Embracing RRR in the Organisation

The Case of Singapore Prison Service

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Johns Hopkins RRR Model

Resistance

- resist manifestation of clinical distress

Resilience

- rapidly and effectively rebound from perturbations

Recovery

- recover the ability to adaptively function


RRR in SPS

Resistance
- address work specific and personal needs

Resilience
- Synergetical response to critical incidents

Recovery
- Provision of resources required for recovery
Resistance-focused programme

**Work-specific skills training programmes**
- Managing psychological reactions to working with abusive inmates
- Managing stress and burnout
- Managing and preventing vicarious trauma and compassion fatigue

**Supervisory skills training programmes**
- Strengths coaching
- RSI-Resilient Leadership

**Personal effectiveness development programmes**
- Autogenic / muscle relaxation training
- Solution focused work and personal life effectiveness
- Family wellbeing workshops
- Positive psychology interventions
Resilience

Critical Incidents in Prison

- Riot
- Staff assault
- Fire
- Line-of-duty injuries
- Self-harm
- Psychological Distress
- Sudden death
Resilience-Focused Training Programmes

- Strategic Planning for Critical Incidents
- Training for Leaders
- CARE Officers Training / Exercise
- Training for Supervisors
- Basic Officer Training
Considerations
- Sensitivity
- Intensity of the problem
- Resource constrain
- Competence

Support Resources
- Staff Development and Wellbeing Units
- Mental health professionals
- Colleagues and Supervisors

Recovery

External support agencies

In-house psychological support

Peer support
Challenges in adopting the RRR model

• Contextual issues for support programmes
• Resource constrain
• Prioritising Resources
  ▫ Literature
  ▫ Data collection
    • E.g. maximum setting prison officers vs medium security officers
Need-based resource allocation

Figure 1: Comparing Officers within Maximum-Security Prison and Medium-Security Prisons

- Correctional Officer Job Demands scale (Brough & Williams, 2007) Cronbach’s alpha = 0.85
- The Connor-Davidson Resilience Scale (Connor & Davidson, 2003) Cronbach’s alpha = 0.92
- The Maslach Burnout Inventory (Maslach & Jackson, 1981) Cronbach’s alpha = 0.86
Summary

- There are three aspects of resiliency enhancement in Prisons
- Proactive planning
- Identifying the specific needs of the prison settings
- Identifying the internal and external resources
- Training programmes and intervention strategies
- Using objective means can be helpful for resource allocation
Thank you