



LEGAL SERVICE COMMISSION

**ANNUAL REPORT
2021**

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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Legal Service Commission
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FOREWORD

by The President, Legal Service Commission



**Chief Justice
Sundareswaran Menon**
President
Legal Service Commission

We live in times of great and rapid change, and 2021 was no exception. The COVID-19 pandemic raged on, fuelled by the emergence of new and ever more infectious strains of the virus. Fears of rising inflation cast further doubts over the prospects for global economic recovery following the pandemic. Climate change remained a pressing concern, and returned to the spotlight after a United Nations report warned that rises in sea levels were already likely irreversible over hundreds to thousands of years. And, in Ukraine, rising tensions took a darker turn, eventually erupting into the largest armed conflict Europe has seen since the Second World War.

Change calls for adaptability and resilience, and these were qualities that the Singapore Legal Service continued to embody in 2021. The Legal Service continued to discharge its duties of advising the Government and ensuring the fair and efficient administration of justice despite the challenges posed by the pandemic. In 2021, the Attorney-General's Chambers (“AGC”) continued to handle, amongst others, COVID-19 related prosecutions, and advised the Government on all aspects of Singapore’s response to the ongoing pandemic. Steps were taken to enhance and strengthen the remote lines of access established in the wake of the pandemic. For instance, Legal Service Officers (“LSOs”) from various agencies collaborated on several initiatives to facilitate the use of video-link testimony in court proceedings, and processes were introduced to allow for the arrest of ships without requiring lawyers or process servers to leave shore.

Enhancing the accessibility of our justice system has always been a priority for the Legal Service, and 2021 saw the achievement

of a number of important milestones. Key amongst these was the publication of new civil procedural rules that transform our civil justice processes in ways that emphasise, amongst other things, the ideals of proportionality, efficiency, cost-effectiveness and fairness, all of which are central to enhancing the accessibility of our justice system. The AGC completed a universal revision of our statute book – a massive undertaking involving some 510 Acts of Parliament and spanning over 27,000 pages of legislation – to replace archaic language with simpler and more accessible terminology, thus making our laws more readable and accessible to all.

New initiatives were also introduced to improve the accessibility of our court processes to laypersons. These included the Family Justice Courts’ (“FJC”) Divorce e-Service, which streamlines the process of form-filling through the use of auto-generated online forms, as well as the publication of various guides for litigants-in-person, such as the FJC’s Family Orders Guide and the State Courts’ guidebook for self-representing accused persons.

On the international front, the AGC continued to advance Singapore’s interests abroad by advising and supporting Government agencies in all manner of international engagements, including bilateral negotiations for Digital Economy Agreements with key trading partners, as well as multilateral negotiations at the United Nations’ Climate Change Conference, which culminated in a landmark agreement on rules for carbon markets. Significant progress was also made in the development of judicial bonds with other like-minded judiciaries. LSOs played an integral role in Singapore’s hosting of the 3rd Meeting

of the Standing International Forum of Commercial Courts (“SIFoCC”) and the landmark Singapore International Commercial Court (“SICC”) Symposium, as well as in the successful conclusion of a landmark Memorandum of Understanding with the Supreme People’s Court of the People’s Republic of China for mutual references of questions of foreign law.

2021 also saw the taking of important steps in the area of organisational transformation and court reform. LSOs in the Supreme Court oversaw the smooth operationalisation of a new appellate framework, with the introduction of a new Appellate Division of the High Court. The SICC launched the Technology, Infrastructure and Construction List, a specialised list which offers unique case management features tailored to the management of exceptionally large and complex disputes. In the State Courts, LSOs spearheaded the establishment of a new Protection from Harassment Court, which has made obtaining relief from harassment more accessible and affordable. The FJC, too, made great strides towards realising its vision of delivering therapeutic justice by strengthening its partnerships with key stakeholders in the provision of psychiatric, psychological and counselling services.

Yet, for the Legal Service as a whole, the most significant development of the year was undoubtedly its restructuring into the newly constituted Judicial Service and the reconstituted Legal Service. As legal work becomes increasingly sophisticated and complex, the demand for officers equipped with deep expertise in specialist domains will continue to grow. The restructuring will enhance the ability of each Service to provide specialised training

and bespoke opportunities for career specialisations that better meet both the needs of the organisation and of its officers.

