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# **FOREWORD**

BY THE PRESIDENT, LEGAL SERVICE COMMISSION



2020 will go down as a watershed year in history. It will, on the one hand, be remembered as a year of crisis. Over its course, the world watched as the COVID-19 crisis unfolded with frightening and devastating speed. In the space of a few months, the pandemic had shuttered international borders, decimated global trade, and disrupted almost all aspects of our social, professional and personal lives. It will likely also be remembered as a year of unimaginable inventiveness and transformation.

As a small and open economy, Singapore was one of the first to experience the effects of the pandemic. By January 2020, Singapore had recorded its first case of COVID-19 infection, and two months later, nationwide 'Circuit Breaker' measures were imposed to stop the spread of the virus. As our courts too were forced to shut their doors to all but the most essential and urgent cases, we moved quickly to ensure that lines of remote access remained open.

Alternatives to physical court hearings were quickly instituted. Protocols and procedures were developed and legislative amendments drafted, passed and implemented in record time to ensure a smooth transition from physical to remote court hearings. It is a testament to the outstanding work of Legal Service Officers ("LSOs"), among so many other colleagues, that the Court of Appeal was able to deliver a judgment remotely for the very first time just over two weeks into the Circuit Breaker. Remote hearings have since become an integral part of our

court operations, and a wide range of matters – from routine civil applications to criminal trials – have been heard by videoconferencing. Beyond this, the State Courts have gradually expanded the range of matters which may be dealt with asynchronously by email. On the other side of the bench, LSOs from the Attorney-General's Chambers ("AGC") continued to discharge their duties in court remotely, thus playing a vital role in keeping the wheels of justice turning amidst difficult circumstances.

Other court services too were rapidly brought online. The Family Justice Courts rolled out a new e-service for simplified track divorce applications, making the entire process easier for litigants-in-person to navigate. In a similar vein, work is underway on a new website for the Judiciary, which will serve as a single portal for information relating to all our courts.

Amidst our drive to harness the power of technology to bridge the gaps in access wrought by the pandemic, special care was taken to ensure that those unfamiliar with technology were not left behind. Physical 'Zoom rooms' were set up at the Family Justice Courts' premises, where litigants unable to set up a call on their own could get assistance to attend remote hearings.

The transformation of our courts and court processes has also proceeded apace. The Appellate Division of the High Court entered into operation, and will allow for a more optimal utilisation of our appellate

judicial resources. In the civil justice space, a major update to the Rules of Court is presently in the pipeline; and in the sphere of family justice, efforts to further simplify and streamline the Family Justice Rules are ongoing.

On the international front, notwithstanding barriers to international travel, LSOs robustly defended Singapore's interests in interstate negotiations, and continued to fly the Singapore flag high at various bilateral and multilateral fora such as the Singapore-China Legal and Judicial Roundtable, the Council of ASEAN Chief Justices and the International Consortium of Court Excellence.

LSOs also provided crucial legal support to the Government-led response to the COVID-19 pandemic. LSOs from the AGC staffed a 'COVID Task Force' established to provide urgent legal advice to the Government on all areas of its national pandemic response, from contact tracing, to border security and vaccine procurement. The AGC's Legislation Division worked tirelessly to translate these policies into legislation in record time, assisting in the drafting of no less than 239 COVID-19-related laws in 2020.

The past year has unquestionably been most trying. But amidst adversity, the Legal Service has rallied and risen most admirably to the numerous challenges we were faced with. The initiatives I have outlined are but a sliver of the many shining examples of excellent work done by our LSOs, who worked tirelessly, ably and passionately in the most difficult circumstances to advance the rule of law and ensure the fair and efficient administration of justice.

The pandemic has brought home the dangers of complacency in matters of business continuity and court operations, and has provided fresh impetus to our search for new and better ways of ensuring that justice is delivered fairly and efficiently. Looking ahead, we must ride the winds of change to bring about substantive improvements in our processes. The Legal Service has been at the cutting edge of this change, and I am confident that LSOs will continue to play an integral role in leading and driving the transformation of our justice system as we move from rescue and recovery on to deeper reform.

