Management and a Master of Science (Property) from the National University of Singapore. He is currently a member of the Management Council of Real Estate Development Association in Singapore and member of many professional bodies in Singapore and UK. He is also a certified Property Manager by the USA Institute of Real Estate Management (IREM).



Member

Mr Ahmad Khalis Bin Abdul Ghani

Mr Ahmad Khalis is an Advocate and Solicitor with Wong, Khalis and Partners. He was appointed to be on the SCORE board with effect from 14 Nov 2000. Mr Khalis provides SCORE with expert advice on all legal matters. He is now an MP for Hong Kah GRC. He is also a member of the National Library Board and Adviser to National Transport Workers' Union.



Member

Mr Andrew Low Thian Khye, PBM

Mr Low is the Group Personnel Manager of the Hong Leong Group (Singapore). He is also the Chairman of SCORE's Establishment Committee. His background in human resource management has proven useful to SCORE's staff development programmes. Mr Low was appointed to the Board in 1988 and was conferred the Pingkat Bakti Masyarakat (PBM) or the Public Service Medal in 1999. He retired on 13 November 2003 after serving 15 years on the SCORE Board.



Member

Mr Lau Wah Ming

Mr Lau is the Deputy Secretary of the Ministry of Law. He has a Bachelor of Engineering (Electrical) Honours, from the University of Canterbury, New Zealand, and a Masters Degree in Business Administration, NUS. He had worked previously in the Ministries of Finance, Defence, Education, National Development and Communications. Mr Lau has a long and impressive record in the Administrative Service and is valuable to SCORE in sharing his experience in public sector policy and administrative matters.



Member

Mr Tan Gek Suan

Mr Tan is the Managing Director of the Hussmann Tempcool Group of Companies. He was the President of the Association of Small and Medium Enterprises (1994 to 1996). He is currently the Chairman of the School Advisory Committee of Sembawang Secondary School and also Chairman of SCORE's Committee on Industry and Development. Mr Tan was a graduate of the Singapore Polytechnic with a Diploma in Mechanical Engineering and he is a member of the American Society of Heating, Refrigeration and Air-conditioning Engineers (ASHRAE), the Refrigeration Service Engineers Society (RSES) of USA and the International Institute of Refrigeration (IIR).



Members Of The Board

14 November 2003 to 13 August 2006

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Deputy Chairman

Dr Choong May Ling (wef 5 January 2004)

Dr Choong May Ling is Deputy Secretary (Security and Corporate Services) of the Ministry of Home Affairs. She began her career in the Ministry of Health, and has held various senior positions in the Ministry of Education, Ministry of Finance, Ministry of Communications and Information Technology, and Ministry of Information, Communications and the Arts before joining MHA on 1 December 2003. Dr Choong is also a member of the Board of the Building and Construction Authority and CISCO. She was appointed to the SCORE Board as the Deputy Chairman on 5 January 2004.



Member

Mrs Goh Mui Hong

Mrs Goh Mui Hong has been an active member of the Investment & Finance Committee since February 1999. She currently heads ST Asset Management Pte Ltd, a fund management company. She has been an invaluable member of the Committee with her experience and knowledge of the financial markets. She has a Masters of Business Administration and a Masters of Science (Business). Mrs Goh was appointed to the SCORE Board on 14 November 2003.



Member

Mr Siew Heng Kwok

Mr Siew Heng Kwok was appointed to the SCORE Board on 14 November 2003. He has been a member of SCORE's Establishment Committee since February 2001 and is currently its Chairman. Mr Siew also chairs the ad hoc Job Evaluation Working Committee, and provided valuable insight and guidance on various aspects of human capital management in SCORE. Mr Siew was the Vice-President for Personnel and Industrial Relations at the Overseas Union Bank before leaving two years ago. Currently, he is an independent management/training consultant and an associate lecturer with the Singapore Institute of Management. He also volunteers his services at various VWOs. Mr Siew has a Bachelor of Engineering (Mechanical) from the University of Singapore, a Masters of Business Administration from St Mary's University (Canada) and a Graduate Diploma in Social Work from the National University of Singapore.

Member**Dr Chua Yong Hai, PBM, BBM, JP**

Dr Chua Yong Hai is the Chairman of Stanbridge International Pte Ltd. He is also the Chairman of International Mezzanine Fund Management Ltd and Asia Pacific Investment Co Ltd. Dr Chua holds a Bachelor of Science (1st Class Honours) in Applied Chemistry and a Graduate Diploma in Business Administration from the then University of Singapore, and a PhD in Chemical Engineering from the University of New South Wales. He is Singapore's non-resident High Commissioner to Namibia and Swaziland.

