LEGAL SERVICE COMMISSION

ANNUAL REPORT 2019

OUR MISSION

The mission of the Legal Service Commission is to maintain a dedicated corps of officers with integrity and ability to staff the Judiciary, the Attorney-General's Chambers and the Legal Service departments of various Ministries and other arms of Government.

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The President,
Legal Service Commission

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Chief Justice
Sundaresh Menon
President

Legal Service Commission

In a season of unprecedented dislocation, the profession has rallied together in the common cause of sustaining access to justice for a society whose justice needs are likely to have grown in the wake of mounting debt, unfulfilled contracts, and rising unemployment.

Foreword by

THE PRESIDENT, LEGAL SERVICE COMMISSION

In December 2019, as the global community celebrated the end of an eventful decade, it also witnessed the first signs of an oncoming calamity that will likely define much of the next. News broke of a growing cluster of patients in Wuhan who suffered from pneumonia of unknown etiology. As 2019 drew to a close, the Wuhan Municipal Health Commission notified the World Health Organisation of the outbreak, and the race to study and contain the virus began in earnest. Since then, COVID-19 has escalated into a full-blown global pandemic and triggered a health and economic crisis of historic proportions. Within months, COVID-19 has reshaped national priorities, disrupted patterns of trade and consumption, closed borders and businesses, consigned millions to their homes, and irrevocably transformed the ways in which we live, work and interact. The political, social and economic ramifications of COVID-19 will reverberate throughout the world long after the pandemic itself has abated.

COVID-19 has left few, if any, sectors and professions untouched, and the legal profession has proved to be no exception. With the number of transmissions on the rise, our courts – like many others around the world – adjourned all hearings save for essential and urgent matters, implemented safe distancing measures and employed alternatives to physical hearings. The Attorney-General's Chambers ("AGC") and law firms in Singapore put in place business continuity plans and explored ways to navigate restrictions on physical convergence. In a season of unprecedented

dislocation, the profession has rallied together in the common cause of sustaining access to justice for a society whose justice needs are likely to have grown in the wake of mounting debt, unfulfilled contracts, and rising unemployment.

COVID-19 While has undoubtedly magnified the imperative of ensuring access to justice, this was in fact a recurrent theme of the work of the Judiciary and the Singapore Legal Service throughout 2019. Technology was the key enabler of many of these initiatives. For instance, the Authentic Court Orders system launched by the Judiciary's Office of Transformation and Innovation automatically endorses selected court orders with a QR Code and reference number, allowing their authenticity to be verified without the need for a certified true copy. The Intelligent Court Transcription System, piloted by the State Courts in 2019, will provide instantaneous transcription of oral evidence in court proceedings involving multiple parties, with consequent savings in time and costs. The Family Justice Courts' integrated Family Application Management System now offers quicker filing and processing of routine applications under the Mental Capacity Act, and supports early negotiations online for certain types of maintenance applications. These are illustrations of how the careful integration of technology into court systems and processes can lower the barriers of time, cost and distance that too often stand between the community and its courts.

Foreword by

THE PRESIDENT, LEGAL SERVICE COMMISSION

Barriers to entry into the justice system can equally be lowered by non-technological that reduce solutions unnecessary complexity and empower court users. For instance, when the new State Courts Towers commenced operations in December 2019, the State Courts also launched a new Central Registry that serves as a "one-stop service centre" for general enquiries and common registry functions. Court users will no longer have to visit different registries to deal with different aspects of their matters. The recommendations submitted in 2019 by the inter-agency Committee to Review and Enhance Reforms in the Family Justice System included proposals to simplify and streamline the Family Justice Rules, so as to help families in distress better navigate the family justice system. In the same vein, the AGC has been working, as part of its Plain Laws Understandable by Singaporeans Project, to enhance the public's access to legislation and its understanding of the legislative process. These efforts make our justice system leaner and more efficient and user-friendly.

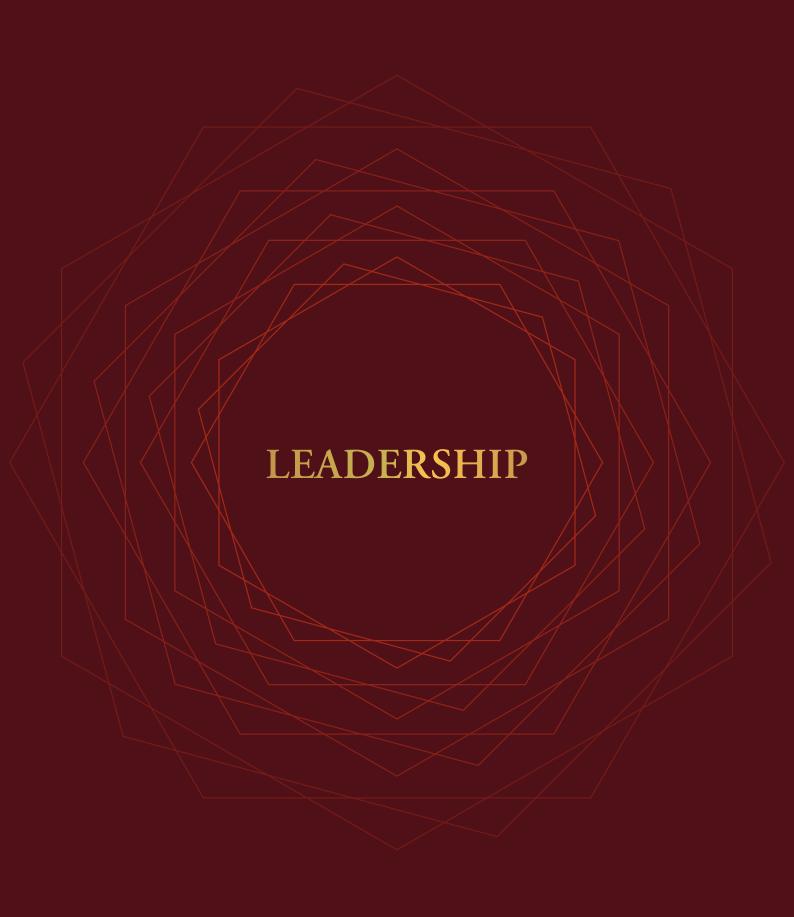
COVID-19 is unmistakably a global its consequences challenge. Just as are every nation's concern, so is its effective management also a collective global responsibility. This means that sustaining cross-border communication and cooperation, as well as the international organisations that remain the bedrock of effective multilateralism, has never been more important. In 2019, the Judiciary and Legal Service Officers continued to contribute their voices, ideas and resources to international platforms such as the

