

The background of the cover features a series of overlapping, concentric circular bands in a deep red or terracotta color. These bands are composed of fine, parallel lines that create a sense of depth and movement, resembling a stylized, three-dimensional knot or a series of interlocking rings. The bands are centered around the text, which is placed in the white space in the middle of the composition.

# JUDICIAL SERVICE COMMISSION

Annual Report 2023



## VISION

A trusted and future ready  
Judicial Service committed to  
excellence in the administration  
of justice.

## MISSION

To recruit, nurture and support  
Judicial Service Officers  
of ability and integrity,  
who are committed to  
deliver justice.

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Judicial Service Commission

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# FOREWORD

by the President, Judicial Service Commission



“... to ensure a forward-looking and future-ready Judiciary, we must train and develop JSOs who can identify opportunities for meaningful change, initiate concrete action, and inspire others to join in their endeavours. I am confident that our JSOs will rise to this challenge, fulfilling their duties with excellence and integrity, as we collectively strive towards a legal system that is fair and accessible to all.”

Chief Justice  
Sundaresh Menon  
President  
Judicial Service Commission

# FOREWORD BY THE PRESIDENT, JUDICIAL SERVICE COMMISSION

We were reminded, over the course of 2023, of the very dynamic world we live in. The rise of generative artificial intelligence (“AI”), the spread of disinformation in public discourse and the existential threat of climate change are just some of the many global challenges that will affect the work of the courts. It is within this evolving landscape that our Judiciary must innovate and adapt, to ensure that we continue to secure trust in our judicial system.

In pursuit of this objective, a major milestone in 2023 was the articulation of a unified vision for the three courts (*A trusted Judiciary • Ready for tomorrow*) along with shared core values (**F**airness, **A**ccessibility, **I**ntegrity, **R**espect). This vision serves as a collective aspiration for the Judiciary, while the shared core values unite and guide Judicial Service Officers (“JSOs”) and court administrators in the discharge of their duties.

The development of the unified vision builds upon the establishment of the One Judiciary framework, which entailed the integration of the corporate administrative functions of the Supreme Court, the State Courts and the Family Justice Courts (“FJC”). In 2023, our judiciary administration was further reinforced with the creation of two new divisions: the Judicial Policy Division, responsible for steering the overall strategic direction of the Judiciary; and the Access to Justice Programme Office, tasked with propelling the Judiciary’s transformation into a

more outward-facing and user-centric organisation. Together with the Office of Transformation and Innovation, these two new divisions will play a pivotal role in reshaping our justice system.

A significant advancement in recent years has been the development of new procedural rules within our judicial system. The implementation of the Rules of Court 2021 and the Singapore International Commercial Court (“SICC”) Rules 2021 has revolutionised our approach to various aspects of civil litigation. This transformative change will soon extend to the area of family justice, with the introduction of the new Family Justice Rules. These rules have been designed to greatly simplify and streamline the procedural rules in family proceedings. They are structured according to the life cycle of a case and will utilise simpler terminology to benefit self-represented persons (“SRPs”) in particular. The rules will be accompanied by the digitalisation of commonly used court forms, facilitating a step-by-step process to guide users through their filings.

Throughout 2023, JSOs continued to play a vital role in initiatives aimed at enhancing access to justice. These encompassed efforts to extend services beyond the physical boundaries of court premises, by enabling users to access services through online platforms and community touchpoints. For instance, the State Courts launched a pilot programme to provide in-person assistance to parties with claims in the Community Dispute

Resolution Tribunals at ServiceSG Centres. Further, JSOs have been instrumental in initiatives aimed at offering practical information and assistance to court users, such as the creation of court guides for admiralty proceedings and arbitration originating applications in the Supreme Court. With the increasing prevalence of generative AI, we also entered into a two-year memorandum of understanding (“MOU”) with Harvey, the AI company behind the eponymous platform for legal work, to study whether AI can help users in the Small Claims Tribunals better understand their rights and prepare for their cases.

In the past year, JSOs have ably supported the Judiciary’s engagement and collaboration with foreign judiciaries. Notable projects included the establishment of a new international commercial court in Bahrain, modelled primarily on the SICC, and the signing of a MOU with the Supreme People’s Court of the People’s Republic of China for the management of international commercial disputes under the Belt and Road Initiative. On the domestic front, JSOs were closely involved in a year-long series titled “Conversations with the Community”. This series of events sought to raise awareness of the Judiciary’s work and to encourage dialogue among various stakeholders on prevailing issues at the intersection of the law, our community and our society.

To ensure that the Judiciary can effectively fulfil its mission of administering justice, we must continue to invest in our people through judicial education and training. To this end, the Singapore Judicial College (“SJC”) was significantly expanded and restructured in 2023, with the appointment of Professor Natalie Skead as its new Dean, and the establishment of dedicated training centres focusing on specialist knowledge and skills, leadership and judgecraft, pedagogy, and research.

The enhancement of the SJC’s capabilities is a recognition of the realities of an ever-evolving world with complex and enduring challenges. On one level, there is a need to refresh and strengthen the competency-based programmes and resources available to all JSOs. Yet, at a deeper level, to ensure a forward-looking and future-ready Judiciary, we must train and develop JSOs who can identify opportunities for meaningful change, initiate concrete action, and inspire others to join in their endeavours. I am confident that our JSOs will rise to this challenge, fulfilling their duties with excellence and integrity, as we collectively strive towards a legal system that is fair and accessible to all.

**Chief Justice  
Sundaresh Menon  
President  
Judicial Service Commission**



LEADERSHIP

# JUDICIAL SERVICE COMMISSION

The Judicial Service Commission (“JSC”) is constituted under Part 9 of the Constitution of the Republic of Singapore (“Constitution”). Article 111B(2) of the Constitution provides that the JSC consists of:

- (a) the Chief Justice (as President);
- (b) the Chairman of the Public Service Commission (“PSC”) (as Vice-President); and
- (c) the following other members:
  - (i) up to two members appointed by the President of Singapore (“the President”) on the advice of the Chief Justice;
  - (ii) up to two members appointed by the President on the advice of the Chairman of the PSC; and
  - (iii) up to two members appointed by the President on the advice of the Prime Minister.

The President of Singapore may, for the purposes of Article 111B(2)(c) and acting in the President’s discretion, refuse to make an appointment if the President does not concur with the advice tendered. The President must not appoint two members under Articles 111B(2)(c)(i), 111B(2)(c)(ii) or 111B(2)(c)(iii) unless at least one of them has, for an aggregate period of 10 or more years, been one of the following:

- (a) a qualified person within the meaning of section 2(1) of the Legal Profession Act 1966;
- (b) an officer in the Singapore Judicial Service (“Judicial Service”); and/or

- (c) an officer in the Singapore Legal Service.

Subject to Articles 111C and 111D of the Constitution, an appointed member of the JSC is to hold office for the period (which must not be shorter than three years or longer than five years) specified by the President of Singapore in appointing the appointed member and is eligible for reappointment. Article 111F(1) of the Constitution provides that the JSC has jurisdiction over all officers in the Judicial Service, and has the following functions and powers in relation to those officers:

- (a) appointment;
- (b) confirmation;
- (c) emplacement on the permanent establishment;
- (d) promotion;
- (e) transfer;
- (f) disciplinary control; and
- (g) dismissal.

In 2023, the JSC exercised the powers and functions conferred on the JSC in relation to Judicial Service Officers (“JSOs”) at Superscale Grade 2 (the threshold grade) and above.

The JSC comprised, as at 31 December 2023, Chief Justice Sundaresh Menon as President; the Chairman of the PSC, Mr Lee Tzu Yang as Vice-President; and Justice See Kee Oon, Justice Audrey Lim, Justice Philip Jeyaretnam, Mr Kwa Chong Seng, Mrs Deborah Ong and Mr Dilhan Pillay Sandrasegara as Members.