Dr Chua was appointed to the SCORE Board on 14 November 2003.

**Member****Mr Koh Juan Kiat**

Mr Koh Juan Kiat is the Executive Director of the Singapore National Employers Federation and the Executive Director of the Singapore Business Federation. He was the former Executive Director of the National Productivity Board. With his experience in training and manpower issues, and his involvement with companies, he would be able to advise and comment on these areas and engage employers to support the goals of SCORE. He has a Bachelor of Engineering (Mechanical) Honours Class I from Monash University. Mr Koh was appointed on the SCORE Board on 14 November 2003.





SCORE's Committees

Establishment Committee

Chairman: **Mr Andrew Low Thian Khye**
Group Personnel Manager
Hong Leong Management Services Pte Ltd

Members: **Mr Lee How Sheng**
Senior Director
Human Resource Division
Ministry of Home Affairs

Mr Siew Heng Kwok
Retired Human Resource Professional

Mrs Stella Lin
Managing Principal
Evolve International

Mr Jason Wong Seng Yoong
Chief Executive Officer
Singapore Corporation of
Rehabilitative Enterprises

Secretary: **Mr Stephen Goh Siok Seng**
Divisional Manager
(Administration & Finance Division)
Singapore Corporation of
Rehabilitative Enterprises

Mrs Peggy Quah Chooi Ping
Vice-President
Human Resource Division
DBS Bank

Mr Chua Eu Liam
Retired Human Resource Professional

Mr Simon Sim
General Manager
Touch Community Services

Committee On Industry & Development

Chairman: **Mr Tan Gek Suan**
Managing Director
Husmann Tempcool (S) Pte Ltd

Deputy Chairman: **Mr Eddie Yong**
Director
Marketing & Business Development
Far East Organization

Members: **Mr Peter Boo Song Heng**
Company Director
Song Xing Investment
Holdings Pte Ltd

Mr Daniel Chan Tien Lok
Chairman
IPS Group of Companies

Mr Richard Chia
Chairman
SCORE Food Industry Subcommittee

Mr Kelvin Hoo
Deputy Head, Programme
Prison Programme Branch

Mr Lau Wah Ming
Deputy Secretary
Ministry of Law

Mr Jason Wong Seng Yoong
Chief Executive Officer
Singapore Corporation of
Rehabilitative Enterprises

Secretary: **Mr Patrick Lau Wei Ping**
Divisional Manager (Industries)
Singapore Corporation of
Rehabilitative Enterprises

Dr Benji Ng
Executive Director
Financial Planning Association
of Singapore

Mr Vincent Tan Chor Khoon
Managing Director
Select Catering Services Pte Ltd

Mr Tay Eng Hoe
Managing Director
ECS Computers (Asia) Pte Ltd

Mr Tan Khieng Sin
Director
Sinsin Jam Manufacturing Pte Ltd

Mr Michael Huang Kok Kee
Marketing Consultant



Investment & Finance Committee

Chairperson: **Mrs Margaret Koh**
Executive Director & Group CEO
See Hoy Chan Sdn Berhad

Member: **Mrs Goh Mui Hong**
President & CEO
ST Asset Management Pte Ltd

Mr Tan Jee Say
Partner, HiGREEN Investment
Management Company
HiGREEN Capital

Mr Freddie Yeo Eng Hock
Executive Vice President
NTUC Income

Secretary: **Mr Stephen Goh Siok Seng**
Divisional Manager
(Administration & Finance Division)
Singapore Corporation of
Rehabilitative Enterprises

Mr Andrew Ng Peng Kuan
Senior Manager, Institutional Sales
J M Sassoon & Co (Pte) Ltd

Mr Jason Wong Seng Yoong
Chief Executive Officer
Singapore Corporation of
Rehabilitative Enterprises

Training Committee

Chairman: **Mr Tan Peng Hock**
Principal
Geylang Serai Vocational Training Centre

Vice-Chairman: **Mr Lee Van Chong**
Managing Director
Seacare Manpower Services Pte Ltd

Members: **Mrs Jeanette Barth-Chan**
Managing Director
Corplan Pte Ltd

Ms K Thanalecthimi
President
National University Hospital
Employees' Union (NUHEU)