ASEAN Law Association, the Council of ASEAN Chief Justices, the 3rd Singapore-China Legal and Judicial Roundtable, and the China-ASEAN Prosecutors-General Conference. These dialogues and partnerships strengthen the international rule of law, which underpins global flows of trade, travel and information. It is essential that we sustain, and even redouble, these efforts given that COVID-19 is likely to fuel the already growing disenchantment with globalisation.

The legacy of 2019 will be marked indelibly by the virus that carries its name. But in many ways, our efforts before the pandemic to enhance access to justice laid a strong foundation for our response. But that is a foundation we must now build upon. COVID-19 has forced us to focus on our priorities, shed the weight of excess protocols, and work and communicate electronically, all within record time. In this sense, COVID-19 has imparted an additional and even essential impetus to our pursuit of equal and effective access to justice. That must remain our goal and aspiration if the Judiciary and the Singapore Legal Service are to do their part in restoring and providing relief to a society in recovery.

Chief Justice Sundaresh Menon

President Legal Service Commission



LEGAL SERVICE COMMISSION

The Legal Service Commission ("LSC") is constituted under Part IX of the Constitution of the Republic of Singapore ("Constitution"). Article 111(1) of the Constitution states that there shall be an LSC whose jurisdiction shall extend to all officers in the Singapore Legal Service ("Legal Service").

Article 111(2) and Article 111(2A) of the Constitution provide that the LSC shall consist of:

- (a) the Chief Justice, as President;
- (b) the Attorney-General;
- (c) the Chairman of the Public Service Commission ("PSC"); and
- (d) at least three but not more than six other Members, each of whom shall be appointed by the President of Singapore if he, acting in his discretion, concurs with the advice of the person nominating the Member(s), based on the following arrangements:
 - (i) at least one but not more than two persons nominated by the Chief Justice;
 - (ii) at least one but not more than two persons nominated by the Chairman of the PSC; and
 - (iii) at least one but not more than two persons nominated by the Prime Minister.

In addition, if the Chief Justice, the Chairman of the PSC or the Prime Minister, as the case may be, nominates two persons, at least one must be a person who has, for an aggregate period of not less than ten years, been a qualified person within the meaning of section 2(1) of the Legal Profession Act. These Members of the LSC shall hold office for such period (being not shorter than three years and not longer than five years) as the President of Singapore may specify and shall be eligible for reappointment.

The LSC has the duty, under Article 111(3) of the Constitution, to appoint, confirm, emplace on the permanent establishment, promote, transfer, dismiss and exercise disciplinary control over officers in the Legal Service.

111AA of the Constitution Article provides for the establishment of one or more personnel boards to exercise all or any of the powers and functions of the LSC under Article 111. The powers and functions of the LSC were devolved, from December 2007, to the Legal Service Personnel Boards, except the power to dismiss and exercise disciplinary control over Legal Service Officers ("LSOs") and all powers of the LSC in relation to LSOs who hold appointments of and above the "threshold" grade of Superscale LSO Grade 2, including the power to nominate officers for appointment or promotion to that grade.

LEGAL SERVICE COMMISSION

In 2019, the LSC continued to exercise the powers and functions of appointment, emplacement the permanent on establishment, promotion and award of remuneration components to LSOs at Grade 2 and above. The LSC also deliberated and approved refinements to various human resource frameworks in the Legal Service.

The Chief Justice/President of the LSC recorded his deep appreciation to Judge of Appeal Justice Andrew Phang and Mr Gautam Banerjee who completed their term as Members of the LSC on 31 October 2019 after having served with distinction from 1 November 2016 and 1 November 2010 respectively. The President of Singapore approved the appointments of Justice Audrey Lim and Mrs Deborah Ong as Members of the LSC with effect from 1 November 2019 for a term of three years.

The LSC comprised, as at 31 December 2019, Chief Justice Sundaresh Menon as the President; and the Attorney-General Mr Lucien Wong, the Chairman of the PSC Mr Lee Tzu Yang, Judge of Appeal Justice Steven Chong, Justice Lee Seiu Kin, Justice Audrey Lim, Mr Adrian Chan, Ms Goh Swee Chen and Mrs Deborah Ong as Members.

Legal Service Special Personnel Boards

In 2019, the Legal Service Special Personnel Boards continued to exercise the powers and functions of appointment, confirmation, emplacement on the permanent establishment, promotion, remuneration components, transfers to and from the Singapore Legal Service Scheme of Service of LSOs below Superscale LSO Grade 2 and the re-postings of LSOs within the respective Branches of the Legal Service.