# Judicial Service Commission



*(Left to Right):*

Mrs Deborah Ong, Justice Philip Jeyaretnam,  
Chairman of the PSC Mr Lee Tzu Yang (Vice-President, JSC),  
Chief Justice Sundaresh Menon (President, JSC),  
Justice Audrey Lim, Mr Kwa Chong Seng

*Not in picture:*

Justice See Kee Oon, Mr Dilhan Pillay Sandrasegara

# JUDICIAL SERVICE SPECIAL PERSONNEL BOARD

Article 111I of the Constitution provides that the JSC may make regulations to establish one or more personnel boards (including specifying the procedure to be followed by a personnel board); and delegate all or any of its functions and powers to a personnel board, whether with or without conditions. A personnel board so established may exercise the delegated functions and powers under the direction and control of the JSC, except for the functions and powers relating to: disciplinary control or dismissal; officers in the Judicial Service of or above the threshold grade (including the power to appoint or promote an officer to that grade); and officers in the Singapore Legal Service holding a post prescribed by regulations made under Article 111N(2) (if that function or power could not have been delegated by the Legal Service Commission under Article 111Q).

The Judicial Service Special Personnel Board undertook in 2023 the delegated functions of appointment, confirmation and emplacement on the permanent establishment, promotion, and transfer of JSOs below Superscale Grade 2 who were posted at or assessed by the courts/ departments in the Judicial Service.

The Judicial Service Special Personnel Board comprised, as at 31 December 2023, Chief Justice Sundaresh Menon as Chairman; and Justice See Kee Oon and Justice Audrey Lim as Members.



A YEAR  
IN REVIEW

# RECRUITMENT

## Judicial Service Officers in the Singapore Judicial Service

There were 257 Judicial Service Officers (“JSOs”) in the Singapore Judicial Service (“Judicial Service”) as at 31 December 2023.

### Recruitment

Candidates interested in a career with the Judicial Service are required to have a recognised law degree from the National University of Singapore (“NUS”), the Singapore Management University (“SMU”), the Singapore University of Social Sciences (“SUSS”) or an approved overseas university. Candidates from the approved overseas universities would also be required to pass the Part A of the Singapore Bar Examinations prior to appointment. The Justices’ Law Clerks Programme continued to be a vital platform for attracting bright young law graduates.

Eighty-three candidates applied in 2023 for possible appointment to the Judicial Service. Among them, 50 were interviewed, of which 26 were selected for appointment. Eighteen (of the said 26) commenced duty in the same year while the remaining eight have been scheduled to assume appointment within the next three years.

## Emplacement on the Permanent Establishment/ Confirmation of Appointment/ Transfer of Service

Nine JSOs — who had been appointed on contract — were emplaced on the permanent establishment in 2023. Fifteen officers from the Singapore Legal Service were transferred to the Judicial Service in the same year.

### Attrition

There were 17 resignations from the Judicial Service in 2023. Five other JSOs also left the Judicial Service — two retired at age 63, one completed his re-employment contract at age 68 and two transferred to the Singapore Legal Service. Another JSO who retired at age 63 remained in the Judicial Service on a re-employment contract.

## Singapore Judicial Service Outreach Activities

The Judicial Service participated in scholarship and careers fairs organised by the Public Service Commission (“PSC”), the local universities, the United Kingdom Singapore Law Students’ Society and the Junior Colleges. JSO-representatives attended the fairs and shared with the students their work and study experiences as well as the wide spectrum of interesting work opportunities available in the Judicial Service. Students were also encouraged to apply for Judicial Service internships to gain an insight into the work of the three courts.

## Singapore Judicial Service Internship Programme

The Judicial Service offers internships to students studying for a recognised law degree at the NUS, SMU, SUSS or one of the approved overseas universities.

The objectives of the Judicial Service Internship Programme are to raise awareness of the nature and types of work undertaken by JSOs, and to attract suitable candidates to consider a career in the Judicial Service — nine completed a joint internship at the State Courts and the Supreme Court while seven undertook the internship at the Family Justice Courts.

## Public Service Commission Law Scholars

Following the restructuring of the then Singapore Legal Service in 2022 into a new Singapore Judicial Service and a reconstituted Singapore Legal Service, the PSC Scholarship was renamed “PSC Scholarship (Judicial Service / Legal Service)” in 2023 and four such scholarships were awarded by the PSC in the inaugural year.

The revised framework for “PSC Scholarship (Judicial Service / Legal Service)” and the transitional arrangements for PSC scholars who were earlier awarded “PSC Scholarship (Legal Service)” were finalised and approved in 2023.

As part of efforts to continually engage PSC Scholars during their undergraduate studies, Justice See Kee Oon (Member of the JSC) met 13 PSC Scholars (including the four newly minted Scholars) in July 2023. Five JSOs (all former PSC Scholars) were invited to share their experiences with the PSC Scholars who found the session meaningful.

Six PSC Scholars also completed, under the auspices of the PSC Scholars’ Mid-Course Programme, an internship at the Supreme Court in 2023.

# PERFORMANCE MANAGEMENT

The Judicial Service Performance Management Framework has been premised on the tenets of meritocracy, fairness and transparency since the Service's establishment in 2022.

Due to the highly specialised nature of the service, the Judicial Service utilises a hybrid of the Public Service's Our Core Competencies and Judicial Service Specialist Competencies to cater to the specific requirements expected of JSOs. The Judicial Service regularly reviews and refines the framework to safeguard the accurate assessment of JSOs, and to

ensure that all JSOs remain motivated to perform at their optimal capacity.

A total of 47 JSOs were promoted to the next higher grade in the April 2023 Promotion Exercise, details of which are set out in the table below.

Promotions	
Promotions	No. of JSOs
Within the Superscale Grades	7
Into the Superscale Grades	7
Within the Timescale Grades	33
Total	47

## REMUNERATION

The Judicial Service Remuneration Framework is designed to attract and retain high-calibre talent by remunerating JSOs with market-driven salaries that keep pace with but do not lead the legal services sector in Singapore. It is also performance-based, where remuneration components such as the Performance Bonus and Variable Increment are tied to a JSO's assessed performance.

The Judicial Service reviewed and enhanced the Remuneration Framework. With effect from 1 October 2022, JSOs would receive an additional monthly payment –

the Legal Variable Component – derived from the merging of Judicial Service scheme-specific bonuses.

All eligible JSOs were awarded a Performance Bonus in March 2023 and the annual Variable Increment in April 2023. JSOs in their first year of service were awarded their increments on the first-year anniversary of their service. JSOs with Long-Term Incentive ("LTI") balances (accrued till 30 September 2022) and who satisfied the requisite payment criteria received the first tranche of the LTI payment in September 2023.

# CAREER DEVELOPMENT

## Postings

The Specialisation and Career Track Cluster anchored by Justice See Kee Oon and Justice Audrey Lim conducted a review of the career advancement and deployment framework for JSOs to ensure the Judicial Service remains adept in handling the increasing complexity of legal tasks and the consequent demand for specialisation. The primary objective of the review was to establish a more structured and systematic career trajectory for JSOs, incorporating comprehensive initial training within the Judicial Service, external attachments to law firms and commercial organisations, secondments to the Singapore Legal Service, and specialised vocational training. The overarching aim was to further enrich, expand, and diversify the skill set of JSOs. The review was completed in the first quarter of 2023.

The Annual Systematic Posting Exercise (“ASPE”) for the Judicial Service was reinstated in 2023. A Judicial Service Posting Panel chaired by Justice See Kee Oon and comprising Justice Audrey Lim, the Presiding Judge of the State Courts, the Presiding Judge of the Family Justice Courts and the Registrar of the Supreme Court as Members was accordingly established to consider and recommend the possible re-postings of JSOs in the ASPE, subject to consideration and approval by the Chief Justice and the Judicial Service Special Personnel Board.

A total of 26 JSOs (10 Superscale JSOs and 16 Timescale JSOs) were re-posted within the Judicial Service in 2023. Another two Timescale JSOs were transferred to the Singapore Legal Service.