Mr Tan Suan Kuan
Director, Operations
Estate Management Division
Far East Organization

Mdm Hui Mei San
Asst Director
Programme Development Department
Human Capital Development Division
Ministry of Manpower

Secretary: **Mr Achuthappa K**
Divisional Manager
(Community & Vocational
Rehabilitation Division)
Singapore Corporation of
Rehabilitative Enterprises

Mr Kelvin Hoo
Deputy Head, Programme
Prison Programme Branch

Mr Koh Juan Kiat
Executive Director
Singapore National Employers
Federation

Ms Teo Poh Kheam
Assistant Chief Executive
Singapore Hotel Association (SHA)



Management Team



Standing From Left To Right:

Mr Edward Wong	Senior Manager (Employment Assistance Unit)
Mr Tan Theng Liang	Senior Manager (Sub-contract)
Mrs Shirley Loh	Senior Manager (Industries Division)
Mrs Ling-Saw Wei Ying	Manager (Human Resource)
Ms Helen Lee	Manager (Finance)
Ms Esther Chong	Manager (Food Services)
Mr Tardas P Tambunan	Manager (Bakery)
Mr Cher Choon Hing	Manager (Linen Services)

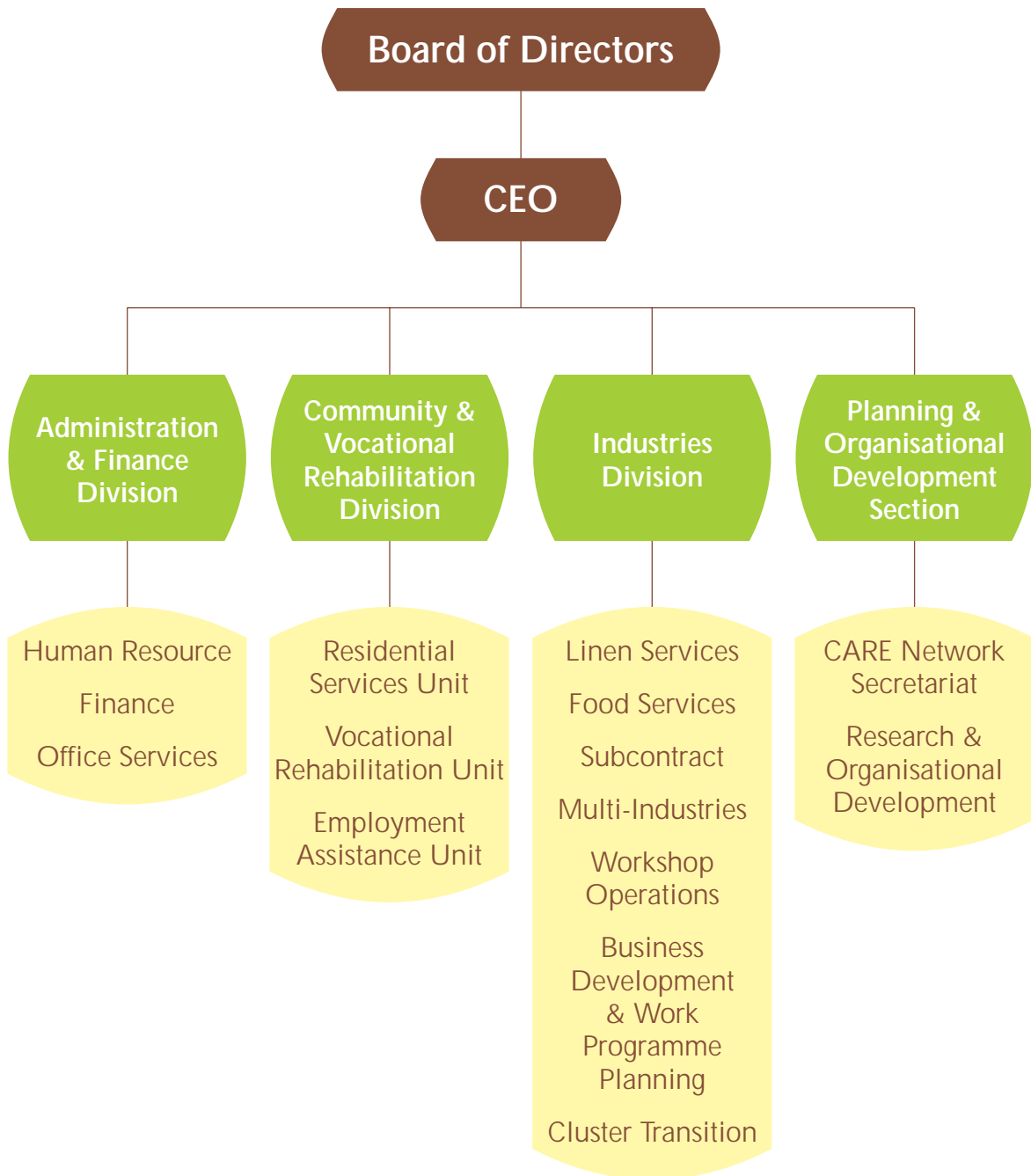
Seated From Left To Right:

Mr Patrick Lau	Divisional Manager (Industries Division)
Mr Jason Wong	Chief Executive Officer
Mr Stephen Goh	Divisional Manager (Administration & Finance Division)
Mr Achuthappa Kothandaraman	Divisional Manager (Community & Vocational Rehabilitation Division)

Not In The Photo:

Mr Ravi Subramanian	Manager (Vocational Rehabilitation Unit)
Mr Vincent Chan	Senior Manager (Planning & Organisational Development Section)

🌱 Organisation Chart





Community & Vocational Rehabilitation Division

Vocational Rehabilitation Unit (VRU)

Since 1982, the Vocational Training Programme has evolved to focus on providing offenders with relevant training that will enhance their employment potential and help them to reintegrate into the work environment. In 2003, 21 courses were conducted and a total of 3,826 offenders were trained. This represents a 12% increase compared to the previous year.

As part of its continued effort to keep training relevant to the needs of the job market, Vocational Rehabilitation Unit (VRU), introduced three new courses and upgraded one of its course.

“ Since 1982, the Vocational Training Programme has evolved to focus on providing offenders with relevant training that will enhance their employment potential and help them to reintegrate into the work environment.”

NSRS In Cleaning Skills

The cleaning industry is one industry which is growing and has a high demand for skilled cleaners. As such, VRU collaborated with Centre for Cleaning Technology to introduce National Skills Recognition System (NSRS) in Cleaning Skills at Selarang Park DRC. A total of 73 offenders were trained in this course.

Quality Circle Training

QC is an important transferable skill that adds value to the employability of offenders. Hence, as part of the efforts to maximise learning within prisons, VRU, jointly with Industries Division, implemented QC training for 46 inmate-workers from the Laundry workshop. Positive response was received from the trainees as well as their supervisors. As such, this training will be extended to more offenders in the coming year.

Basic Supervisory Skills Training

Another initiative to maximise learning within prisons was to introduce Basic Supervisory Skills Training for selected offenders working in SCORE's workshops. A total of 28 offenders were trained and subsequently deployed to work as trainee supervisors at the various workshops.

NITEC In Electronics

Electronics sector is one of the key sectors in the manufacturing industry. It has been projected that this sector would enjoy sustained growth in the long run. Hence, VRU upgraded the current NITEC (i) Electronic Course to NITEC level, as this will enhance the offenders' chances of gainful employment upon their release. The first batch comprising 17 offenders started training in July 2003.

Vocational Routemap For Offenders

In its continued efforts to increase offenders' employability and to develop offenders to become committed to Lifelong Learning, VRU conceptualised the Vocational Routemap for offenders. The VRM has been incorporated into Prisons Inmates' Personal Routemap. VRU together with Prisons Department will be piloting this enhanced version of the inmates' Routemap at Selarang Park DRC and Changi Women's Prison/DRC in 2004.

Train And Place Framework

VRU realises that providing skills training alone may not be enough; the skills training must result in enabling offenders in securing a job. As such, VRU conceptualised a "train & place" framework to ensure offenders are assured of employment upon completing a skills training. The Framework concentrates on identifying industries, which require manpower support, and then working with these industries to train offenders in pertinent skills to meet their manpower needs. This Train & Place Framework will be piloted in 2004. The existing Corporate Assistance for Rehabilitation (CARE) Scheme will be subsumed under this Framework.

Focus Group Discussions With Employers

Efforts expended on training will come to nought should an offender not be able to obtain employment upon release. VRU recognises that there is constant need to explore new ways to change mindset of employers. One approach VRU used was to conduct focus group discussions with employers to find out their concerns in hiring ex-offenders and what can be done to encourage more employers to accept ex-offenders as their employees. Five focus group discussions were conducted with 47 employers and the feedback received were translated into action plans to better prepare offenders to meet the needs of employers.