The Legal Service Judicial Branch Special Personnel Board continued to have jurisdiction over LSOs below Superscale LSO Grade 2 who were deployed at the departments in the Judicial Branch while the Legal Service Legal Branch Special Personnel Board continued to have jurisdiction over LSOs below Superscale LSO Grade 2 who were deployed at the departments in the Legal Branch.

The Chief Justice/President of the LSC recorded his deep appreciation to Justice Andrew Phang who completed his term as a Member of the Legal Service Judicial Branch Special Personnel Board on 31 October 2019. The President of Singapore approved the appointment of Justice Audrey Lim as Member of the Legal Service Judicial Branch Special Personnel Board for three years with effect from 1 November 2019.

The Legal Service Commission



Chief Justice Sundaresh Menon (President, LSC)



Mr Lucien Wong (Attorney-General)



Mr Lee Tzu Yang (Chairman, PSC)



Justice Andrew Phang (until 31 October 2019)



Justice Steven Chong



Justice Lee Seiu Kin



Justice Audrey Lim (wef 1 November 2019)



Mr Gautam Banerjee (until 31 October 2019)



Mr Adrian Chan



Ms Goh Swee Chen



Mrs Deborah Ong (wef 1 November 2019)

Judicial Branch Special Personnel Board



Chief Justice Sundaresh Menon (Chairman, Judicial Branch Special Personnel Board)



Justice Steven Chong



Justice Lee Seiu Kin



Justice Audrey Lim (wef 1 November 2019)

The Legal Service Judicial Branch Special Personnel Board comprised, as at 31 December 2019, Chief Justice Sundaresh Menon as Chairman; and Judge of Appeal Justice Steven Chong, Justice Lee Seiu Kin and Justice Audrey Lim as Members.

Legal Branch Special Personnel Board



Chief Justice Sundaresh Menon (Chairman, Legal Branch Special Personnel Board)



Mr Lucien Wong (Attorney-General)



Justice Lee Seiu Kin



Mr Lionel Yee (Deputy Attorney-General)

The Legal Service Legal Branch Special Personnel Board comprised, as at 31 December 2019, Chief Justice Sundaresh Menon as Chairman; and the Attorney-General Mr Lucien Wong, Justice Lee Seiu Kin and Deputy Attorney-General Mr Lionel Yee as Members.

TALENT DEVELOPMENT COMMITTEE / SUCCESSION PLANNING COMMITTEE

The Legal Service Talent Development Scheme ("TDS") was formally institutionalised in 2006. The TDS is the principal source for renewal of leadership in the Legal Service and underpins the succession planning framework in the Legal Service.

The Legal Service Talent Development Committee/Succession Planning Committee ("TDC/SPC") is chaired by the President of the LSC, Chief Justice Sundaresh Menon. The Members, as at 31 December 2019, were the Attorney-General Mr Lucien Wong, Chairman of the PSC Mr Lee Tzu Yang, Judge of Appeal Justice Steven Chong, Justice Lee Seiu Kin, Justice

Audrey Lim, Ms Goh Swee Chen and Mrs Deborah Ong.

The TDC/SPC has direct oversight of the LSOs in the TDS. It adopts a stringent approach to identify and develop suitable LSOs for key/leadership positions. The LSOs in the TDS are developed through varied training and developmental and posting frameworks to enable them to have the opportunity to achieve their fullest potential.

The programmes available include scholarships for postgraduate degrees, milestone programmes and attachments to commercial organisations, law firms or chambers.

Talent Development Committee/Succession Planning Committee



Chief Justice
Sundaresh Menon
(Chairman,
Talent Development
Committee/Succession
Planning Committee)



Mr Lucien Wong (Attorney-General)



Mr Lee Tzu Yang (Chairman, PSC)



Justice Steven Chong



Justice Lee Seiu Kin



Justice Audrey Lim (wef 1 November 2019)



Ms Goh Swee Chen



Mrs Deborah Ong (wef 1 November 2019)