#### 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) mandates that there shall be an LSC, whose jurisdiction shall extend to all officers in the Singapore Legal Service. Articles 111(2) and 111(2A) of the Constitution provides that the LSC shall consist of:

- (a) the Chief Justice ("CJ"), as President;
- (b) the Attorney-General ("AG");
- (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/she, acting in his/her 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 CJ;
- (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 ("PM").

If the CJ, the Chairman of the PSC or the PM, as the case may be, nominates two persons, one must be a person who has for an aggregate period of not less than 10 years been a qualified person within the meaning of section 2(1) of the Legal Profession Act.

Each nominated Member of the LSC shall hold office for such period as the President of Singapore may specify – being not shorter than three years and not longer than five years – and shall be eligible for re-appointment.

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 Singapore Legal Service.

The LSC comprised, as at 31 December 2020, CJ Sundaresh Menon as the President; and the AG 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 the Members.

# LEGAL SERVICE SPECIAL PERSONNEL BOARDS

Article 111AA of the Constitution provides for the establishment of one or more personnel boards to exercise all or any of the powers and functions of the LSC over LSOs. The powers and functions of the LSC are devolved to Personnel Boards, save for the power to dismiss and exercise disciplinary control over LSOs and all powers of the LSC in relation to LSOs of and above the "threshold" grade of Superscale Grade 2, including the power to nominate officers for promotion into that grade.

In 2020, the Legal Service Special Personnel Boards continued to exercise the powers and functions of appointment, confirmation and emplacement on the permanent establishment, promotion and remuneration, transfers of LSOs below Superscale Grade 2 and re-postings of LSOs within the respective Branches.

## THE LEGAL SERVICE COMMISSION



Chief Justice Sundaresh Menon (President, LSC)



Mr Lucien Wong (Attorney-General)



Mr Lee Tzu Yang (Chairman, PSC)



Justice Steven Chong



Justice Lee Seiu Kin



Justice Audrey Lim



Mr Adrian Chan



Ms Goh Swee Chen



Mrs Deborah Ong

#### 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

The Judicial Branch Special Personnel Board continued to have jurisdiction over all LSOs below Superscale Grade 2 who are posted at/assessed by the Judicial Branch departments.

As at 31 December 2020, the Judicial Branch Special Personnel Board comprised CJ Sundaresh Menon as the Chairman; and Judge of Appeal Justice Steven Chong, Justice Lee Seiu Kin and Justice Audrey Lim as the 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 Branch Special Personnel Board continued to have jurisdiction over all LSOs below Superscale Grade 2 who are posted at/assessed by the Legal Branch departments.

As at 31 December 2020, the Legal Branch Special Personnel Board comprised CJ Sundaresh Menon as the Chairman; and the AG Mr Lucien Wong, Justice Lee Seiu Kin and Deputy AG Mr Lionel Yee as the Members.

# TALENT DEVELOPMENT COMMITTEE / SUCCESSION PLANNING COMMITTEE

The Talent Development Committee ("TDC")/Succession Planning Committee ("SPC") comprised, as at 31 December 2020, CJ Sundaresh Menon as the Chairman; and the AG 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, Ms Goh Swee Chen and Mrs Deborah Ong as the Members.

The TDC/SPC has direct oversight of LSOs in the Legal Service Talent Development

Scheme ("TDS") and their progress, in particular the training and developmental opportunities accorded to them and their postings.

Five LSOs in the TDS attended milestone programmes in 2020. Six LSOs in the TDS are slated to attend 2021 milestone programmes originally scheduled for 2020. Seven Superscale LSOs and nine Timescale LSOs in the TDS were re-posted in 2020.

#### TALENT DEVELOPMENT COMMITTEE/ SUCCESSION PLANNING COMMITTEE



Chief Justice Sundaresh Menon (Chairman, TDC/SPC)



Mr Lucien Wong (Attorney-General)



Mr Lee Tzu Yang (Chairman, PSC)



Justice Steven Chong



Justice Lee Seiu Kin



Justice Audrey Lim



Ms Goh Swee Chen



Mrs Deborah Ong

### **LEGAL SERVICE HR REVIEW 2019/2020**

The Chief Justice/President of the LSC appointed in 2019 a Human Resource Review Committee ("HRRC") to undertake a review of the Human Resource Frameworks in the Legal Service. The HRRC was chaired by Ms Goh Swee Chen, a Member of the LSC. The Members of the HRRC were Justice Vincent Hoong and Judicial Commissioner Kwek Mean Luck (then the Solicitor-General).