Residential Services Unit (RSU)

SCORE's Residential Services Unit (RSU) facilitates the establishment of halfway houses, coordinates the Prisons Halfway House Scheme, and works towards enhancing the programmes of halfway houses. The Prisons Halfway House Scheme, started in April 1995, allows amenable inmates of Drug Rehabilitation Centres (DRCs) and Prisons without strong family support, to spend the last stage of their detention at halfway houses. As of 2003, inmates under the Work Release Scheme (WRS) were also placed in halfway houses. Managed by voluntary welfare organisations, halfway houses provide counselling, work therapy and moral/religious support, as well as food and accommodation, to offenders who cannot find accommodation or who do not have the necessary family support. As at 31 December 2003, there were a total of 351 inmates under this Scheme at 11 halfway houses.

RSU also provides financial assistance to halfway houses and other aftercare agencies such as the Singapore Anti-Narcotics Association (SANA) and the Singapore After-Care Association (SACA).

“SCORE's Residential Services Unit (RSU) facilitates the establishment of halfway houses, coordinates the Prisons Halfway House Scheme, and works towards enhancing the programmes of halfway houses... Managed by voluntary welfare organisations, halfway houses provide counselling, work therapy and moral/religious support, as well as food and accommodation, to offenders who cannot find accommodation or who do not have the necessary family support.”

*Recipients of the
AHD Executive
Diploma in Substance
Abuse Counselling
Course.*



AHD Executive Diploma In Substance Abuse Counselling Course

In line with SCORE's plans to provide certified training to halfway house staff, the Executive Diploma in Substance Abuse Counselling Course was jointly developed by SCORE and the Academy of Human Development (AHD) in 2002. The course which covered topics ranging from basic counselling skills to relapse prevention was conducted in two runs, one in English and another in Mandarin. A certificate presentation ceremony was held on 1 December 2003 at the Prisons Headquarters, Learning Centre for the first batch of graduands. A total of 26 staff from 13 halfway houses received their certificates. 24 were ex-addicts. Mr Ahmad Khalis, Member of Parliament for Hong Kah GRC was the Guest-of-Honour for the event. It is hoped that the certificates would encourage these halfway house staff to embrace lifelong learning and inspire them towards helping others recover from their drug addiction.

Monitoring And Evaluation Of Halfway Houses

RSU conducted the monitoring and evaluation of halfway houses in 2003 based on the quality of rehabilitation programmes, the quality of staff, resident's satisfaction, post-halfway house aftercare services, programme completion rates and supervision success rates. The data for the six criteria were compiled from monthly and quarterly returns from the halfway houses, quarterly site visits, surveys and inputs from Prisons and the Central Narcotics Bureau (CNB). Unlike previous years, the report also assessed the performance of the Halfway House Scheme as a whole, and made a comparison of the performances of individual halfway houses in 2001 and 2002.

FUTSAL Cum Sports Carnival

In order to encourage greater participation from halfway house residents, the annual SCORE Futsal Tournament was organised along the lines of a wider sports carnival. Apart from the futsal tournament and ladies netball match, a 3-On-3 mini-basketball tournament was also introduced. A total of 20 teams from the various halfway houses, community organisations, and anti-drug agencies participated in the futsal tournament. A series of preliminary matches were played at the Hougang Sports Hall from 6 to 23 September 2003. The finals of the futsal, mini-basketball and ladies netball tournaments were held on Sunday, 28 September 2003 at the Toa Payoh Sports Hall. Senior Minister of State (Law & Home Affairs), Associate Professor Ho Peng Kee was the Guest-of-Honour for the event which was well received.

Financial Assistance To Aftercare Agencies

As part of SCORE's financial assistance to the halfway houses on the Halfway House Scheme, \$66,571 was given to 12 participating halfway houses under the SCORE Financial Assistance Scheme. During SCORE's Appreciation Nite held on 4 October 2003, SCORE pledged another \$100,000 to the HWHs on the Scheme to help fund their services/programmes. Another \$21,000 was donated to selected HWHs in support of their fund-raising activities.

In addition to the above, RSU nominated 8 HWHs, SANA and SACA for the President's Challenge 2003. Of these, the President's Challenge Charities Fund Allocation Committee accepted the nominations for 6 HWHs, SANA and SACA. The total amount received was \$445,000.