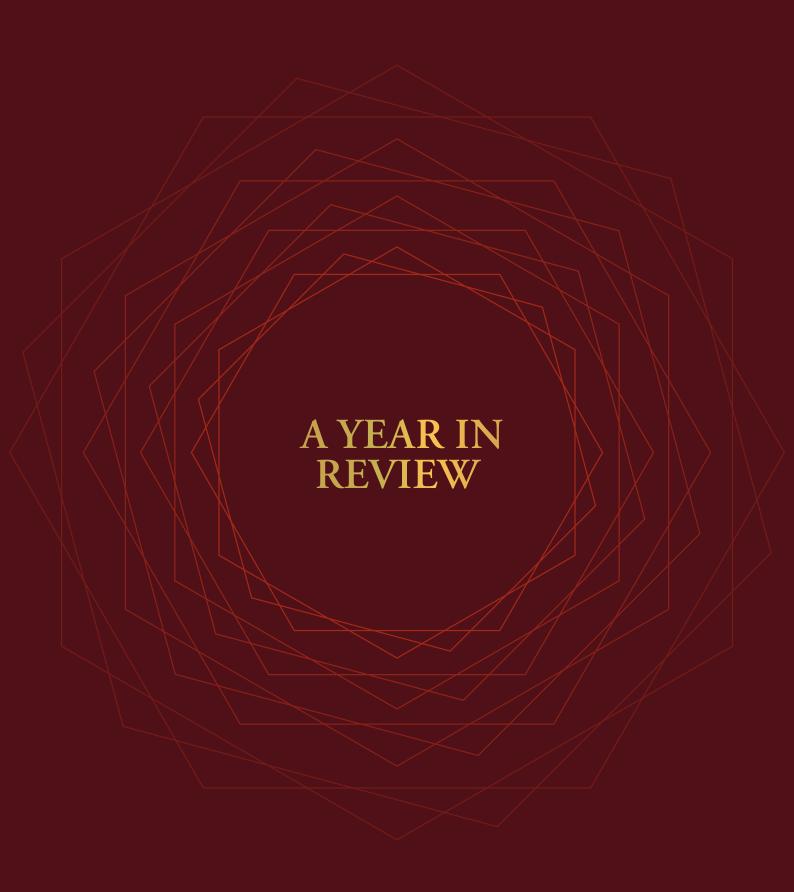
LEGAL SERVICE HR REVIEW 2019/2020

In 2019, the Legal Service commenced a review of its human resource framework to identify specific areas and aspects which may be enhanced.

A Legal Service Human Resource Review Committee was established to undertake the review. The Committee is chaired by Ms Goh Swee Chen, a Member of the LSC. The Members are Justice Vincent Hoong and Solicitor-General Mr Kwek Mean Luck.

The proposals of the Branch Heads, Heads of Departments ("HODs") and LSOs were sought on the possible enhancements that may be made to the existing human resource framework. Focus group discussions with HODs and LSOs were also held to garner views and feedback.

The Committee will be continuing its review in 2020.



LSOs in the Singapore Legal Service

Legal Service Officers ("LSOs") serve in either the Judicial Branch or the Legal Branch of the Singapore Legal Service ("Legal Service"). There were 745 LSOs in the Legal Service as at 31 December 2019 - 210 in the Judicial Branch (comprising the Supreme Court, the State Courts and the Family Justice Courts) and 535 in the Legal Branch (comprising the Attorney-General's Chambers and Legal Departments/Units in Ministries and Statutory Boards).

Recruitment

The principal criterion for possible appointment to the Legal Service as an LSO is a law degree from the National University of Singapore ("NUS"), the Singapore Management University ("SMU") or an approved overseas university. Candidates from the approved overseas universities would be required to have also passed the Graduate Diploma in Singapore Law or Part A of the Singapore Bar Examinations.

Law undergraduates (from the NUS, the SMU or an approved overseas university) and those studying for a Doctor of Jurisprudence ("JD") programme (at the SMU or an approved overseas university) who have successfully completed at least their second year may apply for consideration.

There were 415 applications in 2019 for possible appointment to the Legal Service. A summary of the applications and appointment numbers is at **TABLE 1**.

TABLE 1: RECRUITMENT		
Applicants	415	
Interviewed	290	
Selected	132	
Appointed/ Reappointed	95*	

Including LSOs who were re-employed on reaching the compulsory retirement age of 62 and Public Service Commission Scholars who were interviewed prior to 2019 and assumed appointment in 2019.

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

Twenty-five LSOs who had been appointed on contract were emplaced on the permanent establishment in 2019. Seven other LSOs who were Public Service Commission ("PSC") Scholars and had been appointed on probation were confirmed in their appointment in the same year. Seven Management Executive Officers were transferred in 2019 from the Management Executive Scheme of Service to the Legal Service Scheme of Service and appointed LSOs.

Attrition

Thirty-three LSOs (4.4%) left the Legal Service in 2019. The details of the attrition in the Legal Service over the last three years are at **TABLE 2.**

TABLE 2: ATTRITION			
	2017	2018	2019
Resignation	23	24	23
Retirement	2	1	8
Expiry of Contract	5	4	0
Transfer of Service	0	0	1
Demise	0	0	1

Legal Service Outreach Activities

The Legal Service continued to participate in various outreach activities in 2019 to engage law undergraduates and JD and pre-university students. The objective was to raise awareness of the positive impact the work of LSOs has on society and encourage them to consider a career in law. The outreach activities of the Legal Service in 2019 included:

- (a) the NUS Law Careers Fair;
- (b) the SMU Law Fair;
- (c) the Singapore Legal Forum (organised by the United Kingdom Singapore Law Students' Society);
- (d) the Singapore Academy of Law Junior College Law Programme;
- (e) career fairs at various Junior Colleges; and

(f) information sessions organised by the PSC for final year pre-university students.

LSOs shared at the outreach activities their study and work experiences and the broad spectrum of challenging and interesting work and internship opportunities available in the Legal Service.

Singapore Academy of Law Junior College Law Programme: Mentor Attachment Scheme

The Junior College Law Programme ("JCLP") is organised annually by the Singapore Academy of Law.

The 2019 JCLP was a two-week programme aimed at sensitising students from junior colleges and pre-university institutions to various aspects of a career in law – to enable them to be in a better position to make an informed choice on the option of studying for a degree in law.

The 2019 JCLP included a six-day Mentor Attachment Scheme where students were assigned to a law firm or a department in the Legal Service or public sector.

Nineteen students were assigned to the Legal Service under the Mentor Attachment Scheme: seven at the Attorney-General's Chambers; four at the Family Justice Courts; three at the Supreme Court; three at the Legal Aid Bureau; and two at the Insolvency and Public Trustee's Office.

Legal Service Internship Programme 2019/2020

The Legal Service offers internships to eligible law undergraduates and JD students at the NUS, the SMU and the approved overseas universities.

