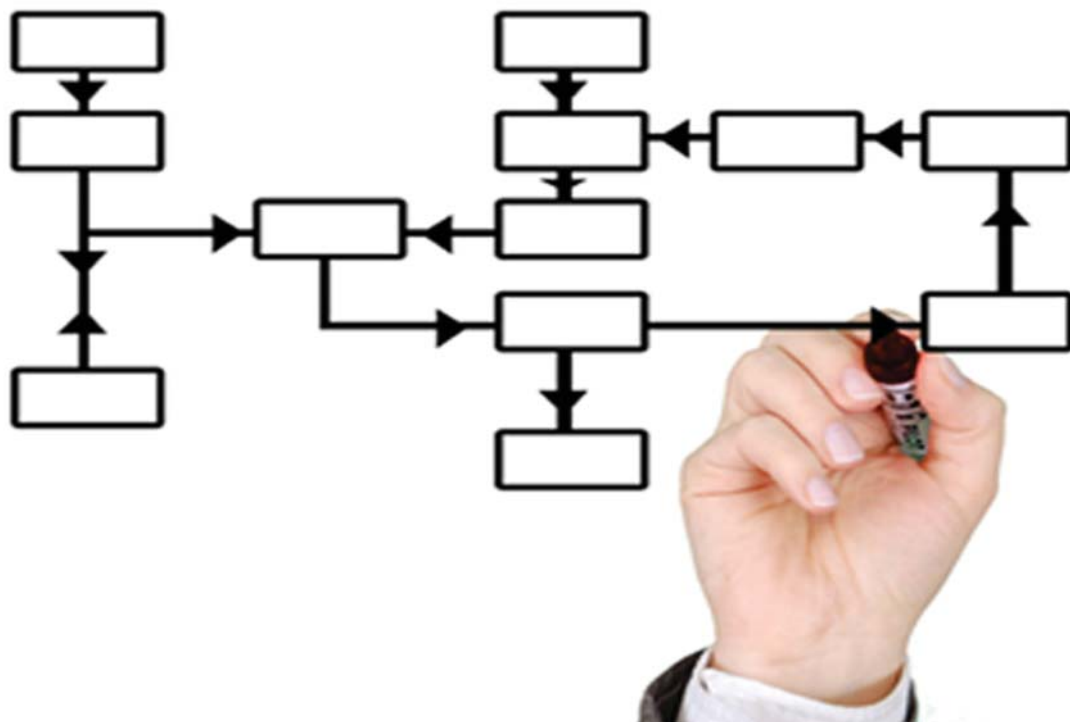


## Enhancing Effectiveness and Efficiency in Corrections



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# editor's note



The concepts of efficiency and effectiveness are well-touted in every industry. Yet, what do they mean for a correctional agency?

The various articles by APCCA members in this edition of the newsletter illustrate how these concepts play out in corrections. They focus on the streamlining of work processes through automation and redesigning with the goal of manpower and cost savings. The push for greater efficiency often presents many opportunities for innovation and learning and results in enhanced outcomes. Hong Kong's Drug Management System is an example of how we can leverage on technology to streamline work processes. In so doing, this system also minimises errors in

prescriptions and improves overall medication safety. To achieve efficiencies in the area of staff development, Macao has put in place a self-sustaining system in which officers are trained as qualified instructors in the use of PepperBall (a non-lethal force option) who can in turn train their colleagues. In Singapore, we have the Manpower Optimisation Incentive, which rewards proposals that result in manpower savings through the re-design of work processes. Beyond just reaping substantial cost-savings, Malaysia's Bakery Project in Kajang Prison also imparts marketable skills to inmates, and has allowed the prison to become self-sufficient in its bread supply. Solomon Islands gave an update of their forward-looking initiatives, covering aspects such as the building of new correctional centres and staff development. In all these efforts, what is important is that operational outcomes remain effective and are not compromised.

I wish to express my sincere appreciation to the APCCA members who have contributed to this edition of the newsletter. The sharing of ideas broadens our horizons, and allows a cross-fertilisation for the benefit of all. I look forward to your continued support in the upcoming editions of the newsletter.

Soh Wai Wah  
Singapore Prison Service



# Hong Kong's Drug Management System

Contributed by Hong Kong Correctional Services Department

The Hong Kong Correctional Services Department (CSD) is committed to protecting the public and reducing crime. It does so by providing a secure, safe, humane, decent and healthy environment for person in custody (PIC) and opportunities for rehabilitation of offenders in collaboration with the community and other stakeholders.