## Judicial Service Attachment Scheme

The Judicial Service Attachment (“JSA”) Scheme was launched with the 2023 ASPE. The JSA Scheme was mooted by the Chief Justice and the Specialisation and Career Track Cluster. The JSA Scheme is a key feature of the developmental roadmap for JSOs. It essentially allows younger JSOs to embark on experiential attachments with the Attorney-General’s Chambers (“AGC”) and leading law firms to gain litigation experience and develop their lawyering skills in the earlier stages of their careers in the Judicial Service. Emplaced JSOs in the first two career phases – i.e. Phase 1 (first 10 years) and Phase 2 (11-18 years) – of their career life cycle who may benefit more from such attachments were encouraged to apply for the initial runs of the Scheme. JSOs for the attachments were prioritised based on the relevant legal experience/post-qualification experience (“PQE”) they have accumulated outside of the Judicial Service. There were three applications – two to the AGC and one to the law firms – received for the inaugural run of the JSA Scheme slated to commence in 2024.

## Continuing Education

The Judicial Service conferred a Judicial Service Commission (“JSC”) Scholarship in 2023 upon one JSO to pursue the Master of Laws (“LLM”) at Harvard University for the academic year 2023/2024.

In addition, the Judicial Service nominated JSOs for milestone training programmes organised by the Public Service Division

and the Civil Service College. In 2023, one JSO each attended the Senior Management Programme and the Leaders in Administration Programme, while another JSO completed the Directors’ Developmental Experience. Furthermore, five other JSOs participated in the Singapore Academy of Law-INSEAD Legal Leadership Programme, a collaborative programme organised by the Singapore Academy of Law and INSEAD.

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# JUDICIAL SERVICE COMMISSION SECRETARIAT

Article 111H(1) of the Constitution of the Republic of Singapore stipulates that there is to be a Secretary to the JSC who must be a person who is a public officer and who is to be appointed by the President of Singapore in accordance with the advice of the JSC.

It is provided under Article 111H(2) and 111H(3) that:

- (2) Subject to any instructions by the President of the JSC, the Secretary to the JSC is responsible for –
  - (a) arranging the business for, and keeping the minutes of, the meetings of the JSC; and
  - (b) conveying the decisions of the JSC to the appropriate person or authority.

- (3) The President of the JSC may, from time to time, direct the Secretary to the JSC to perform any other function.

Mr Siva Shanmugam continued to serve as the Secretary to the Judicial Service Commission in 2023.

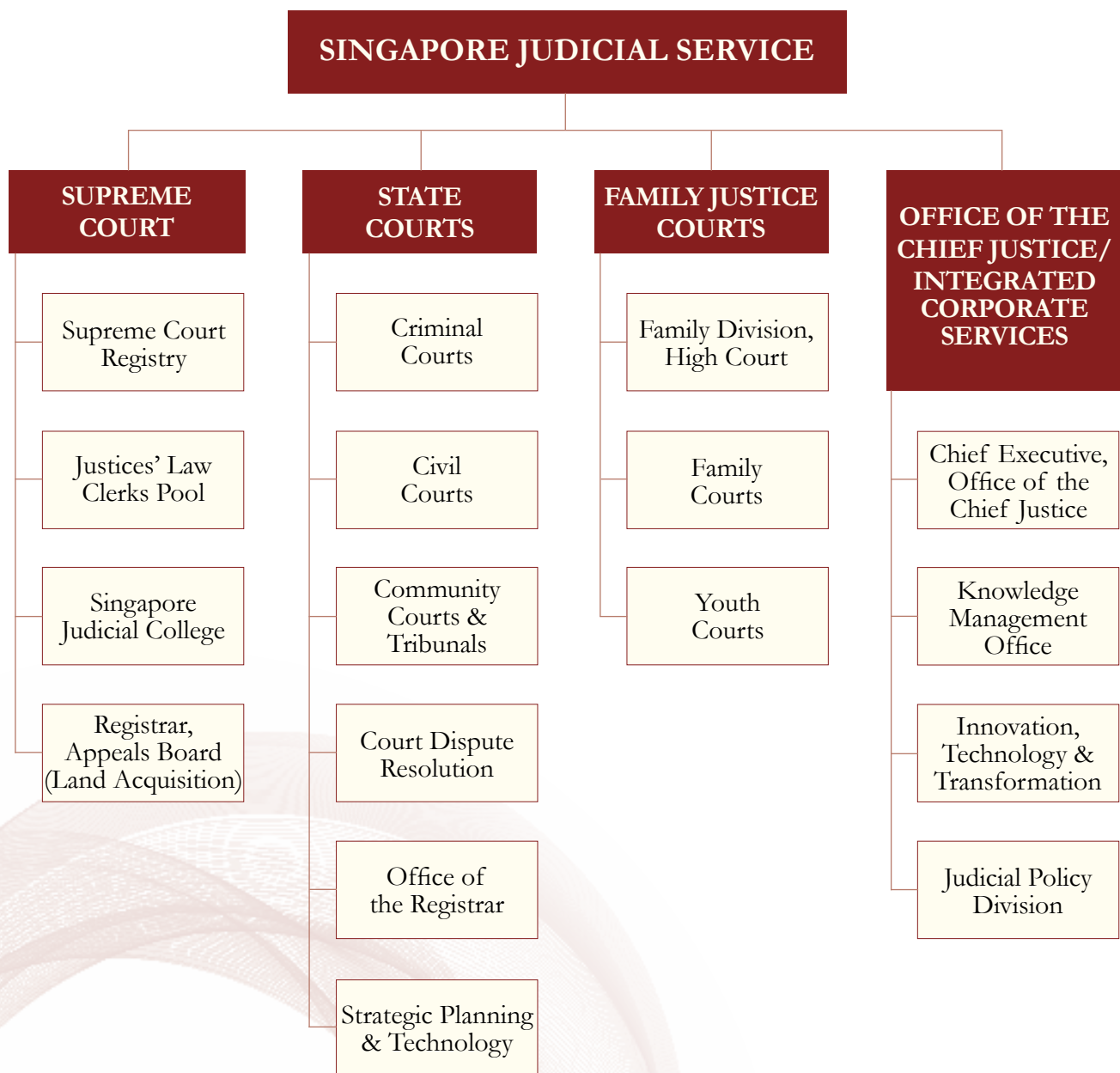
Mr James Leong continued to serve as the Chief of Staff of the Singapore Judicial Service in 2023.

The Secretary to the Judicial Service Commission and the Chief of Staff of the Singapore Judicial Service continued to lead the JSC Secretariat in the execution of all its functions in 2023 and in furthering the vision and mission of the JSC and the Judicial Service.



A TRUSTED AND  
FUTURE READY  
JUDICIAL SERVICE

# THE SINGAPORE JUDICIAL SERVICE



## Supreme Court Registry

The Supreme Court Registry is led by the Registrar of the Supreme Court, who is assisted by a team comprising the Deputy Registrar, Senior Assistant Registrars, Divisional Registrars, Deputy Divisional Registrars and Assistant Registrars (collectively, “registrars”). The Divisional Registrars head the three divisional registries, which support the Court of Appeal (“CA”) and the Appellate Division of the High Court (“AD”), the General Division of the High Court (“GDHC”), and the Singapore International Commercial Court (“SICC”).

Registrars hear and decide a wide range of matters in the GDHC, from pre-trial interlocutory applications to post-trial matters such as the assessment of costs and examination of enforcement respondents. Registrars also hear bankruptcy matters and conduct trials on assessment of damages and taking of accounts. Through the three divisional registries, registrars play a significant role in case management, and convene case conferences and pre-trial conferences to ensure the efficient resolution of cases.

Contributions to the administration of justice were made by registrars through their active involvement in various civil justice and judicial reform initiatives.

In 2023, these included the implementation of the Hague Convention of 15 November 1965 on the Service Abroad of Judicial and Extrajudicial Documents in Civil or Commercial Matters in Singapore, through amendments to the Rules of Court 2021 and Singapore International Commercial Court Rules 2021. The Registry also piloted an initiative for written cases in civil appeals before the CA and the AD to be hyperlinked to relevant supporting documents, leveraging on technology to facilitate the efficient conduct of hearings, and promoted greater flexibility in the conduct of hearings through a pilot project for the conduct of asynchronous hearings over the eLitigation system for selected pre-trial conferences and case conferences. Court guides to improve how commercial disputes are resolved, such as the Admiralty Court Guide and the Guide for the Conduct of Arbitration Originating Applications, were updated and extended to proceedings under the Rules of Court 2021. Registrars also supported the cross-institutional collaboration efforts of the SICC, such as the development of model jurisdiction clauses for proceedings under the International Arbitration Act 1994 in partnership with the Singapore International Arbitration Centre and the Singapore Chamber of Maritime Arbitration, as well as the development of a Litigation-Mediation-Litigation Protocol with the Singapore International Mediation Centre.