Internships are offered bi-annually and coincide with the institutions' vacation periods in each academic year.

The objectives of the Internship Programme are to raise awareness of the nature of work and opportunities in the Legal Service and provide an added avenue to attract suitable candidates to consider a career in the Legal Service.

Seventeen Legal Service Departments participated in the 2019/2020 Internship Programme. A total of 98 interns were hosted. The details are at **TABLE 3**.

Public Service Commission Law Scholars

Six candidates were awarded a Scholarship by the PSC in 2019 to read law.

Justice Lee Seiu Kin (Member of the LSC) met the six scholars in August 2019. The scholars were provided an overview of the Legal Service and the human resource frameworks in the Legal Service (including developmental opportunities). Eighteen other scholars who were on their termbreak from their undergraduate studies also attended the session to receive updates on developments in the Legal Service. LSO-Mentors also attended the session to share their experiences and address queries from the scholars.

TABLE 3: INTERNSHIP PROGRAMME	
Department	No. of interns hosted
Accounting and Corporate Regulatory Authority	2
Attorney-General's Chambers	34
Competition and Consumer Commission of Singapore	5
Family Justice Courts	6
Intellectual Property Office of Singapore	1
Insolvency and Public Trustee's Office	2
Legal Aid Bureau	17
Ministry of Culture, Community & Youth	2
Ministry of Education	2
Ministry of Health	4
Ministry of Home Affairs	2
Ministry of Law	5
Ministry of Manpower	4
Ministry of Social and Family Development	3
Singapore Land Authority	1
State Courts: Senior Officers' Law Clerk Programme	1
Supreme Court & State Courts: Judicial Internship Programme	7
Total	98

The Legal Service also engaged the scholars by inviting them to attend major events in the annual legal calendar such as the Opening of the Legal Year, the Legal Service National Day Observance Ceremony and the Singapore Academy of Law Annual Lecture.

The scholars who had completed their second year of the law undergraduate programme in 2019 also undertook a five-week internship with the Legal Service under the PSC Scholars' Mid-Course Programme.

PERFORMANCE MANAGEMENT

Meritocracy, fairness and transparency are the three cornerstones on which the performance management framework of the Legal Service is premised. The various aspects of the framework are regularly reviewed and refined to safeguard the accurate assessment of each and every LSO.

2019 Promotion

A total of 122 LSOs were promoted to the next higher grade in the April 2019 Promotion Exercise. The details are at **TABLE 4**.

TABLE 4: 2019 PROMOTIONS		
Promotions	No. of LSOs	
Within Superscale Grades	18	
Into Superscale Grades	14	
Within Timescale Grades	90	
Total number of LSOs promoted	122	

REMUNERATION

The Legal Service Remuneration Framework continues to adopt a performance-driven compensation framework to recognise LSOs' performance and potential as well as to attract and retain a fair share of bright legal talent.

All eligible LSOs were considered for the award of an annual Variable Increment, a Performance Bonus (paid in March 2019),

a Long-Term Incentive (paid in March 2019) and a Legal Professional Allowance (paid in September 2019).

The Legal Service undertook a review of the Legal Service remuneration framework in 2019. The review was undertaken jointly with the Public Service Division, with the approved recommendations to be implemented with effect from 1 April 2020.

CAREER DEVELOPMENT

Postings

The Legal Service posting system continues to form an essential component of the training and career development framework for LSOs. The primary objective is for LSOs to have opportunities to gain exposure to a variety of legal work and for them to hone and sharpen their legal skills whilst allowing the various Legal Service Departments to meet their manpower needs.

A total of 94 LSOs (44 Superscale LSOs and 50 Timescale LSOs) were re-posted in 2019.

Continuing Education

The Legal Service continues to place high emphasis on the continual development of its officers. The aim is to ensure that training is available to LSOs at different stages of their career.

In 2019, the Talent Development Committee ("TDC") approved additions to the list of approved Master of Laws ("LLM") programmes and institutions where LSOs may study for an LLM on an LSC Scholarship.

Eleven LSOs studied for an LLM in the academic year 2019/2020 under the auspices of an LSC Scholarship. One LSO studied for an LLM at the University of California, Berkeley; four at Columbia University; two at Harvard University; two at New York University; one at the University College London; and one at the London School of Economics and Political Science.

The Legal Service also nominates LSOs for milestone programmes in leadership/management that are organised by the Civil Service College. Seven LSOs attended such programmes in 2019. One LSO attended the Leaders in Governance Programme; three LSOs attended the Senior Management Programme; two attended the Governance and Leadership Programme; and one attended the Management Development Course.