The strategic impetus and key objectives of the review were to ensure that the Legal Service remains a competitive employer; enhancing specific areas/aspects of the Legal Service HR Framework; and anchoring greater emphasis on forward-looking/transformational changes that would prepare the Legal Service and its LSOs to be equipped to face new challenges

in the continually evolving legal landscape and to be prepared for the reality of modern practice.

The HRRC held numerous discussions during the course of the review from September 2019 to December 2020 and deliberated various areas, including recruitment/appointment; postings; training & development; talent development; assessments & promotions; and exit management.

The HRRC held focus group discussions with Heads of Departments and LSOs in February 2020 to garner feedback and views.

The final recommendations of the HRRC are expected to be deliberated by the LSC in 2021.



### RECRUITMENT

# LSOs IN THE SINGAPORE LEGAL SERVICE

There were 806 Legal Service Officers ("LSOs") as at 31 December 2020: 224 in the Judicial Branch and 582 in the Legal Branch. The Judicial Branch comprises the Supreme Court, the State Courts and the Family Justice Courts while the Legal Branch comprises the Attorney-General's Chambers and Legal Departments/Units in Ministries and Statutory Boards.

#### RECRUITMENT

A 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 is required for possible appointment to the Singapore Legal Service. Applicants from the approved overseas universities would need to also pass the Part A of the Singapore Bar Examinations.

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

A total of 363 applications for possible appointment to the Singapore Legal Service

were received in 2020. The details are at **TABLE 1.** 

TABLE 1: RECRUITMENT	
Applicants	363
Interviewed	254
Selected	85
Appointed/Re-appointed	88*

\* Including LSOs who were re-employed on reaching age 62 and candidates who were interviewed/selected prior to 2020 and assumed appointment in 2020.

# EMPLACEMENT ON THE PERMANENT ESTABLISHMENT/ CONFIRMATION OF APPOINTMENT/ TRANSFER OF SERVICE

Eighteen LSOs who had been appointed on contract were emplaced on the permanent establishment in 2020. Ten others - who were Public Service Commission ("PSC") scholars and had been appointed on probation - had their appointments confirmed in the same year. Three officers from the Management Executive Scheme of Service were transferred in 2020 to the Legal Service Scheme of Service and appointed LSOs.

#### **ATTRITION**

Twenty-seven LSOs (3.3%) left the Legal Service in 2020. The breakdown (by category) of the attrition in the Legal Service over the last three years is at **TABLE 2**.

TABLE 2: ATTRITION			
	2018	2019	2020
Resignation	24	23	22
Retirement	1	8	1
Expiry of Contract	4	0	4
Transfer of Service	0	1	0
Demise	0	1	0

# LEGAL SERVICE OUTREACH ACTIVITIES

The Legal Service continued to engage law undergraduates, JD and pre-university students in 2020 despite the outbreak of the coronavirus. This was undertaken via virtual careers fairs instead of physical ones. LSOs shared their experiences and the wide variety of work and internship opportunities available in the Legal Service and addressed the queries raised.

# LEGAL SERVICE INTERNSHIP PROGRAMME 2020/2021

The Legal Service offers internships to law undergraduates and JD students from the NUS, the SMU, the SUSS and the approved overseas universities. There are two runs of the internships each year and they coincide with the institutions' vacation periods in each academic year.

The Legal Service Internship Programme aims to provide interns with first-hand exposure to the work of LSOs and to provide candidates considering a career in the Legal Service unique insights on the opportunities available in the Legal Service.

Seventeen Legal Service departments hosted a total of 75 interns in the 2020/2021 Internship Programme. The details are at **TABLE 3**.

#### TABLE 3: 2020/2021 INTERNSHIP PROGRAMME

Department	No. of Interns Hosted
ACRA	2
AGC	37
CCCS	3
FJC	1
IPOS	1
IPTO	2
LAB	3
MCCY	2
MCI	2
MHA	2
MinLaw	4
MOE	2
MOH	7
MOM	2
SLA	1
State Courts: Senior Officers' Law Clerk Programme	1
Supreme Court & State Courts: Judicial Internship Programme	3
Total	75

# PUBLIC SERVICE COMMISSION LAW SCHOLARS

One candidate was awarded in 2020 a PSC Scholarship to study law with a view to joining the Singapore Legal Service on graduation.

