

# Learn more about our Work

Area of Work	Description
<b>Aftercare</b>	<p>The reintegration of every ex-offender requires the collective effort of the community. <b>Aftercare@YR</b> serves as the secretariat to the CARE Network (CN), Yellow Ribbon Project (YRP) and the Yellow Ribbon Fund (YRF).</p> <p><u>CARE Network (CN)</u> CN core members comprised of government agencies and organisations from the civil society. It was formed in 2000, to perform the following roles:</p> <ul style="list-style-type: none"><li>• Setting strategic directions for the aftercare sector.</li><li>• Coordinating CARE Network member agencies' aftercare efforts.</li><li>• Promoting seamless in-care to aftercare support for ex-offenders.</li><li>• Engaging potential partners in the eco-system through policies and research to build up the service development and capability of the aftercare partners.</li></ul> <p>Having reached its 20<sup>th</sup> Anniversary milestone in 2020, CN is entering into the next bound by embarking on two strategic thrusts, namely, advancing individuals' competencies &amp; capabilities for the sector and enhancing the throughcare and reintegration journey for ex-offenders and their families.</p> <p><u>Yellow Ribbon Project (YRP)</u> Under the CARE Network, the YRP was established in 2004 as a nationwide community engagement campaign to get the community to come forward and provide a helping hand to ex-offenders who are willing and determined to change.</p> <p>YRP's flagship event is the Yellow Ribbon Prison Run, which sees over 10,000 participants annually. Other signature events include the Yellow Ribbon Culinary Competition, Song Writing Competition and Community Art and Poetry Exhibition.</p> <p><u>Yellow Ribbon Fund (YRF)</u> Aftercare@YR also oversees the management of the Yellow Ribbon Fund, which is run by an independent Board and various working committees. Established since 2004, the YRF is the first national charity that devoted itself to organise fund-raising events, such as Charity Golf and Gala Dinners, so as to fund both in-house and externally run programmes and services, for ex-offenders and their families. These include transitional residential support, rehabilitation and family programmes, education and training as well as financial assistance. Since it's inception, YRF has provided support to 54,000 beneficiaries and seeks to do more.</p> <p>Through strategic planning and collaborations with diverse partners, the Aftercare@YR team seeks to shape a vibrant aftercare sector, advocating the acceptance of ex-offenders, providing safety nets and opportunities for their reintegration into society. By enabling and empowering ex-offenders to give back and pay it forward, together with the support from the community partners and members of public, many virtuous cycles will form which help build a more inclusive and compassionate society.</p>

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<b>Partnership</b>	<p>Employers' and partners' support for ex-offenders in the workforce is pivotal in enhancing inmates' employability. <b>Partnership@YR</b> connects with employers through regular engagements to provide employment and career progression opportunities for ex-offenders in growth sectors, so that they are able to adapt and thrive in the competitive job market. The team also works closely with like-minded partners like trade associations, chambers of commerce, institutes of higher learning and employers to prepare ex-offenders for reintegration into the national workforce. To amplify the message of "Beyond Second Chances", we engage media partners to create awareness of YRSG's works and ex-offenders' journey through coverage in mainstream and social media.</p> <p><u>Employer Engagement</u> relates to the partnership with the business community to ensure work is readily available for ex-offenders through recruiting new employers and retaining existing employers to ensure their continued collaboration.</p>
<b>Skills</b>	<p>Future-proofing inmates' employability entails instilling in them a lifelong learning mindset and equipping them with current skillsets relevant to the workforce. <b>Skills@YR</b> works closely with stakeholders such as Singapore Prison Service (SPS), Trade Associations &amp; Chambers (TACs), other public agencies and training providers to shortlist and offer training programmes to inmates both in prisons, and in the community.</p> <p>The array of training – literacy, digital, soft skills and industry skills aims to adequately prepare releasing inmates for employment upon release, help them adjust to their job roles, and grow in their careers.</p> <p>Skills@YR also provide work programme opportunities to inmates in tenanted workshops under our Private Partnership Scheme, where private enterprises operate and manage manufacturing or service provision facilities in prisons. Work Programme is an integral part of our collective effort to prepare inmates for successful reintegration through gainful employment after release.</p>