THE LEGAL SERVICE COMMISSION SECRETARIAT

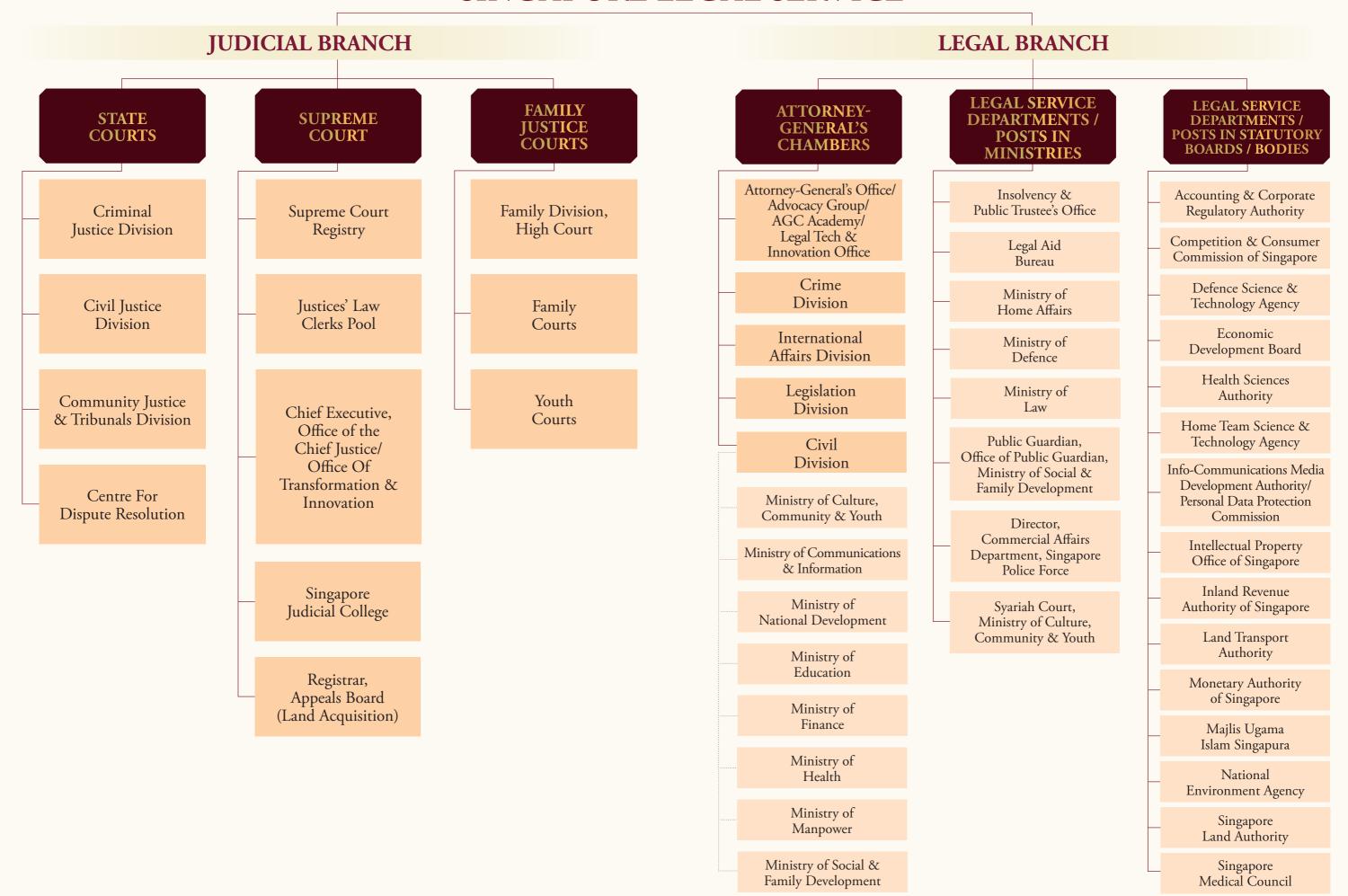
Article 111(6) of the Constitution states that there shall be a Secretary to the LSC who shall be a person who is a public officer and appointed by the President (of Singapore) on the advice of the LSC.

Mr Hamzah Moosa continued in his appointment as the Secretary to the LSC and the Chief of Staff of the Legal Service in 2019.

Mr Siva Shanmugam continued in his appointment as the Deputy Chief of Staff of the Legal Service in 2019.

The Secretary to the LSC/Chief of Staff, the Deputy Chief of Staff and the LSC Secretariat continued to support the LSC and the Legal Service Special Personnel Boards in the discharge of all their functions in 2019.

SINGAPORE LEGAL SERVICE





LSC POSTGRADUATE SCHOLARSHIPS IN LAW

The Singapore Legal Service ("Legal Service") awards Legal Service Commission ("LSC") Scholarships to Legal Service Officers ("LSOs") to study for postgraduate programmes in law at leading local and overseas institutions.

In 2019, eleven LSOs were awarded an LSC Scholarship to study for a Master of Laws ("LLM"): nine in the United States of America ("USA"); and two in the United Kingdom ("UK"). These LSOs share their experiences of undertaking their postgraduate studies in law.

Scholars – USA

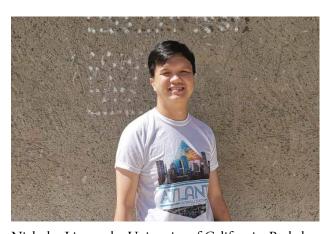
(Randeep Singh, Paul Lie, Yvonne Poon, Nicholas Lai, Tan Wee Hao, Terri Lim, Nicholas Lim, Bryan Fang and Scott Tan)



Bryan Fang and Scott Tan at Harvard University



Paul Lie, Randeep Singh, Nicholas Lai and Yvonne Poon at Columbia University



Nicholas Lim at the University of California, Berkeley



Terri Lim and Tan Wee Hao at New York University

LSC POSTGRADUATE SCHOLARSHIPS IN LAW

Scholars – USA

In 2019, nine LSOs were awarded LSC Scholarships to study for a master's degree in law in the United States: Nicholas Lim (University of California, Berkeley); Nicholas Lai, Paul Lie, Yvonne Poon, and Randeep Singh (Columbia University); Terri Lim and Tan Wee Hao (New York University); and Bryan Fang and Scott Tan (Harvard University).