Justice Lee Seiu Kin (Member, LSC) met the said PSC scholar in August 2020, together with 18 others who had earlier been awarded "PSC Scholarship (Legal Service)" and were still studying or serving National Service liability and had yet to be appointed to the Legal Service. The said meeting was held virtually in view of the outbreak of the coronavirus. The scholars were provided

an overview of the Legal Service and the current frameworks and developmental opportunities available. Their mentors, currently LSOs in the Legal Service, also attended the meeting to share experiences and address queries.

The scholars were also invited to attend major events in the annual legal calendar. Those who had successfully completed their second year of the undergraduate law programme in 2020 also undertook a fourweek internship with the Legal Service under the PSC Scholars' Mid-Course Programme.

### PERFORMANCE MANAGEMENT

Meritocracy, fairness and transparency are the tenets underpinning the performance management framework of the Legal Service. The multifaceted components of the framework are regularly reviewed and refined to ensure the robust and accurate assessment of each and every LSO.

#### **2020 PROMOTIONS**

A total of 148 LSOs were promoted to the next higher grade in the 2020 Promotion Exercise. The details are set out at **TABLE 4**.

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1 A K I H /I • /II / I I	PROMOTIONS

Promotions	No. of LSOs
Within Superscale Grades	14
Into Superscale Grades	20
Within Timescale Grades	114
Total number of LSOs promoted	148

### **REMUNERATION**

The Legal Service Remuneration Framework strives to keep pace with but not lead the legal services sector in Singapore.

The Legal Service undertook a review of the Legal Service Remuneration Framework in 2019/2020. The review was undertaken jointly with the Public Service Division. The recommendations were formally approved by the LSC and thereafter by the Minister-in-Charge of the Public Service. The revised Legal Service Remuneration Framework was implemented with effect from 1 April 2020.

All eligible emplaced or confirmed LSOs were considered for the award of an annual Variable Increment ("VI") in April 2020 whilst those on contract or probation were considered and also awarded a VI on their respective incremental dates. All eligible LSOs were also considered for the possible award of a Performance Bonus in March 2020 (for work done in 2019). The eligible LSOs who satisfied the requisite eligibility/payment criteria were paid a Long-Term Incentive in March 2020 and a Legal Professional Allowance in September 2020.

### CAREER DEVELOPMENT

#### **POSTINGS**

The Legal Service Posting Framework serves a dual role – to meet the manpower/deployment needs of the Legal Service; and as a vital component in the training and development of LSOs.

The key purpose of postings – as a lever for training – is to provide sufficient opportunities for LSOs to acquire exposure to a variety of legal work and develop legal skills.

To this end, refinements were made in 2020 to the Posting Framework to implement three Specialist Tracks at the AGC, namely: the "Litigation Specialist Track"; the

"International Law Specialist Track"; and the "Legislative Specialist Track".

A total of 62 LSOs (19 Superscale LSOs and 43 Timescale LSOs) were re-posted/seconded in 2020.

#### **CONTINUING EDUCATION**

The Legal Service continues to place high emphasis on the continual development of its officers. It has a suite of milestone training programmes to cater to LSOs' training and development needs at different stages of their career.

Ten LSOs were awarded LSC Scholarships to study for a Master of Laws ("LLM") in the academic year 2020/2021. Three LSOs studied for the inaugural LLM in Judicial Studies jointly offered by the SMU and the Singapore Judicial College; two at Harvard University; one at Columbia University; one at the University of California, Berkeley; one at Cambridge University; one at the University College London; and one at King's College London.

The Legal Service centrally manages and nominates LSOs to attend milestone and relevant training programmes in leadership/management. In 2020, two LSOs attended the Governance and Leadership Programme and two others attended the Management Development Course. Another 10 LSOs were nominated to attend three other milestone/leadership training programmes, namely the Leaders in Administration Programme; the Senior Management Programme; and the Singapore Academy of Law-INSEAD Law Firm Leadership Programme which were postponed to 2021 in view of the COVID-19 pandemic.