## Healthcare Services Provided in Correctional Facilities

The healthcare services provided to PICs are administered by a group of healthcare professionals comprising Medical Officers,

Registered and Enrolled Nurses. The Medical Officers are seconded from the Hong Kong Department of Health. Together with the correctional staff with nursing qualification, they provide healthcare services to PICs round the clock.

## Drug Management System of CSD

The Drug Management System (DMS) has been implemented in HK correctional facilities since 30 April 2012. It is a web-based system running on the Wide Area Network (WAN) of CSD. It provides services to 24 institutional



Four correctional facilities located on Hei Ling Chau, an outlying island



hospitals including remote and outlying institutions. Security measures such as audit logging and user access control are in place to protect the system from unauthorised access.

The implementation of the DMS seeks to improve the effectiveness of the management of drugs. The workflow is streamlined by automating drug ordering, stock control, dispensing and post prescription tracing. This ensures drug inventory accuracy and improves drug prescription as well as dispensing processes. In addition, this system minimizes the occurrences of medication error in prescription and dispensing, thus improving the overall medication safety.

The DMS provides round-the-clock services. Healthcare professionals working in the correctional facilities can access the drug prescription and dispensing records at any time. The



DMS servers provide round-the-clock services



Built-in barcode scanners

features and capacity of this system can cater for future integration with the Electronic Health Record Sharing System, which is about to be launched by the Government for the use of Hong Kong citizens.

## **DMS Mobile Computer**

In order to improve the efficiency and effectiveness of drug dispensing process and stock control, a mobile computer is provided for offline application access for identity checking and recording of

drug issuance to PICs. It replaces manual documentation and the built-in barcode scanner further improves operational efficiency.

Nursing staff can promptly confirm the identity of PIC, and gain access to details of prescription and history of drug allergies by scanning the barcode printed on the PIC's identity card. Information on the mobile computer can then be uploaded to the centralised server through data synchronisation, thereby updating the drug inventory instantly.



# Training for Macao Officers as Qualified Pepperball Instructors

Contributed by Macao Prison

## Developing Training System and Introducing New Technology

Development of staff capability and deployment of advanced technology are crucial in enhancing effectiveness and efficiency. Macao Prison strives to develop its own training system by training their prison guards to be instructors. Recently, Macao Prison has introduced a non-lethal weapon

‘PepperBall System’, aimed at allowing prison guards to manage and control inmate rioters more effectively. This increases the level of safety and security in prison operations. Notably, Macao Prison has invited overseas professional trainers to provide the instructor course of the PepperBall System to their personnel, thus developing their own internal instructors for this new technology and strengthening the staff training system.



Prison guards getting acquainted with the PepperBall



## Alternative Lethal Force

**The PepperBall** is a non-lethal chemical agent delivery system that delivers PAVA powder projectiles from a safe distance. This PAVA powder is an extremely hot pepper derivative that can get into an individual's eyes, nose and lungs when released. It is effective in helping prison guards to control individuals as well as large groups of inmates in situations where non-lethal force is an option, especially in dealing with a full-scale riot, cell extraction, or incidents in the dayroom and exercise yard.

## Cultivating Prison Guard Instructors

To allow prison guards to be familiar with the use of the PepperBall System, Macao Prison invited professional trainers from the United States to provide intensive training to some of their senior prison guards in October 2014. This training develops the prison guards' skills in the safe operation, deployment, application and maintenance of the PepperBall Launching System, and provides them with the knowledge, skills, and tools to maintain, troubleshoot and repair the PepperBall Custom Carbine launchers.



Practising the use of PepperBall Projectiles to control rioters inside the cells



During the training, drills allowed prison guards to attain the tactical knowledge and to better understand the effectiveness of using the PepperBall System to manage and control inmates. After the training, the attendees were certified as PepperBall instructors and

were qualified to design and carry out specialised training on PepperBall for other uniform staff in the prison. Subsequently, Macao Prison will provide this training to other uniform agencies, so that they can be acquainted with this technology and use it for their operations.



Prison guards trying to control the 'rioter' during the drill



## Imparting Marketable Skills to Inmates in Kajang Prison, Malaysia

Contributed by Malaysia Prison Department

Encouraging creativity at the workplace can bring about new ideas. The Malaysia Prison Department has been very receptive and encourages staff at all levels to promote creativity and innovative ideas at their workplace.