In reflecting on our academic experiences, we cite (a) the breadth of the course offerings, (b) the opportunities for practical instruction, (c) the strong emphasis interdisciplinary education, on (d) world-class faculty as aspects of our LLM programmes that we valued the most. The courses we took ran the gamut from core subjects on US law, like criminal procedure and constitutional law to skillsbased courses like the negotiation workshop (on alternative dispute resolution) and "Theatre of Change" (on art and activism in the criminal justice system). A number of us also had the chance to take part in legal

clinics and "externships" (placements with external organisations) that saw us spending time with indigenous peoples outside the United States to advise on the impact that mining was having on the community's water supply. The courses were intellectually rigorous and our professors, most of whom employed the Socratic method of instruction, were uniformly excellent.

We also enjoyed the richness of campus life (a product of the richness and diversity of the student body, and the long history of intellectual and social engagement in the university), and the varied opportunities it afforded for personal pursuits. Life outside campus — whether it be the collegiate conviviality of university towns like Berkeley or Cambridge, or the vibrancy of metropolitan city life in New York — was also equally enjoyable and will be fondly remembered.

We are grateful to the LSC for giving us the opportunity to further our studies.

LSC POSTGRADUATE SCHOLARSHIPS IN LAW

Scholars – UK

(Sivakumar Ramasamy and Teo Siqi)



Sivakumar Ramasamy and Teo Siqi

In 2019, we were both awarded LSC Scholarships to pursue an LLM in the United Kingdom (UK). Siva attended the University College of London (UCL) and Siqi attended the London School of Economics and Political Science (LSE).

Both universities offered a wide range of modules across different subject matters, from criminal justice theory to classical rhetoric. Both universities were unique in their own ways: LSE approached legal learning from a diversity of theoretical, practical, social and policy perspectives; and UCL had some of the best legal minds in their midst including the just retired Baroness Hale of the UK Supreme Court. Both universities also required us to write a dissertation as part of our LLM and this gave us an opportunity to conduct independent research and write an academic paper on an area of interest.

We found our time in the UK to be enriching – it broadened and deepened our perspectives on our relevant areas of practice back in Singapore. It was also an exciting time to be in London during a politically significant event in Europe and across the world, namely Brexit. We are grateful to the LSC for this opportunity.

MILESTONE PROGRAMMES IN LEADERSHIP/MANAGEMENT

The Legal Service nominated LSOs to attend milestone training programmes organised by the Civil Service College in 2019.

One LSO attended the 12th Leaders in Governance Programme ("LGP"); three LSOs attended the 26th Senior

Management Programme ("SMP"); two LSOs attended the 28th Governance and Leadership Programme ("GLP"); and one LSO attended the 16th Management Development Course ("MDC"). These LSOs share their experiences gleaned from the LGP, the SMP, the GLP and the MDC, respectively.

12th Leaders in Governance Programme

(Daphne Hong)



12th LGP: Daphne Hong (2nd row, 3rd from left) with her class at the 12th LGP

A Legal Service Officer attended the Leaders in Governance Programme ("LGP") for the first time in August 2019. This is the Civil Service College's flagship international programme for senior public officers from both Singapore and overseas focusing on leadership and governance matters. The 12th LGP class comprised 42 participants from 19 countries.

The programme comprised (i) talks by Permanent Secretaries and Deputy Secretaries on a wide range of public policy topics including Smart Nation Initiatives, Public Sector Transformation, Governance and Trust, and Future Economy; (ii) learning journeys to public sector organisations with innovative designs and programmes; and (iii) dialogue sessions with key political and public service leaders.

The LGP gave participants an excellent Singapore's overview governance structure, policies and philosophy. The speakers shared candid and insightful views about the challenges of governance. The foreign senior officials added to the richness of the discussions with diversity of perspectives informed by their varied experiences. Our foreign friends expressed admiration for Singapore's successes, but did not hold back pointing out our weaknesses, providing much food for thought. The intense programme and the social activities enabled most of us to forge strong personal bonds. We are still in contact a year after the programme!

26th Senior Management Programme

(Denise Wong, Peggy Pao and Shawn Ho)



 26^{th} SMP: Peggy Pao (3^{rd} row, 2^{nd} from the left), Denise Wong (3^{rd} row, 5^{th} from the left) and Shawn Ho (last row, 3^{rd} from the right) with their class at the 26^{th} SMP

The 2019 Senior Management Programme ("SMP") was a six-week programme. Participants held dialogues with policymakers, private sector professionals, academics and civil society organisations.

The SMP included trips to Malaysia (Kuala Lumpur & Negeri Sembilan) and Indonesia (Palembang, Jakarta & Batam), where we met political leaders, social activists and visited government agencies. We were given first-hand insights into the socio-political and economic developments in our key bilateral partners. These trips deepened

our understanding and appreciation of the regional landscape and Singapore's role in it.

This year's SMP culminated with a project entitled "SMP Lab", where participants formed teams and experimented with inter-Ministry policy initiatives during and after the SMP programme, with proposals presented to Permanent Secretaries.

We are grateful for the continued friendships with fellow participants from across the Public Service who shared with the SMP their wealth of experiences and a shared passion for the Public Service.

28th Governance and Leadership Programme

(Colin Seow and Tan Sze Yao)



 28^{th} GLP: Tan Sze Yao (2^{nd} row, 3^{rd} from the left) and Colin Seow (last row, 2^{nd} from the right) with their class at the 28^{th} GLP

We were privileged to attend the 28th Governance and Leadership Programme ("28th GLP") that took place between 14 October and 6 November 2019.