Focus Group Discussion With Ex-offenders

A series of focus group discussions with ex-offenders were conducted. The sessions aimed to identify critical issues offenders faced upon release, their perception of the availability and usefulness of programmes and services provided to incarcerated offenders in preparing them for release and the measures or initiatives that can be adopted or implemented to better facilitate offender reintegration into the community. The findings provided reasonable insights into the plight of released offenders and formed the basis for recommendations or improvements in service delivery.

Co-location Of Taman Bacaan And The Turning Point

The co-location of Taman Bacaan (TB) and The Turning Point (TP) at Jamaica Road in November 2003 provided both female halfway houses with a more permanent premise to operate from. Co-location represented a more efficient utilisation of state land, which made URA more receptive to the idea of allowing TB and TP to use the premises over a longer period of time. For TP, which was previously located on private property, the co-location also meant significant future savings on rental costs.

Cluster Purpose-Built HWH (PBH) Project

The Minister for Home Affairs gave his in-principle approval for the construction of the Cluster PBH on 14 February 2003. As there is a need to determine the specific planning criteria necessary to build a



*Futsal cum Sports Carnival
– participants competing in
a basketball game.*

complex that will meet future needs of halfway houses in Singapore, a consultancy service is required to analyse the operational needs of the proposed project. Funding was sought and MHA's funding approval for \$170,000 for the initial consultancy services was given. Pending the completion of the Cluster PBH, RSU managed to obtain a one-year extension of the temporary occupation licenses of halfway houses that expired in December.

Employment Assistance Unit (EAU)

SCORE's Employment Assistance Unit (EAU) assists offenders emplaced on the various work release schemes and released offenders to successfully reintegrate into society through employment. This is because a stable employment would make them financially independent and restore their sense of self-worth and respect.

In 2003, EAU assisted a total of 3,103 offenders/ex-offenders as compared to 1,955 in 2002. This 59% increase is mainly due to significant increase in the number of offenders emplaced on the Home Detention Scheme and number of ex-offenders handled.

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Recruitment Of New Companies

Despite the poor labour market situation and the fact that employers have many other unemployed candidates to choose from, EAU was able to recruit 254 new companies into the job bank and the number of companies in the job bank increased to 1,094.

Movie Premiere For Employers

SCORE collaborated with Gateway Entertainment to produce a movie entitled "Twilight Kitchen". This movie traces the struggles of an ex-offender in reintegrating into the work environment and community. A special screening of this movie was arranged for employers on 7 March 2003 at the Touch Community Theatre so as to garner more support from them for the rehabilitation of offenders. This event was graced by Dr Ng Eng Hen, Acting Minister for Manpower and attended by more than 400 employers. As a result of this effort, several new employers came forward to provide jobs to ex-offenders.

Screening Of Video On EAU Services To Pre-Release Offenders

As part of its efforts to publicise EAU services to offenders, a video entitled "Journeys of Hope", was produced. Apart from publicising EAU's work, the video highlights the expectations of employers at the work place and testimonies of ex-offenders who have successfully reintegrated into the work environment. This video will be screened to pre-release offenders at the various institutions.

Upgraded Job Bank Management System

The current Job Bank Management System has been in place since 1990. This system is limited in its functions and lacks the reporting tools to generate various staff and management reports. Hence, in

September 2003, EAU engaged Resolvo Systems to review the current system and develop one that is more user friendly and that leverages on web technology. Phase one of the new system is expected to be operational in early 2004. The Job Bank Management System project was awarded \$20,000 from the MHA Innovation Fund. Our job bank was created to facilitate job placement of clients. With an increase in the number of registered companies, programme inmates and ex-offenders, the current system has to be revamped to cater to EAU's changing needs. With the system in place, ex-offenders' needs are addressed and service delivery in EAU is enhanced.

Corporate Adoption Scheme (CAS)

Implemented in 1992 as an extension of SCORE's employment assistance services, CAS encourages employers to play a more active role in assisting offenders to reintegrate into society by appointing mentors within the companies to provide personalised attention and guidance to offenders attached to these companies. By doing so, it facilitates an offender's assimilation into the work environment. Currently, there are 149 companies participating in the CAS.

Offenders Assisted In 2003

Ex-offenders seeking employment assistance after their discharge	1,745
Penal offenders emplaced under the Home Detention Scheme	883
Penal offenders emplaced under the Work Release Scheme	238
Drug offenders emplaced under the Community-Based Rehabilitation Scheme	237
Total	3,103