Registrars also engaged the Bar, for example, through dialogues with the Law Society's Civil Practice Committee, through presentations at the Law Society's Litigation Conference, and through the Commercial Practice Panel's Users' Committees (such as the Arbitration Users' Committee and the Building and Construction Users' Committee, which held their inaugural meetings in 2023).

Additionally, registrars supported the Supreme Court's key strategic initiatives and international engagements in 2023, such as the exploration of a collaboration framework for the establishment of an international commercial court in Bahrain, and the signing of a Memorandum of Understanding with the Supreme People's Court of the People's Republic of China on Cooperation on the Management of International Commercial Disputes in the

Context of the Belt and Road Initiative through a Litigation-Mediation-Litigation Framework. Registrars also promoted efforts to expand the international reach of Singapore law and jurisprudence, by facilitating the publication of significant arbitration-related decisions of the CA and the SICC in the International Council for Commercial Arbitration Yearbook on Commercial Arbitration, and by facilitating the publication of all SICC decisions, and all decisions of the CA in SICC appeals, on the British and Irish Legal Information Institute website.

As at 31 December 2023, there were 36 Judicial Service Officers ("JSOs") in the Supreme Court Registry.

**Tan Boon Heng**  
**Registrar**  
**Supreme Court**

# Supreme Court Registry



*(Left to Right) Front row:*

Ms Cheng Pei Feng, Ms Cornie Ng Teng Teng, Tan Boon Heng (Registrar, Supreme Court), Chief Justice Sundaresh Menon, Phang Hsiao Chung, Ms Chong Chin Chin, Lee Yeow Wee David

*(Left to Right) Second row:*

Kenneth Choo Wing Kong, Jay Lee Yuxian, Ching Yu Jin Bryan, Wong Hee Jinn, Choy Wai Kit Victor, Ms Liew Ling Wei Elaine, Ms Leong Wai Teng Joanne, Ms Lim Sai Nei, Ms Chew Xi Xian Sherilyn, Ms Karen Tan Teck Ping, Ms Janice Wong Shi Hui, Ms Ang Hui Xuan Pearly, Ms Chen Yuan Ling Claudia, Ms Beverly Lim Kai Li, Lai Yi Shin Nicholas, Ms Jacqueline Lee Siew Hui, Vikram Rajaram, Perry Peh Bing Xian

*(Left to Right) Back row:*

Kenneth Wang Ye, Ramu Miyapan, Tan Ee Kuan, Randeep Singh Koonar, Ong Kye Jing, Ms Crystal Tan Huiling, Ms Tay Woan Fen Constance, Ms Gan Kam Yuen, Ms Li Yuen Ting, Ms Wee Yen Jean, Paul Tan Wei Chean, Ong Zhihao Reuben, Sim Junhui, Low Yunhui James

## Justices' Law Clerks

Alongside the Registry, the Justices' Law Clerks ("JLCs") support the Supreme Court Bench. Incoming JLCs are first appointed as JLC-Designates and attached to the different courts for experiential postings, where they observe hearings, assist in legal research, and undergo specific training programmes facilitated by the Singapore Judicial College. Upon appointment as JLCs, they serve for a term of up to two years and assist Supreme Court Judges and Judicial Commissioners with legal research relating to a wide variety of matters.

In the first year, JLCs work under the close mentorship of Judges in the GDHC, during which they gain exposure to trials, Magistrate's Appeals, and civil applications among other matters. They also have the opportunity to work on cases heard by the SICC. In the second year, JLCs assist with civil and criminal appeals heard by the CA and the AD, and other matters, such as disciplinary proceedings heard by the Court of 3 Supreme Court Judges. They are also introduced to aspects of case management and, where needed, work closely with the Registry to facilitate the efficient conduct of proceedings before the CA and the AD.

In 2023, the JLCs also played a role in advancing various legal and judicial initiatives, including those by the Working Group for the Reform of Legal Education, the ASEAN Law Association and the Council of ASEAN Chief Justices.

As at 31 December 2023, there were 60 JSOs (including JLC-Designates) in the JLC Pool.

**Tan Boon Heng**  
**Registrar**  
**Supreme Court**

## Justices' Law Clerks



*(Left to Right) Front row:*

Wong Weitao, Chong Ee Hsiun, Ms Bay Jia Wei, Ms Chee Fang Yi Eliza, Chong Wei Xuan Allen, Chan Zheng Wen Samuel, Chief Justice Sundaresh Menon, Chong Fu Shan, Don Ho Jia Hao, Ms Valerie Lim An Qi, Ms Lee Wen Kym, Ms Emily Zhao, Ong Kah Yong Timothy

*(Left to Right) Second row:*

Goh Hong Wei Adam, Goh Shao Xian Gavin Ezra, Ms Loo Wei Juan, Dhiraj G Chainani, Samuel Tay Hzi Xun, Ms Sarah Katrina D'Aran Banton, Hariharan s/o Ganesan, Ms Chung Sohyun, Jonathan Goh Fang Yi, Ms Nicolle Ng Hui Min, Elias Khong Ngai Hum, Ms Tan Ye Jia Hannah, Ryan Moey Wei Ming, Ms Lai Siang Ping, Chua Rui Yuan, Ms Lu Xuan Hui Lindsay

*(Left to Right) Back row:*

Samuel Wong Wei Yuan, Russell Adam Whang Rushi, Ms Isabel Chan Jia Yi, Goh Jun Hong Ernest, Cheng Si Yi Ian, Reuben Tong Hoe En, Arjit Pandey, Wong Li De Brian, Ms Noemi Chaw, Ng Qi Le Jordan, Ong Ming En Darryl, Ms Wee Ee Dawn, Bharat S Punjabi, Fun Wei Xuan Joel, Woo Wei Siang Stanley

## Office of the Chief Justice

The Chief Executive (Office of the Chief Justice) (“OCJ”) oversees the corporate functions of the Supreme Court, the State Courts and the Family Justice Courts, as well as the Access to Justice Programme Office (“A2J Programme Office”), the Judicial Policy Division (“JPD”), Innovation, Technology and Transformation (“ITX”), and the Knowledge Management Office (“KMO”).

Significant milestones achieved in 2023 include:

- (a) the establishment of the A2J Programme Office to drive a Whole-of-Judiciary effort to transform the Judiciary into a more outward-facing, user-centric organisation that strives to serve court users better;
- (b) the establishment of the JPD to drive the overall strategic direction of the Judiciary at a Whole-of-Judiciary level and advance the Judiciary’s position as a thought leader in court excellence through policy formulation, strategic planning, and international engagement;
- (c) the launch of the “Conversations with the Community” series to raise awareness about the Judiciary as an independent and impartial organ of state that interprets and applies laws, and adjudicates cases;
- (d) modernising courtroom infrastructure and facilities as part of the Judiciary’s effort to enhance access to justice and service delivery for court users. This included the implementation of a new Court Audio Services System for the Judiciary, starting with the Supreme Court in December 2023; and
- (e) continuing to deepen and strengthen the Judiciary’s engagement with our international counterparts through a range of fora. This included the launch of the inaugural Singapore-India Judicial Roundtable to advance collaboration and bilateral judicial cooperation, and the signing of Memoranda of Understanding with the Court of Cassation of the French Republic and the Supreme Court of Indonesia respectively.

As at 31 December 2023, there were one JSO in the OCJ, one at the JPD, two at the KMO and two at the ITX.

**Juthika Ramanathan (Ms)**  
**Chief Executive**  
**Office of the Chief Justice**

## Knowledge Management Office

In 2023, the KMO continued to execute the plans outlined in the KM Strategy and Roadmap 2022–2026. This was with a view to cultivating a vibrant knowledge-sharing culture and strengthening the Judiciary’s knowledge management (“KM”) ecosystem.