It has been my privilege to have had the opportunity to lead the Legal Service over the past decade. During that time, the Legal Service has grown from strength to strength, and I am immensely proud of the many milestones we have achieved over the years. None of this would have been possible without the leadership, ingenuity and hard work put in by our LSOs. Indeed, your dedication and commitment to our mission over the past year has ensured that while 2020 may have been a year marred by crisis, 2021 will instead be remembered as a year of meaningful renewal and reform. I would also like to take this opportunity to express my heartfelt appreciation to all those who have served as Members of the Legal Service Commission over the decades. Their counsel, support and ideas have been instrumental to the growth and development of what today is at the very core of our rule of law framework.

The restructuring notwithstanding, our core mission remains unchanged – that is, to uphold the rule of law and ensure the fair administration of justice. That work will now be inherited by the new Legal Service and Judicial Service, and I have every confidence that LSOs and Judicial Service Officers will, together, continue to ably discharge those duties with dedication and distinction.

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



LEADERSHIP

LEGAL SERVICE COMMISSION

Constituted under Part IX of the Constitution of the Republic of Singapore (“Constitution”), the Legal Service Commission (“LSC”) comprised as at 31 December 2021 the Chief Justice (“CJ”) Sundaresh Menon as the President; and the Attorney-General (“AG”) Mr Lucien Wong, the Chairman of the Public Service Commission (“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.

The LSC has the duty to appoint, confirm, emplace on the permanent establishment, promote, transfer, dismiss and exercise disciplinary control over officers in the Singapore Legal Service.

The powers and functions of the LSC were devolved to the Legal Service Personnel Boards, except the power to

dismiss and exercise disciplinary control over officers in the Singapore Legal Service and all powers of the LSC in relation to officers in the Singapore Legal Service of and above the “threshold” grade of Superscale Grade 2, including the power to nominate officers for promotion into that grade.

The LSC continued in 2021 to exercise the powers and functions in relation to Legal Service Officers (“LSOs”) at Grade 2 and above.

Legal Service Special Personnel Boards

The Legal Service Special Personnel Boards continued in 2021 to undertake the functions of appointment, confirmation and emplacement on the permanent establishment, promotion and transfer of LSOs below Grade 2.

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)



Justice
Steven Chong



Justice
Lee Seiu Kin



Justice
Audrey Lim

The Judicial Branch Special Personnel Board comprised, as at 31 December 2021, CJ Sundaresh Menon as the Chairman; and Judge of Appeal Justice Steven Chong, Justice Lee Seiu Kin and Justice Audrey Lim as the Members. The Judicial Branch Special Personnel Board continued in 2021 to have jurisdiction over LSOs below Grade 2 who were posted at/assessed by the departments in the Judicial Branch.

Legal Branch Special Personnel Board



Chief Justice
Sundaresh Menon
(Chairman)



Mr Lucien Wong
(Attorney-General)



Justice
Lee Seiu Kin



Mr Lionel Yee
(Deputy
Attorney-General)

The Legal Branch Special Personnel Board comprised, as at 31 December 2021, CJ Sundaresh Menon as the Chairman; and Mr Lucien Wong (AG), Justice Lee Seiu Kin and Mr Lionel Yee (Deputy AG) as the Members. The Legal Branch Special Personnel Board continued in 2021 to have jurisdiction over LSOs below Grade 2 who were posted at/assessed by the departments in the Legal Branch.

TALENT DEVELOPMENT COMMITTEE / SUCCESSION PLANNING COMMITTEE

The Talent Development Committee (“TDC”)/Succession Planning Committee (“SPC”) was chaired by the President of the LSC, CJ Sundaresh Menon. The TDC/SPC comprised, as at 31 December 2021, CJ Sundaresh Menon, Mr Lucien Wong (AG), Mr Lee Tzu Yang (Chairman of the PSC), Justice Steven Chong, Justice Lee Seiu Kin, Justice Audrey Lim, Ms Goh Swee Chen and Mrs Deborah Ong.

The TDC/SPC had direct oversight of the LSOs in the Talent Development Scheme and continued in 2021 to accord training and developmental opportunities to them. The available programmes included scholarships and training awards for postgraduate degrees in law and milestone training programmes in leadership/management.