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<b>Careers</b>	<p>Finding the right career for ex-offenders is key in ensuring that they remain gainfully employed, lowering the possibility of recidivism. <b>Careers@YR</b>'s primary focus is to uplift and provide employment assistance to offenders.</p> <ul style="list-style-type: none"> <li>• <u>Job Placement</u> aims at matching offenders with the right jobs. For this, the division looks at job fit between the job requirements and skills/experience of the offenders. Our Career Specialists assist offenders through a structured process, looking for matches in employment based on several criteria such as job history, skills acquired in the past and educational background. Employers are informed on the offender's abilities and strengths to ascertain if the offender will be a good fit to the workplace. A good combination of the above measures provides multiple validation points to ensure that each job match is tailored to the individual offender, allowing him to grow in his career. The team also keeps abreast of job market conditions and national skills upgrading initiatives to guide offenders make informed decisions on the career opportunities available.</li> <li>• <u>Case Management</u> services are offered to offenders who have successfully secured a job. The aim of this is to provide offenders with appropriate support to help them stabilise and cope at work as job retention support that ex-offenders receive post release is a critical aspect of their transition journey and helps them stay on jobs for longer periods. Our <b>Career Coaches</b> are the bridge between the employers and ex-offenders, working closely to resolve work, financial and other social issues. The team also identifies suitable intervention programmes to help ex-offenders stay gainfully employed, strengthen career mobility and remain relevant.</li> </ul>
<b>Strategy</b>	<p><b>Strategy@YR</b> focuses on building organisational capability and ensuring that YRSG is well positioned for the future to better support ex-offenders in their reintegration journey. The key pillars of work include:</p> <ul style="list-style-type: none"> <li>• <u>Strategic and Manpower Resource Planning</u> – Support YRSG's leadership team in developing and achieving mid and long-term planning goals through annual workplans, mid-term strategic plans, manpower optimisation and monitoring of performance indicators.</li> <li>• <u>Transformation Office</u> – Drive transformation initiatives in YRSG to achieve vision of building an inclusive society beyond second chances.</li> <li>• <u>Organisational Development</u> – Advance YRSG as a high performing organisation through devising employee engagement strategies, inspiring innovation, and developing a Fun, Innovative and Trusting (F.I.T) culture.</li> <li>• <u>Policy, Research and Data Analytics</u> – Formulate and review policies to improve ex-offenders' employment and reintegration outcomes, and leverage quality research and data analytics for strategic policy planning.</li> <li>• <u>Digital Transformation</u> – Spearhead strategies to transform YRSG into a digitally-advanced organisation with strong culture, streamlined processes and enhanced user experience, while ensuring alignment to the whole-of-government's digital blueprint.</li> </ul>

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<b>Corporate Services</b>	<p><b>Corporate Services@YR</b> consists of Finance &amp; Admin team. Finance unit looks into the financial accounting and reporting, annual budgeting exercise, tracking of performance against budget, financial operations (including but not limited to billings, payments, fixed asset management, monthly review of inmates work allowance, payroll and claims processing). The Administration unit supports in terms of procurement and office administrative functions. The unit upholds procurement governance in YRSG, formalises and reviews procurement policy. It also administers contracts with Suppliers and WOG Agencies. Both the Finance and Admin teams perform annual review of Finance Regulations and Procurement SOP.</p>
<b>People</b>	<p><b>People@YR</b> manages all staff related matters like:</p> <ul style="list-style-type: none"> <li>• HR Policy, Planning and Administration.</li> <li>• Employer Branding, Talent Attraction and Recruitment.</li> <li>• Staff Development, Talent Management, Performance Management and Conduct &amp; Discipline.</li> <li>• Staff Engagement and HR Business Partnering.</li> </ul>
<b>Assurance</b>	<p><b>Assurance@YR</b> oversees internal audit and risk management in YRSG through:</p> <p><u>Internal Audit Compliance</u> Develop and execute annual audit plans, taking into consideration organisational objectives, structure, policies, internal controls and external regulations. Assess compliance and identify areas of non-compliance, process weaknesses and inefficiencies and operational issues.</p> <p><u>Enterprise Risk Management</u> Develop, implement and maintain an Enterprise Risk Management Framework for YRSG to provide assurance that risk management, control and governance systems are relevant and effective. Maintain YRSG ISO45001 and BizSafe Star certifications through maintenance of the workplace health and safety management system. Assess compliance and identify non-compliance, process weaknesses and inefficiencies and operational issues.</p>