Key activities undertaken in 2023 are outlined below:

### Knowledge Scan

- (a) Introduced a diagnostic tool to identify KM opportunities and gaps by analysing the intranet resource usage patterns.
- (b) Completed the first stock-take exercise of all knowledge assets to understand our KM landscape.

### Knowledge Capture

- (c) Published three new bench guides for the GDHC on Injunctions, Expert Evidence and Assessment of Damages in Personal Injury Cases respectively, bringing the total number of bench guides to 14.

### Knowledge Exchange

- (d) Prepared a paper on the different types of judicial decisions issued by the SG Courts to promote a shared understanding on this area.
- (e) Launched a one-stop intranet page housing all judgment resources for the SG Courts.

- (f) Established a glossary to standardise the naming and categorisation of all our resources to facilitate easier identification, retrieval and knowledge-sharing across SG Courts.

### Knowledge Architecture

- (g) Organised an inaugural appreciation event to recognise the support of our JSO and Court Administrator KM Subgroups, contributors and volunteers.
- (h) Continued working closely with the Project Steering and Working Committees to develop the new SG Courts Intranet that is slated to be rolled out in two releases in the fourth quarter of 2024 and the second quarter of 2025.

As at 31 December 2023, there were two JSOs in the KMO.

**James Leong**  
**Chief Knowledge Management Officer**

## **Innovation, Technology and Transformation**

In the year under review, the Office of Transformation and Innovation (“OTI”) continued to spearhead the development of a new Smart(er) Bundles mechanism to drastically improve how bundles of documents are prepared and submitted to court. In addition, concepts like a new “Document Lake” are being considered to reduce the duplication of documents filed in court.

OTI concluded an initial review of the potential use of Large Language Model Generative AI technology to provide “chatbots” for members of the public and has proposed that at this time, it would be unsafe to use such technology in situations where users, especially laypersons, would expect precision in the answers provided. However, OTI has embarked on a detailed two-year collaboration with Harvey, a leading Generative Artificial Intelligence (“AI”) startup firm that SG Courts has signed a Memorandum of Understanding with, in order to improve the service journey for persons using the Small Claims Tribunals.

In the year under review, significant work was undertaken to revamp the e-Litigation service to cater for the new Family Justice Rules and other changes

to the law and procedure. OTI also helped in the development of a new Court Audio System which features automated transcription using AI.

OTI officers represent the Judiciary at whole-of-government technology coordination fora like the Digital Government Exco, and the Government Data Sharing Committee. At any one time, OTI coordinates at least 60 products or enhancements throughout the SG Courts. This work often blends technology, transformation and a deep understanding of legislation and legal procedures.

As at 31 December 2023, there were two JSOs in the ITX.

**Tan Ken Hwee**  
**Chief Transformation and**  
**Innovation Officer**

## Judicial Policy Division

The JPD was established in 2023, to drive the Judiciary's strategic direction and advance the Judiciary's position as a thought leader in court excellence, and comprises the Strategic Planning and Policy, International Relations, and Legal Advisory units.

### Strategic Planning and Policy

JPD supported the OCJ in the review and conceptualisation of the Judiciary's strategic direction under the One Judiciary Framework. As part of the review, JPD, working together with a cross-court One Judiciary Change Management team, conducted polls and facilitated a series of engagement sessions with JSOs and Court Administrators, to identify the Judiciary's common aspiration and core values that unite and guide them in the delivery of justice. The review culminated in the launch of the Judiciary's unified vision and shared core values in August 2023.

### International Relations

JPD supported the OCJ in the Judiciary's international engagements. The key milestones in 2023 include:

- (a) Signing of the Memorandum of Understanding ("MOU") on Litigation-Mediation-Litigation between the Supreme Courts of Singapore and China.
- (b) Strengthening bilateral ties with collaborative framework to support the establishment of the Bahrain International Commercial Court, MOU on Cooperation and

Memorandum of Guidance on Recognition and Enforcement of Money Judgments between Bahrain and Singapore Courts.

- (c) Legal and Judicial Roundtables between:
  - (i) the Supreme Courts of Singapore and China;
  - (ii) the Supreme Courts of Singapore and France; and
  - (iii) the Supreme Courts of Singapore and India.
- (d) Signing of MOUs on Cooperation with the Supreme Courts of Brunei, France, India, and Indonesia.

### Legal Advisory

The officers of the Legal Advisory unit are the in-house counsel for the Judiciary. Significant matters that the unit advised on in 2023 include:

- (a) MOU between the Supreme Court of Singapore and American start-up, Counsel AI Corporation (Harvey AI), to develop a Generative Artificial Intelligence platform to guide self-represented persons in small value claims.
- (b) MOUs between the Supreme Court of Singapore and other judiciaries.

As at 31 December 2023, there was one JSO in the JPD.

**Siva Shanmugam**  
**Chief Policy Officer**  
**Judicial Policy Division**

## Singapore Judicial College

To establish itself as a “Judge University” dedicated to serving the professional development needs of JSOs, the Singapore Judicial College (“SJC”) was significantly expanded to augment its ranks with professional educators and was also restructured with a clearer focus on education, pedagogy, research, as well as systems and processes.

Going beyond simply creating learning for judges, the SJC’s pedagogical approach is to develop a community of “learning judges” – adaptive learners committed to equipping themselves with the skills and knowledge to effectively discharge their adjudicative and systemic roles. The Judicial Competency Framework (“JCF”) drives the SJC’s curriculum. The JCF was comprehensively reviewed to equip judges to engage in self-directed learning at all phases of their judicial careers. Existing foundational programmes in case management, courtroom communications, as well as judicial philosophy and perspectives were infused with new pedagogical approaches. With the centralisation of training under the auspices of the SJC, co-branded sessions on specialist knowledge and skills were delivered in partnership with the tri-courts. Subject Matter Advisory Panels were established to oversee curriculum review to ensure programme quality and relevance.

The SJC continued to establish strategic partnerships with other leading judicial institutions, with new partnerships being forged with the French National School for the Judiciary and the National Judicial Academy of India. The SJC also hosted an inaugural roundtable with the National Judicial College of Australia and the New Zealand Institute of Judicial Studies, where topical issues of judicial education were discussed.

As at 31 December 2023, there were two JSOs in the SJC.

**Paul Quan**  
**Executive Director and Acting Dean**  
**Singapore Judicial College**

## Singapore Academy of Law

The Singapore Academy of Law (“SAL”) celebrated its 35<sup>th</sup> anniversary by starting a new tradition: issuance of a lapel pin to all members. The personalised lapel pin is a visible symbol to identify members. SAL also revealed its strategic priorities.

First, a focus on professional development by providing structured training leading to certifications and specialist accreditation. SAL announced plans to develop a Junior Lawyer Certification Programme aimed at lawyers below five years of post-qualification experience (“PQE”); and will also be enhancing “LIFTED” (SAL’s Legal Industry Framework for Training and Education) into the legal sector’s competency framework.

Second, expanding its investments in the development of legal research and knowledge. Academy Publishing (the publishing division of SAL) developed resources to provide better research support for corporate law practice. SAL launched the collection of precedents in LawNet.com, including an annotated collection of boilerplate clauses in the SAL Clause Bank. All members were also given free access to the digital Academy Library of textbooks for an initial period of three months.

Third, enhancing its role as a provider of trust services. SAL commenced developmental projects to enhance its trust services, such as digitising legalised and notarised documents and using blockchain for authentication. The Singapore Mediation Centre extended its Online Dispute Resolution system to support new mediation schemes that it administers for public agencies.

To enable members greater access to SAL’s training and resources, the annual Credit Dollars awarded to each member was increased from C\$35 to C\$250.

As at 31 December 2023, there was one JSO in the SAL.