The 28th GLP comprised three key aspects: (a) deepening participants' leadership and management skills through small-group and personal coaching sessions; (b) providing a holistic understanding of the realities that shape Singapore's public policy through dialogues with senior public and private sector representatives; and (c) offering a first-hand feel of the broader regional context in which Singapore operates through a study trip to Guangzhou in the People's Republic of China.

Over the course of nearly a month, we also forged close ties with fellow participants, many of whom are leaders of their own teams in various government ministries and agencies. Through this process, we have come to better understand the pressures facing our colleagues outside the government legal sector, and are better placed to provide legal support for the challenges they face.

We are grateful to the LSC and our superiors for their support of our participation in the 28th GLP.

16th Management Development Course

(Kelvin Kow)



16th MDC: Kelvin Kow (last row, 4th from the left) with his class at the 16th MDC

The Management Development Course ("MDC") is a four-week programme that aims to strengthen its attendees' leadership skills, and develop in them an appreciation of the strategic, cross-cutting policy issues that today's public service faces. I was privileged to attend the 16th MDC in August – September 2019, with 40 other participants from various government sectors.

The course was extremely helpful. The highlights for me included: (a) practising a "difficult workplace conversation" in a roleplay with a professional actor, and receiving feedback for it; (b) a closed-door dialogue with Minister Indranee Rajah covering

a range of thorny policy issues; and (c) a guided tour through Jalan Kukoh, where poverty is not merely a topic of discussion but the daily lived experience.

I would like to share three takeaways: (a) for leaders – where possible, consider coaching (i.e. working with team members to discover what will take them to the next level) rather than instructing/advising; (b) for lawyers – it is worth making the effort to appreciate the operational/political/international context policy-makers are operating in, and offering advice useful in that context; and (c) in general – we connect with others better when engaging with empathy (sharing in their feelings), rather than sympathy¹.

¹ See "Brene Brown on Empathy": https://youtu.be/1Evwgu369Jw



PRIDE IN SERVICE

The auditorium of the Supreme Court echoed with the tunes and singing of the Majulah Singapura and a medley of songs performed by the Meridian Secondary School Choir during the 2019 Legal Service National Day Observance Ceremony on 22 August 2019. The Ceremony was graced by the President and Members of the Legal Service Commission ("LSC") and Legal Service Special Personnel Boards and attended by Legal Service Officers ("LSOs"). Public Service Commission

Scholars who would be appointed to the Legal Service on the conclusion of their law studies were also invited to the Ceremony.

LSO-representatives from various departments led the guests and participants in reciting the National Pledge. A total of 15 LSOs were honoured for being awarded a National Day Medal or Long Service Medal in 2019. Five were awarded the Public Administration ("PPA") Medal, one the Commendation Medal and nine the Long Service Medal.

THE PUBLIC ADMINISTRATION MEDALS		
NAME / DESIGNATION	DEPARTMENT	AWARD
Mr Luke Tan District Judge	Criminal Justice Division State Courts	PPA (Silver)
Ms Wong Peck District Judge	Corporate Services Division State Courts	PPA (Silver)
Ms Cornie Ng Senior Assistant Registrar	Supreme Court Registry	PPA (Silver)
Mrs Rena Lee Senior State Counsel	International Affairs Division Attorney-General's Chambers	PPA (Silver)
Mr Jeremy Yeo Director, Criminal Policy	Ministry of Law	PPA (Bronze)

PRIDE IN SERVICE

THE COMMENDATION MEDAL	
NAME / DESIGNATION	DEPARTMENT
Mr Nicholas Khoo Deputy Senior State Counsel / Deputy Public Prosecutor	Crime Division Attorney-General's Chambers

THE LONG SERVICE MEDALS		
NAME / DESIGNATION	DEPARTMENT	
Mr Toh Yung Cheong District Judge	Strategic Planning and Technology Division State Courts	
Mr Lee Cheow Han Assistant Chief Executive	Competition and Consumer Commission of Singapore	
Mr Peter Koy Deputy Chief Prosecutor	Crime Division Attorney-General's Chambers	
Mr Marcus Song Senior State Counsel	International Affairs Division Attorney-General's Chambers	
Ms Toh Wee San District Judge	Family Justice Courts	
Mr Kevin Ng District Judge	Family Justice Courts	
Mr Ronald Gwee District Judge	Civil Justice Division State Courts	
Mrs Shahla Iqbal Director (Legal)	Majlis Ugama Islam Singapura	
Mr Gilbert Low Senior Legal Counsel	Accounting and Corporate Regulatory Authority	

THE LEGAL SERVICE COMMISSION WITH THE RECIPIENTS OF THE NATIONAL DAY MEDALS 2019



(Left to Right) First row: Ms Goh Swee Chen, Justice Lee Seiu Kin, Mr Lee Tzu Yang, Chief Justice Sundaresh Menon, Justice Steven Chong, Mr Gautam Banerjee

(Left to Right) Second row: Mr Nicholas Khoo, Ms Cornie Ng, Mr Luke Tan, Mr Jeremy Yeo

(Left to Right) Third row: Mr Gilbert Low, Mr Ronald Gwee, Ms Toh Wee San, Mr Peter Koy, Mr Toh Yung Cheong, Mr Marcus Song, Mr Kevin Ng, Mrs Shahla Iqbal

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LEGAL SERVICE COMMISSION

1 Supreme Court Lane, Supreme Court, Singapore 178879 website: www.lsc.gov.sg email: lsc_sec@lsc.gov.sg