# 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 completed his term as the Secretary to the LSC/Chief of Staff of the Singapore Legal Service on 15 July 2020. He was appointed Senior Consultant to the Singapore Legal Service with effect from 16 July 2020.

Mr Siva Shanmugam was appointed the Secretary to the LSC/Chief of Staff of the Singapore Legal Service with effect from 16 July 2020.

The Secretary to the LSC/Chief of Staff of the Singapore Legal Service and the LSC Secretariat continued to support the LSC, the TDC/SPC/Strategic Committee/Deployment Committee and the Legal Service Special Personnel Boards in the discharge of their functions in 2020.

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# SINGAPORE LEGAL SERVICE

### JUDICIAL BRANCH **FAMILY SUPREME** STATE **JUSTICE COURTS COURT** COURTS Criminal Supreme Court Family Division, Justice Division Registry High Court Civil Justice Justices' Law Family Clerks Pool Division Courts Youth Community Justice Chief Executive, Courts & Tribunals Division Office of the Chief Justice/ Office of Transformation & Centre For Innovation Dispute Resolution Singapore Judicial College Registrar, Appeals Board (Land Acquisition)

### **LEGAL BRANCH**

LEGAL SERVICE **ATTORNEY-DEPARTMENTS** / **GENERAL'S POSTS IN CHAMBERS MINISTRIES** Attorney-General's Office/ Insolvency & Advocacy Group/ Public Trustee's Office AGC Academy/ Legal Tech & Innovation Office Legal Aid Bureau Crime Ministry of Division Home Affairs International Ministry of Affairs Division Defence Legislation Ministry of Division Law Public Guardian, Civil Office of Public Guardian, Division Ministry of Social & Family Development Ministry of Culture, Community & Youth Director, Commercial Affairs Ministry of Communications Department, & Information Singapore Police Force Ministry of Syariah Court, National Development Ministry of Culture, Community & Youth Ministry of Education Ministry of Finance Ministry of Health Ministry of Manpower

Ministry of Social &

Family Development

LEGAL SERVICE DEPARTMENTS / OSTS IN STATUTORY BOARDS / BODIES

> Accounting & Corporate Regulatory Authority

> Competition & Consumer Commission of Singapore

> > Defence Science & Technology Agency

Economic Development Board

Health Sciences Authority

Home Team Science & Technology Agency

Info-Communications Media Development Authority/ Personal Data Protection Commission

> Intellectual Property Office of Singapore

Inland Revenue Authority of Singapore

> Land Transport Authority

Monetary Authority of Singapore

> Majlis Ugama Islam Singapura

National **Environment Agency** 

Singapore International Mediation Centre

> Singapore Land Authority

Singapore Medical Council



# LSC POSTGRADUATE SCHOLARSHIPS IN LAW

LSC Scholarships are awarded annually to LSOs to pursue postgraduate programmes in law at local and overseas institutions.

Ten LSOs were awarded in 2020 an LSC Scholarship to study for a Master of Laws ("LLM"): four in the United States of America ("USA"); three in England; and three in Singapore. These LSOs share their experiences of undertaking the LLM.

#### SCHOLARS - USA

(Gabriel Choong, Joshua Lai, Shen Wanqin and Makoto Hong)

In 2020, four LSOs were awarded LSC scholarships to study for a an LLM in the USA: Joshua Lai (University of California, Berkeley), Shen Wanqin (Columbia University), Gabriel Choong and Makoto Hong (Harvard University).

The historic events of 2020 defined the content and form of our education. We were reminded of the relevance and complexity

of the study of law as these events unfurled in parallel with our classes: courses on the constitutional right to free speech just as elections were held in the USA; on public international law prohibiting the use of force just as unrest unfolded in Myanmar; and on law and the behavioural sciences in 'nudging' support for pandemic response just as COVID-19 ravaged the globe. With renewed urgency, our curriculum examined old norms and charted new ground on how the law should meet the challenges facing us at the turn of the decade.





USA Scholars - Gabriel Choong, Makoto Hong, Joshua Lai and Shen Wangin

Due to COVID-19 restrictions, we were engaged in remote learning through synchronous and asynchronous teaching and discussion. While challenging, we took heart in being part of a class across the globe that remains actively engaged in critical analysis, intellectual rigour and excellence. We quickly adapted to these novel modes of learning, spurred on by our enthusiastic and resilient academic communities. In so doing, we have come to embrace a new era of lawyering, where legal skill and reasoning effectively take place regardless of the mode of communication.