**Yeong Zee Kin**  
**Chief Executive**  
**Singapore Academy of Law**

# Office of the Chief Justice, Knowledge Management Office, Innovation, Technology and Transformation, Judicial Policy Division, Singapore Judicial College and Singapore Academy of Law



*(Left to Right) Front row:*

Ms Juthika Ramanathan (CE, OCJ),  
Chief Justice Sundaresh Menon,  
Siva Shanmugam (CPO, JPD)

*(Left to Right) Back row:*

Ms Ong Luan Tze (KMO), Paul Quan (Executive Director and Acting Dean, SJC),  
Tan Ken Hwee (CTIO), James Leong (CKMO), Yeong Zee Kin (CE, SAL),  
Lim Wee Ming (JPD), Justin Yeo (SJC)

## The State Courts

2023 was a momentous year in the State Courts' mission to enhance access to quality justice. The State Courts continued to roll out various initiatives guided by our mission statement "Accessible justice through quality judgments, appropriate dispute resolution and innovative court services".

We continued to leverage on technology for more efficient and effective hearings. Asynchronous hearings, previously adopted for selected civil hearings, were formally extended to criminal pre-trial conferences ("PTCs") and criminal case disclosure conferences ("CCDCs"). Under the scheme, parties provide an update ahead of the hearing and the court issues directions on the hearing date, through the Integrated Case Management System. Currently, up to 80 such hearings may be heard in this manner every week. It has been well received as it saves the prosecutors and defence lawyers much time in not having to wait their turn in a queue to attend the PTCs or CCDCs.

We sought to raise public awareness in sentencing matters by collaborating with the Sentencing Advisory Panel ("SAP") to operationalise the "Guidelines on Reduction in Sentences for Guilty Pleas" issued by the SAP. The guidelines set out the reduction in sentence that a court will consider based on the stage at which an accused person indicates his plea of guilt. In this way, it enables an accused person to make a considered decision as to the course of action that he or she wishes to take.

In the area of community justice, we expanded our footprint across the community. Self-represented persons requiring in-person assistance for their matters in the Community Dispute Resolution Tribunals are now able to do so for certain applications at various ServiceSG centres located in the heartlands, thus saving them a trip to the State Courts Towers. A six-month pilot started in August 2023 and if successful, it will be made permanent.

We continued to engage and empower our volunteers, affirming the key role they play in facilitating access to quality justice for those without legal representation. In this regard:

- (a) We participated as panelists in a webinar organised by Pro Bono SG attended by volunteer lawyers, aimed at demystifying the applicable procedures and remedies available under the Community Disputes Resolution Act 2015 ("CDRA"). The panelists facilitated an informative discussion on various issues, including the importance of mediation, common breaches, and notable cases arising from the CDRA.
- (b) We organised two training sessions for Court Volunteer Mediators, attended by over 200 participants. The first session shed light on what constitutes unreasonable interference between neighbours and the evidential challenges under the CDRA. The second session sought to impart valuable insight into navigating disputes and what it entails to effectively understand and resolve conflicts.

Finally, we made meaningful contributions to judicial discourse in the international arena and strengthened our ties with our foreign counterparts:

- (a) The Judicial Dispute Resolution Network: JSOs from the State Courts attended its second meeting in New York, which was physically attended by 25 delegates from six judiciaries and virtually attended by 22 delegates from eight judiciaries.
- (b) The International Framework for Court Excellence (“IFCE”): JSOs from the State Courts led the IFCE Tri-Court Workgroup, formed in April 2023, which seeks to implement best practices as benchmarked by the International Consortium for Court Excellence (“ICCE”). On the international front, the State Courts was one of

the Executive Committee members who facilitated an online forum organised by the ICCE Secretariat to better understand ICCE members’ experience in using the IFCE. In addition, the State Courts facilitated knowledge sharing amongst members of neighbouring judiciaries by organising regular virtual roundtable sessions. We also hosted a delegation from the Saudi Arabian Judicial Training Centre for them to learn more about the IFCE.

As at 31 December 2023, there were 106 JSOs in the State Courts.

**Justice Vincent Hoong**  
**Presiding Judge**  
**State Courts**

# State Courts Senior Management



*(Left to Right) Front row:*

Chiah Kok Khun (Deputy Principal District Judge, Civil Courts),  
Tan Loke Yong Luke (Deputy Principal District Judge, Criminal Courts),  
Edwin San Ong Kyar (Registrar),  
Ms Tan Li Ching Jill (Principal District Judge, Criminal Courts),  
Toh Yung Cheong (Principal District Judge, Strategic Planning & Technology),  
Toh Han Li (Principal District Judge, Criminal Courts),  
Justice Vincent Hoong (Presiding Judge of the State Courts),  
Chief Justice Sundaresh Menon,  
Ms Thian Yee Sze (Principal District Judge, Community Courts & Tribunals),  
Yeo Khee Eng Victor (Principal District Judge, Court Dispute Resolution),  
Ong Hian Sun (Senior District Judge, Criminal Courts),  
Soh Boon Leng Kessler (Deputy Principal District Judge, Criminal Courts),  
Ms Ong Chin Rhu (Senior Deputy Registrar, Office of the Registrar),  
Ms Jasbendar Kaur (Deputy Principal District Judge, Community Courts & Tribunals)

*(Left to Right) Back row:*

Ms Wong Baochen (Group Manager, Office of the Registrar),  
Ms Chee Min Ping (Group Manager, Office of the Registrar),  
Yeo Swee Teck Joseph (Group Manager, Court Dispute Resolution),  
Chay Yuen Fatt (Group Manager, Criminal Courts),  
Ms Ang Feng Qian (Group Manager, Community Courts & Tribunals),  
Ms Karolyn Gin (Group Manager, Community Courts & Tribunals)

## State Courts



*(Left to Right) Front row:*

Chiah Kok Khun, Tan Loke Yong Luke, Edwin San Ong Kyar, Ms Tan Li Ching Jill, Toh Yung Cheong, Toh Han Li,  
Justice Vincent Hoong (Presiding Judge of the State Courts), Chief Justice Sundares Menon,  
Ms Thian Yee Sze, Yeo Khee Eng Victor, Ong Hian Sun, Soh Boon Leng Kessler, Ms Ong Chin Rhu, Ms Jasbendar Kaur

*(Left to Right) Second row:*

Ow Yong Tuck Leong, Ms Lee Lit Cheng, Ms Wong Choon Ning, Ms Wong Baochen, Ms Chee Min Ping, Yeo Swee Teck Joseph,  
Chay Yuen Fatt, Ms Ang Feng Qian, Ms Karolyn Gin, Ms Mesenas May Lucia, Ms Tay Joo Ling Dora

*(Left to Right) Third row:*

Kang Chern Wey Jared, Ryan Kwan Kay Tzen, Ng Cheng Thiam, Adam Nakhoda, Lim Tse Haw, Chin Ye-Fung Julian,  
Goh Eng Chiang Christopher, Ms Wang Lan Jee Janet, Mrs Brenda Tan, Ms Chua Wei Ling Brenda, Man Kah-Soon Winston,  
Ms Sharmila Sripathy, Ms Lau Qiuyu, Ms Tan Bee Neo Melissa, Ms Kok Shu-En

*(Left to Right) Fourth row:*

Ms Cheng Yuxi, Ong Han Ming Bryan, Tay Wei Heng Terence, Teo Weng Kuan Eugene, Shaiffudin Bin Saruwan, Ms Salina Ishak,  
Koo Zhi Xuan, Hairul Hakkim s/o Kuthibutheen, Ms Ho Diana Haven, Ms Lee Li Choon, Elton Tan, Chan Wei Sern Paul, Ms Wong Li Tein,  
Ms Woo Wai-Ling Carolyn, Ms Ho Yi May Lorraine, Ms A Sangeetha, Gui Chuan Cheng Vince

*(Left to Right) Fifth row:*

Tan Shao Weng Andrew, Kwek Tze Hern Kevin, Teo Jing Lu, Gwee Tiong Kee Ronald, Goh Mu Quan, Ng John, Ms Shen Wanqin,  
Ms Lum Baoling Georgina, Ms Tan Jia Qi Rachel, Tan Jen Tse, Ms Looi Ai Lin Sandra, Sheik Umar Bin Mohamed Bagushair,  
Chin Jiayang Kenneth, Ms Tan Yan Shi Crystal, Ho Hsi Ming Shawn, Prem Raj s/o Prabakaran, Ms Koh Jiaying,  
Ms Teo Wei Ling, Ms Lim Mei Yee Elaine, Foo Mau Peng Edgar

*(Left to Right) Back row:*

Soh Tze Bian, Ms Wong Su Ann, Navin Anand, Samuel Wee Choong Sian, Jonathan Ng Pang Ern, Sim Jun Yi Andre, Kim Bum Soo,  
Ms Ho Yan-Qing Kelly, Ms Loh Hui-Min, Goh Teng Jun Gerome, Peter Lo, Ms Crystal Goh, Ms Ling Feng Mei Dorothy, Teo Guan Siew,  
Ms Kamala Ponnampalam, Teo Guan Kee, Ms Ling Feng Yong Carol, Tham Tong Kong Eddy, James Elisha Lee Han Leong,  
Koh Juay Kherng, Ms Sim Mei Ling, Ms Tan Yin Tze Sarah, Kevin Ho Hin Tat

## The Family Justice Courts

In 2023, therapeutic justice (“TJ”) continued to be integrated into our court processes. TJ reforms were designed for all court users, so that the specific needs of each family are identified at the outset of proceedings and a customised approach is applied to each matter.