To encourage creativity and innovation, Malaysia Prison Department has been hosting the Creative and Innovative Competition for all prison institutions without fail for the past 10 years. Attractive prizes are given out to winners of this annual competition to

motivate the participating teams. Many of the prison teams further compete at state level competitions with other departments all over the country. This Creative and Innovative Competition has resulted in many cost savings projects, and has developed many new ideas in tackling work related problems in many of our prisons. A notable cost saving project was started at the Kajang Prison in 2013 while searching for ideas to equip inmates with marketable skills. It is the Bakery Project which was piloted by sending 5 staff and 25 inmates for training in bakery.



Learning about the finer points of bread production



Inmates preparing dough at the bakery



Fresh bread and buns from the oven

## Imparting Marketable Skills to Inmates

To ensure that inmates are equipped with marketable skills and to further reduce recidivism, the Kajang Prison initiated the Bakery Project in 2013, to impart bakery and management skills to its inmates in a renovated building. A total of 5 staff and 25 inmates were chosen for this pilot project. After three months of initial planning, a bakery with a production capacity of 20,000 loaves of bread per day was set up ready for operation. In the setting up of this bakery, expert advice and guidance was sought from

the Malaysian Agricultural Research and Development Institute (MARDI).

## Project Kick-Off

To officially commence this Bakery Project, 4 staff underwent the Bakery Workshop Management Programme at MARDI. Thereafter, another 25 inmates were chosen to attend a similar training programme, which was conducted at Kajang Prison.

Staff and inmates were taught to a special curriculum for baking bread and buns. In addition, they also learnt about basic health, hygiene and marketing of bakery products.



Inmates preparing buns to be baked



Bread ready for delivery



## Benefits from the Bakery Project

Little did Kajang Prison realise that this simple project could harness tremendous benefits. Here are some of the notable benefits:

| Benefits of Bakery Project |   |   |
|----------------------------|---|---|
| 1.                         | Unit Cost Savings                                   | A loaf of bread at the Kajang Prison bakery is produced at RM 2.39. Comparing to the contract price of RM 4.42, there was savings of RM 2.03 per loaf.  |
| 2.                         | Self-Sufficiency in Kajang Prison                   | In 2014, the Kajang Prison bakery started supplying bread to 4 nearby institutions - Kajang Women Prison, Seremban Prison, Jelebu Prison and Sungai Buloh Prison, and supplied approximately 50% of their daily orders.   |
| 3.                         | Cost Savings in 2014                                | By producing our own bread the department saved RM 529,673 in the year 2014.  |
| 4.                         | Cost Savings in 2015                                | In 2015, the contract to supply bread by private vendors to 5 institutions was taken over by Kajang Prison Bakery. By taking over these contracts, the Prisons Department will be able to save RM1,223,424 in 2015.   |
| 5.                         | Inmates Training - National Dual Training Programme | Inmates working in the Bakery are enrolled under the National Dual Training System for a 'Bakery Management Programme'. Under this system, they will be offered certificates in Bakery Workshop Management after successfully working in the bakery for a minimum of 3 months. These certificates are recognised in the private and government sectors. |
| 6.                         | Towards reducing recidivism                         | By enrolling inmates in more marketable programmes, inmates are more likely to find employment upon release. This can help to reduce recidivism.  |





# Singapore's Manpower Optimisation Incentive

Contributed by Singapore Prison Service

## The Pursuit Of Innovation

The Singapore Prison Service (SPS) is constantly finding new and innovative ways to do things better. Since 2001, SPS has adopted the 3i (Ideas, Improvements, Innovations) branding to drive innovation efforts. Ideas are generated at an individual, team and organisational level. In particular, all officers are divided into groups with a middle manager as a facilitator, to brainstorm Work Improvement Teams (WITs). Subsequently, the project is evaluated for feasibility. The progress of the project is tracked to ensure that it is completed and implemented within the stipulated time frame.

## Genesis of the Manpower Optimisation Incentive

The Manpower Optimisation Incentive (MOI) was developed as part of SPS's efforts to explore new ways to run its operations and review its processes to increase efficiency. This initiative leverages on WITs to encourage and reward bright ideas that can result in manpower savings. The implementation of these ideas often results in a simplification or removal of processes, re-designing of processes or reduction of workload, thus translating to actual manpower savings.