**SCHOLARS - ENGLAND** 

(Ang Boon Kwan, Wong Li Ru and Jonathan Ng)

We were awarded scholarships by the LSC to pursue our LLMs in England, at University College London (Ang Boon Kwan), King's College London (Wong Li Ru) and the University of Cambridge (Jonathan Ng).

Most, if not all of the teaching in our programmes was done remotely due to the COVID-19 pandemic. Thankfully, this did not diminish the quality of our experience. We were still able to access the high-quality teaching that our respective institutions were known for and to engage in intellectually stimulating classroom discussions that we had anticipated. These allowed us to reflect deeper on the areas of law that we chose to specialise in. We also remained able to

interact with our classmates from diverse backgrounds, whether in group work discussions, in tutorials, or outside of the classroom.

Notwithstanding the challenges posed by the COVID-19 pandemic (such as having to attend classes late at night and early in the morning), we found the time spent on our LLM to be intellectually satisfying and fruitful. This was also an exciting time to be studying UK law, as the Brexit transition period ended in the middle of the academic year on 31 December 2020.

We are thankful to the LSC for this opportunity.







England Scholars - Wong Li Ru, Ang Boon Kwan and Jonathan Ng

#### SCHOLARS - SINGAPORE

(Samuel Chua, Kenneth Chin and Kelly Ho)

The LLM in Judicial Studies Programme ("the Programme") was jointly developed by the Singapore Management University and the Singapore Judicial College ("SJC"), and was launched by Chief Justice Sundaresh Menon in July 2018. The Programme, being the first of its kind in the region, was designed specifically for serving judges and judiciary aspirants and seeks to combine the academic rigour of higher learning and practical judge-craft.

We are privileged to be part of the inaugural batch of eight students, comprising two Deputy Public Prosecutors, a local District Judge, a local academic and member of the bar, and four judges from Indonesia, Mongolia and Nepal. The diverse backgrounds of our cohort made for more engaging exchanges both during and outside our lessons.

The Programme was jointly taught by experienced faculty members and serving judges. The coursework has been carefully curated to enhance the students' knowledge and competencies in core areas of law, and presents unique opportunities to get an insight into the workings of the Singapore judiciary. Despite the challenges posed by the COVID-19 pandemic, the Programme was conducted seamlessly via a mixture of physical and online lessons. We particularly enjoyed attending the practical workshops conducted by the faculty of the SJC and serving judges of the State Courts and Supreme Court alongside a community of newly appointed and experienced judicial officers.

The experience has been an enriching one and we are grateful to the LSC for the opportunity.



Singapore Scholars - Kenneth Chin, Kelly Ho and Samuel Chua

# MILESTONE TRAINING PROGRAMMES IN LEADERSHIP/MANAGEMENT

The Legal Service nominates LSOs to attend Legal Service milestone training programmes organised annually by the Public Service Division/Civil Service College ("CSC"). In 2020, two LSOs attended the Governance and Leadership Programme ("GLP") and another two LSOs attended the Management Development Course ("MDC"). These LSOs share their experiences from their attendance at the GLP and the MDC.



29th GLP: Douglas Chi (last row, 1st from the right) with his class at the 29th GLP

### 29<sup>TH</sup> AND 30<sup>TH</sup> GOVERNANCE AND LEADERSHIP PROGRAMME

(Douglas Chi and Leong Weng Tat)

In 2020, Douglas Chi attended the 29<sup>th</sup> GLP and Leong Weng Tat attended the 30<sup>th</sup> GLP. The GLP is a 3.5-week programme that aims to equip public officers with a holistic perspective of public sector governance, as well as deepen the participants' leadership and management skills through small-group learning and individualised coaching sessions.

Over the course of the GLP, we gained invaluable insights from sharing sessions conducted by senior civil servants and representatives from the private sector. We also forged strong bonds with fellow participants, engaging in thought-provoking and meaningful discussions on a wide breadth of policy and governance issues. In particular, a study trip to New Delhi in India during the 29th GLP was immensely enriching in providing participants with the necessary comparative perspectives on such issues.