The Family Justice Courts (“FJC”) continued to build its efforts and capacity for a multi-disciplinary team approach to manage cases expeditiously and holistically. Following a careful review, amongst others, of the successful pilot for such an approach from September 2020 to April 2022, the FJC introduced the Joint Triage Checklist (“JTC”) in 2023. The JTC is applicable to all divorce cases not filed under the simplified track process, comprising a list of questions to be completed before the first court event. The JTC encourages court users to cooperate in answering the questions jointly, so that the needs and unique underlying issues of each family are identified. The JTC aids the FJC to effectively triage divorce cases and allocate the relevant resources based on the needs of each family, as early as possible.

The FJC also established two new specialist courts, the Court of Protection and the Maintenance and Enforcement Court. The Court of Protection deals with applications arising from family violence and the protection of vulnerable adults. The Maintenance and Enforcement Court deals with applications for maintenance during the subsistence of a marriage and enforcement of maintenance orders made by the FJC or other tribunals which orders are enforceable by the FJC. The two courts, each headed by a senior JSO, deal with pre-trial matters and the hearing of more complex cases. Over time, this will deepen the Judges’ expertise, thus enhancing their effectiveness and sensitivity to the needs of affected or vulnerable parties. It will also develop sound jurisprudence, more so, with the recent changes to the legislation on family violence and maintenance laws as well as the application of the protection from harassment laws to the FJC, all of which are due for implementation in 2024.

Beyond the new process for triaging of divorce cases and handling of family violence and neglect cases by specialist courts, the FJC has released the exposure draft of the new Family Justice Rules (“FJR”) in August 2023. The FJR reforms follow the recommendations by the Committee to Review and Enhance Reforms in the Family Justice System (RERF) in 2019 to simplify the FJR 2014. The new FJR are organised into three volumes, comprising the General Rules, Probate and Other Matters Rules, and Protection from Harassment Rules. The new FJR also simplify the terms used, in line with the nomenclature of the Rules of Court 2021. When implemented with an upgrade to the e-Litigation system, the FJR will utilise digitised court forms for the most common court processes. Litigants will be guided in a step-by-step process to fill in information necessary for their applications and/or affidavits, which will allow for the auto-generation of the necessary court documents for filing under the e-Litigation system.

Following the success of introducing additional platforms at integrated service hubs such as ServiceSG@Our Tampines Hub and ServiceSG@One Punggol for the filing of maintenance enforcement applications, the FJC introduced the online Probate eService platform. Launched in April 2023 at One Punggol at a FJC@Heartlands event to increase public outreach, the Probate eService enables a person (who meets the requirements) to make an application entirely online with the necessary guidance on the required documents to be filed.

As at 31 December 2023, there were 46 JSOs in the FJC.

**Justice Teh Hwee Hwee**  
**Presiding Judge**  
**Family Justice Courts**

# Family Justice Courts Senior Management



*(Left to Right):*

Ms Tan Shin Yi (Judicial Head, Court of Protection),  
Ms Yarni Loi (Principal Director, Therapeutic Justice Transformation Office),  
Ms Jen Koh (Deputy Registrar and Senior Judicial Head, Family Justice Courts),  
Ms Toh Wee San (Senior Judicial Head, Family Justice Courts),  
Kenneth Yap (Registrar, Family Justice Courts),  
Justice Teh Hwee Hwee (Presiding Judge of the Family Justice Courts),  
Chief Justice Sundaresh Menon,  
Chia Wee Kiat (Deputy Presiding Judge, Family Justice Courts),  
Muhammad Hidhir Abdul Majid (Principal District Judge, Family Justice Courts),  
Kevin Ng (Senior Judicial Head, Family Justice Courts),  
Ms Amy Tung (Judicial Head, Youth Court),  
Darryl Soh (Judicial Head, Maintenance & Enforcement Court)

# Family Justice Courts



*(Left to Right) Front row:*

Ms Tan Shin Yi, Ms Yarni Loi, Ms Jen Koh, Ms Toh Wee San, Kenneth Yap,  
Justice Teh Hwee Hwee (Presiding Judge of the Family Justice Courts),  
Chief Justice Sundares Menon,  
Chia Wee Kiat, Muhammad Hidhir Abdul Majid, Kevin Ng, Ms Amy Tung, Darryl Soh

*(Left to Right) Second row:*

Ms Jinny Tan, Ms Lo Wai Ping, Ms Shobha Nair, Ms Nicole Loh, Ms Janice Chia, Ms Kimberly Scully,  
Wong Sheng Kwai, Goh Kiat Yi, Ms Sheela Kumari Devi, Ms Suzanne Chin,  
Ms Carrie Chan Su-Lin, Ms Miranda Yeo, Ms Carol Liew

*(Left to Right) Third row:*

Ms Wendy Yu, Ms Lim Choi Ming, Edmund Chew, Eugene Tay, Azmin Bin Jailani,  
Sheik Mustafa Bin Abu Hassan, Kevin Ho, Ms Cheryl Koh, Ms Josephine Kang,  
Ms Michelle Elias Solomon, Ms Geraldine Kang, Ms Kathryn Thong

*(Left to Right) Back row:*

Ms Adriene Cheong, Ms Khoo May Ann, Ms Keziah Ayuputri Simon, Goh Zhuo Neng,  
Jason Gabriel Chiang, Patrick Tay, Marcus Ho, Ms Christine Lee,  
Ms Lee Kai Lin Kelyn, Ms Tan Li-Ning Tamasin



# MILESTONE TRAINING PROGRAMMES

# JSC POSTGRADUATE SCHOLARSHIPS IN LAW

The Judicial Service Commission (“JSC”) granted a JSC Scholarship in 2023 to one Judicial Service Officer (“JSO”) for the purpose of pursuing the Master of Laws (“LLM”) during the academic year 2023/2024 at Harvard University in the United States of America.

## LLM at Harvard University

### Lewis Tan



Lewis Tan and his wife

I was fortunate to receive the JSC scholarship to pursue my LLM at Harvard University.

Admittedly, the past few months have gone by in a hectic blur, as I contend with reintegrating into student life, ploughing through seemingly incessant readings, class participation, and taking examinations. They have also been the most fulfilling of my adult life, as professors who I had only read about crystallised into humans and outdid any expectations that I had of their intellect and capabilities. Through them, I have

improved my grasp of a wide array of topics, ranging from constitutional and criminal law to laws in the international domain, like the laws of war. Through active discussions with my peers, I have re-evaluated firmly held views, and come out with a better appreciation for perspectives I failed to give sufficient heed to.

Amidst this period of intellectual growth, my wife and I have found most joy in sharing them with friends from the world over that we have met in the preceding months, but who already feel like family. It is a cliché that the best thing about a Harvard experience is the relationships that you build, and my time here has shown this cliché to be true, as people from 70 different nations have found familiarity and a shared sense of belonging that made the frigid winters less daunting.

I am immensely grateful to the JSC for this enriching opportunity to learn and better myself.