*This initiative leverages on WITs to encourage and reward bright ideas that can result in manpower savings.*



## Manpower Optimisation Incentive Ideas

Here were the teams which were awarded with the MOI in 2014.

### Team Honour as One (A1)



Team Honour as One (A1) identified manpower saving of 1 work programme officer, through leveraging on greater use of CCTVs after demarcating out-of-bounds areas within the workshop to eliminate blind spots, and increasing supervision by introducing constant patrols by Housing Unit officers.

### Team B3 A.C.E.



Team B3 A.C.E identified manpower savings of 2 work programme officers, through changing existing deployment plans and redesigning the roles and responsibilities of the remaining officers.

### Team Vigilant



Team Vigilant identified manpower savings of 1 Operations Room Officer, through leveraging on CCTV and carrying out minor renovation works to enhance supervision in State Court Lock-Up.



## Key Initiatives in Solomon Islands

Contributed by Correctional Service Solomon Islands

Kirakira and Lata Correctional Centres underwent major refurbishment and upgrading to meet the UN Minimum Standards. The upgrade was funded by the Australia Aid Program through the Department of Foreign Affairs and Trade. The Kirakira Correctional Centre was officially opened on the 24 November 2013.

Lata Correctional Centre was officially opened on the 6 December 2013. A new Correctional Centre is nearing completion at Gizo in the Western Province and is expected to be opened in March 2016. This project will include accommodation facilities for the correctional officers who will be operating the centre.



Official opening and handing over ceremony of Kirakira Correctional Centre on 24 Nov 2013



Official opening and handing over ceremony of Lata Correctional Centre on the 6 December 2013

## Yellow Ribbon Awareness

Liaising closely with the Fijian counterparts, Correctional Service of Solomon Islands has launched the Yellow Ribbon Program which aims to engage the community in supporting a prisoner's reintegration after his release.



Correctional Service of Solomon Islands Yellow Ribbon Program





Parolees from Rove Central Correctional Centre

## Agriculture and Farming

Produce from the Tetere Correctional Centre has increased in the year of 2014. However, heavy rain had a huge impact on the final production figures.

## Parole

Following amendments to the Correctional Services (Parole) Regulations 2014, a new Parole Board was appointed and began assessing applications from prisoners for parole.

To date, 29 prisoners have been released on parole across the Solomon Islands. An important criterion is that prisoners must successfully completed reconciliation program with their victim, the victim's family and the community. This adheres to the traditional Melanesian culture in restoring a sense of justice to the community.

## Workforce Management and Development

Correctional Service Solomon Islands (CSSI)

Women's Network received an award for promoting Gender Equality in the workplace from the Australia High Commissioner in 2014.

CSSI also received a grant from the UN Women's Fiji Multi Country Office. The purpose of the funding is to support the rehabilitation and reintegration programs, especially focusing on inmates charged with cases of violence against women and girls.

## Leadership Training

Staff development is critical to the success of CSSI. In implementing the strategy of 'the right person in the right job', it is necessary



CSSI Women's Network receiving an award



to ensure that staff with potential are identified and developed.

CSSI Executive is committed to put in place leadership training for correctional officers to learn the necessary skills, in order to prepare officers for future senior management positions within the organisation.

## Passing Out of Recruits

During the year, three classes of recruits graduated from the Correctional Services Staff Training Centre and are now undergoing their probationary period in Rove Central Correctional Centre.

## Riot Drills

In order to maintain currency in their core training, officers are required to undergo regular refreshers. This is to ensure that

CSSI Officers are always prepared to respond to incidents whenever and wherever they occur.

This year, CSSI officers assisted the police in keeping peace at the site of a gold mine, which is currently the issue of a land dispute. The skills that officers learnt during their riot training were invaluable in this situation.

## Juvenile Justice Working Group

During the year, a small work group developed a comprehensive Youth Justice policy for CSSI to outline the policies and procedures developed for the treatment of juveniles in prison. The Minister approved the policy in late 2014 and it will now be used in the planning stages to design and construct a new purpose-built facility for juvenile offenders.



Staff development is critical to the success of CSSI



Recruits who graduated from the Correction Service Staff Training Centre



M U L T I M E D I A   H U B  
Tanah Merah Prison  
Singapore



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**SINGAPORE  
PRISON SERVICE**