Unlike previous runs of the GLP, the 30<sup>th</sup> GLP was also unique as it was held during the Circuit Breaker period. The course was conducted online, and served as a good illustration of how technology can be used as an enabler to overcome unforeseen and unprecedented challenges.

We are grateful to the LSC and senior management for the opportunity to participate in the GLP.

### 17<sup>TH</sup> AND 18<sup>TH</sup> MANAGEMENT DEVELOPMENT COURSE

(Eugene Sng and Tan Soo Tet)

We were privileged to have the opportunity to attend the 17<sup>th</sup> and 18<sup>th</sup> instalments of the MDC (the latter of which was conducted virtually), a four-week course organised by the CSC that is targeted at middle managers. The course aims to strengthen leadership and management skills and provides the opportunity for participants to examine a

breadth of strategic, cross-cutting policy issues.

One of the notable benefits of the course was providing us with a better sense of Singapore's place in the world, as well as our priorities and challenges. This was possible because policy officers from various ministries and government agencies gave topical presentations about their work, and our fellow participants were from the wider public service. Through these presentations and our interactions with fellow participants, we obtained a deeper understanding of our clients' perspectives. This has helped us in our work as advisory and international lawyers.



 $18^{th}$  MDC: Tan Soo Tet (third row,  $2^{nd}$  from the left) with his class at the  $18^{th}$  MDC



17th MDC: Eugene Sng (last row, 6th from the right) with his class at the 17th MDC



### PRIDE IN SERVICE

A total of 14 LSOs were conferred a National Day Medal in 2020. One was awarded the Public Administration Medal (Gold) (Bar); four were awarded the Public Administration Medal (Silver); one was awarded the Public Administration Medal (Bronze); one was awarded the Commendation Medal; and one was awarded the Public Service Medal. In addition, six other LSOs were awarded the Long Service Medal for each having served at least 25 years in the public service.

#### PUBLIC ADMINISTRATION MEDAL (GOLD) (BAR)

Mr David Chong	Chief Counsel, Civil Division
	Attorney-General's Chambers

#### PUBLIC ADMINISTRATION MEDAL (SILVER)

Mr Hay Hung Chun	Deputy Chief Prosecutor, Crime Division Attorney-General's Chambers
Ms Toh Hwee Lian	Senior State Counsel, Civil Division Attorney-General's Chambers
Mr Edwin San	Senior Assistant Registrar Supreme Court Registry
Mr Kevin Ng	District Judge Family Justice Courts

### PUBLIC ADMINISTRATION MEDAL (BRONZE)

Ms Karen Ang	Deputy Senior State Counsel, Legislation Division
	Attorney-General's Chambers

#### **COMMENDATION MEDAL**

Mr Kevin Yong	Deputy Senior State Counsel, Crime Division
	Attorney-General's Chambers

#### THE PUBLIC SERVICE MEDAL

Mr Tan Ken Hwee	Chief Transformation & Innovation Officer
	(Judiciary)

Nominated by the Singapore Academy of Law ("SAL") in recognition for his contributions to various SAL Committees and Sub-Committees

#### LONG SERVICE MEDAL

Mr Daren Tang	Former Chief Executive Intellectual Property Office of Singapore
Mr Lau Wing Yum	Senior State Counsel, Crime Division Attorney-General's Chambers
Mr Christopher Ong	Senior State Counsel, Crime Division Attorney-General's Chambers
Ms Kan Shuk Weng	District Judge State Courts
Mr Imran Hamid	Head, Prosecution Branch Legal Department, National Environment Agency
Mr Terence Chua	Deputy Senior State Counsel, Crime Division Attorney-General's Chambers

#### **EDITORIAL COMMITTEE**

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Ms Karin Lai
Mr Keith Thirumaran
Mr Kenny Kung
Ms Ng Jean Ting
Ms Wee Yen Jean

#### LEGAL SERVICE COMMISSION SECRETARIAT

Mr Siva Shanmugam Ms Jeanne Kuik Ms Joyce Loh Ms Ong Ai Hui

# LEGAL SERVICE COMMISSION

1 Supreme Court Lane, Supreme Court, Singapore 178879 Website: www.lsc.gov.sg Email: lsc\_sec@lsc.gov.sg