# MILESTONE TRAINING PROGRAMMES IN LEADERSHIP/ MANAGEMENT

The Judicial Service invites and nominates JSOs for milestone training programmes (“MTPs”) conducted by the Public Service Division and the Civil Service College (“CSC”). These programmes are designed to advance the continuing education of JSOs in leadership and management, as well as to provide opportunities for them to engage with their peers from the Civil Service and the Administrative Service. Three JSOs who participated in MTPs in 2023 have shared their experiences.

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## 14<sup>th</sup> Leaders in Administration Programme

### Thian Yee Sze

The Leaders in Administration Programme (“LAP”) is the apex course in the CSC’s suite of milestone programmes. Conducted biennially, it prepares participants for senior leadership positions in the Public Service.

The 14<sup>th</sup> LAP was conducted over six weeks in October and November 2023, with 27 participants from a cross-section of the Public Service, including the ministries, organs of state, armed forces, statutory boards, and the healthcare and higher education sectors.

Through lectures and dialogues with political office holders, senior public servants, industry and non-government sector leaders, the class gained deep and broad insights into the international

and domestic driving forces, trends and challenges Singapore faces both in the short and longer term. Participants also developed an appreciation of how senior public leaders need to step up to successfully navigate and operate in a VUCA (volatile, uncertain, complex and ambiguous) world. The learning in the classroom was enriched through robust and candid discussions among participants, and reinforced during study trips to China, Indonesia and Malaysia, through which the geopolitical dynamics and Singapore’s role in a complex environment were brought to the fore.

The LAP presents a unique opportunity for the growth and development of strong and forward-looking leaders, and to prepare them to meet the expectations of and demands on the Public Service in the 21<sup>st</sup> century to ensure that Singapore remains cohesive, competitive and secure.

## 5<sup>th</sup> Directors' Developmental Experience

Randeep Singh



I attended the 5<sup>th</sup> Directors' Developmental Experience ("DDE") from 26 May 2023 to 22 September 2023. The DDE aims to prepare first-time directors for the responsibilities and expectations of being Public Service leaders.

The course comprised four physical check-ins which focused on the different aspects of being a Public Service leader. Between check-ins, participants were expected to apply the skills acquired in the course of their work. Participants were also given access to online resources to access in their own time. In addition, participants were offered 1-on-1 coaching sessions with a professional coach.

Attending the DDE was rewarding and beneficial to my work as a JSO.

First, the DDE provided valuable insight into the work of the various agencies making up the Public Service. JSOs often have limited opportunities to interact with officers from other agencies or understand the work that they do. This gave me a better appreciation of the role

other agencies play and how the wider Public Service functions. While there were differences in my job scope as compared to that of the other participants, our experiences were similar and relatable.

Second, the content delivered at the DDE was targeted at addressing the specific issues and challenges new leaders are likely to face. A closed-door engagement with Minister Tan See Leng was particularly engaging. Given that Minister Tan spent most of his career in the private sector, his perspectives on the Public Service and public servants were refreshing and insightful.

Third, the DDE allowed me to form deep and meaningful connections with other Public Service leaders. Several sessions were conducted within a small learning group of six participants. This allowed for free and robust discussions on issues that the group found most relevant.

I am grateful to the JSC for the opportunity to attend the DDE.

## 30<sup>th</sup> Senior Management Programme

Kok Shu-en



The 30<sup>th</sup> Senior Management Programme (“SMP”) was a 6.5-week programme held from 10 July 2023 to 23 August 2023. I was one of 42 participants from across the Public Service who attended the programme.

The programme curriculum focused on the broad issues of Navigating Our Complex Environment, Building Partnerships & Trust, and Leading in the Public Service. Participants had the opportunity to engage in dialogues with senior leaders from the public, private and social sectors on a wide range of topics – from geopolitical, socio-economic, political issues to leadership and development. The frank and engaging dialogue sessions that the class had with Deputy Prime Ministers Lawrence Wong and Heng Swee Keat, and Minister Chan Chun Seng were among the highlights of the programme.

We made study trips to Brunei and Indonesia (Makassar and Jakarta), through

which we gained deeper understanding of our regional neighbours and drew lessons from our interactions with Public Service counterparts and private sector representatives in these places.

As part of the SMP Lab component of the programme, participants formed project teams to identify and work on a cross-cutting issue of our choice, with the aim of learning more about the Public Service system and our own leadership impact.

The programme was designed in a manner that encouraged peer learning, reflection, and collective action. There were indeed many challenging questions, provoking comments, and much honest sharing of experiences, and it was in these interactions with fellow 30<sup>th</sup> SMP participants that I found the collective learning experience to be greatly enriched.

I am very grateful to have been given this invaluable opportunity to learn, reflect and build connections through the 30<sup>th</sup> SMP.



PRIDE  
IN SERVICE

# PRIDE IN SERVICE

National Day Awards are a means of recognising officers who have made outstanding achievements and consistently demonstrated good service, competence, and devotion to duty. Eleven Judicial Service Officers were conferred National Day Awards in 2023: three Public Administration Medals, two Long Service Medals, two Public Service Medals and four COVID-19 Resilience Medals. JSO recipients of the National Day Medals were honoured at the Judiciary National Day Awards Investiture 2023 held on 9 November 2023 at the Supreme Court, graced by the Chief Justice/President of the Judicial Service Commission (“JSC”) and Members of the JSC.

In addition, Mr Kwa Chong Seng – Member of the JSC and former Deputy Chairman of the Public Service Commission – was conferred the Distinguished Service Order in 2023 in recognition of his immense contribution to the Public Service in an illustrious career in the Service spanning close to three decades.

## Public Administration Medal (Silver)

Ms Koh Geok Jen District Judge	Family Justice Courts
Ms Chong Chin Chin Senior Assistant Registrar	Supreme Court Registry

## Public Administration Medal (Bronze)

Ms Tay Joo Ling, Dora District Judge	State Courts
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## Long Service Medal

Mr Ow Yong Tuck Leong District Judge	State Courts
Ms Ling Feng Yong, Carol District Judge	State Courts

## Public Service Medal (COVID-19)

Mr Tan Ken Hwee Chief Transformation and Innovation Officer	Information, Technology and Transformation, Judiciary
Mr Yeong Zee Kin Chief Executive	Singapore Academy of Law

## COVID-19 Resilience Medal

Mr Phang Hsiao Chung Deputy Registrar	Supreme Court Registry
Ms Ng Teng Teng, Cornie Senior Assistant Registrar	Supreme Court Registry
Ms Chong Chin Chin Senior Assistant Registrar	Supreme Court Registry
Ms Tan Bee Neo, Melissa District Judge	State Courts

# The Judicial Service Commission with the Recipients of the National Day Medals 2023



*(Left to Right):*

Mrs Deborah Ong, Justice Philip Jeyaretnam,  
Justice See Kee Oon, Ms Chong Chin Chin,  
Chief Justice Sundaresh Menon,  
Mr Ow Yong Tuck Leong, Justice Audrey Lim, Mr Kwa Chong Seng

## EDITORIAL COMMITTEE

Ms Lim Sai Nei

*Chairperson*

Ms Elaine Liew

*Vice-Chairperson*

## MEMBERS:

Ms Sarah Tan

Ms Jinny Tan

Mr Vince Gui

Mr Ong Kye Jing

Ms Keziah Ayuputri Simon

## JUDICIAL SERVICE COMMISSION SECRETARIAT

Mr Siva Shanmugam

*Secretary, Judicial Service Commission*

Mr James Leong

*Chief of Staff, Singapore Judicial Service*

Ms Jeanne Kuik

Ms See Bee Keow

Ms Jane Liow

Ms Jewel Ting

Ms Chan Sin Re



# JUDICIAL SERVICE COMMISSION

1, Supreme Court Lane,  
Supreme Court, Singapore 178879

website: [www.jsc.gov.sg](http://www.jsc.gov.sg)

email: [jsc\\_sec@jsc.gov.sg](mailto:jsc_sec@jsc.gov.sg)

An abstract graphic in the bottom left corner consisting of several overlapping, concentric circles or rings. The circles are rendered in a lighter shade of red than the background, creating a sense of depth and movement. The lines of the circles are slightly blurred, giving the impression of a dynamic, swirling motion.