The Talent Development Committee/ Succession Planning Committee



Chief Justice
Sundaresh Menon
(Chairman)



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

RESTRUCTURING OF THE SINGAPORE LEGAL SERVICE

The Legal Service was restructured into a newly constituted Judicial Service and a reconstituted Legal Service with effect from 14 January 2022. From the same date, an LSO holding a post in the Supreme Court or a subordinate court immediately before 14 January 2022

became an officer in the Singapore Judicial Service; and an LSO not holding a post in the Supreme Court or a subordinate court immediately before 14 January 2022 continued to be an officer in the Singapore Legal Service.



A YEAR IN REVIEW

RECRUITMENT

LSOs in the Singapore Legal Service

As at 31 December 2021, there were 236 Legal Service Officers (“LSOs”) in the Judicial Branch and 578 in the Legal Branch, *ie*, a total of 814 LSOs. The Supreme Court, the State Courts and the Family Justice Courts formed the Judicial Branch while the Attorney-General’s Chambers (“AGC”) and Legal Departments/Units in Ministries and Statutory Boards formed the Legal Branch.

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Recruitment

Candidates applying for appointment to the Singapore Legal Service require 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. Those from the approved overseas universities are also required to pass the Part A of the Singapore Bar Examinations prior to appointment as an LSO.

There were 190 applications in 2021 for possible appointment to the Singapore Legal Service. Of the 190, 112 candidates were shortlisted for an interview, of which 29 were selected for appointment as an LSO.

A total of 48 candidates assumed duty in the Legal Service in 2021. This included an LSO who was re-employed on reaching age 62 and candidates who had been interviewed/selected prior to 2021.

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

Twenty-six LSOs, who had been appointed on contract, were emplaced on the permanent establishment in 2021. Eleven others - who were Public Service Commission (“PSC”) scholars and appointed on probation - had their appointments confirmed. Three officers from Ministries were transferred to the Legal Service in 2021 while one officer from a Statutory Board was appointed an LSO under the Public Service Division’s Movement Policy.

Attrition

The attrition rate in 2021 was 4.9%, with 40 LSOs leaving the Legal Service. The details of the attrition in the Legal Service over the last three years are set out at **TABLE 1**.

TABLE 1:
ATTRITION

| | 2019 | 2020 | 2021 |
|---------------------|------|------|------|
| Resignation | 23 | 22 | 33 |
| Retirement | 8 | 1 | 1 |
| Expiry of Contract | 0 | 4 | 4 |
| Transfer of Service | 1 | 0 | 1 |
| Others | 1 | 0 | 1 |

Legal Service Outreach Activities

The Legal Service continued to participate in outreach activities in 2021. LSOs shared their study and work experiences and the broad spectrum of challenging and interesting work and internship opportunities available in the Legal Service with law undergraduates, Doctor of Jurisprudence (“JD”) and pre-university students.

Legal Service Internship Programme 2021/2022

Internship opportunities in the Legal Service are open to law undergraduates and JD students from the NUS, the SMU, the SUSS and the approved overseas universities.

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

The objectives of the Legal Service Internship Programme are to raise awareness of the nature and wide variety of work undertaken by LSOs and to attract suitable candidates to consider a career in the Legal Service.

Eighteen Legal Service departments participated in the 2021/2022 Internship Programme and hosted a total of 98 interns. The details are set out at **TABLE 2**.

TABLE 2:
2021/2022
INTERNSHIP PROGRAMME

| Department | No. of Interns Hosted |
|--|-----------------------|
| ACRA | 3 |
| AGC | 40 |
| CCCS | 3 |
| FJC | 7 |
| IPOS | 2 |
| IPTO | 2 |
| LAB | 6 |
| MCCY | 4 |
| MCI | 1 |
| MHA | 4 |
| MinLaw | 5 |
| MOE | 1 |
| MOH | 5 |
| MOM | 4 |
| MSF | 3 |
| SLA | 1 |
| Supreme Court & State Courts: Judicial Internship Programme | 7 |
| Total | 98 |

Public Service Commission Law Scholars

The PSC awarded three scholarships in 2021 for students to study law at the undergraduate level with a view to joining the Legal Service upon graduation.

The Legal Service engaged the three scholars as well as 16 other scholars who were either studying or serving the balance of their National Service liability and had yet to be appointed an LSO. The session was held in August 2021 and hosted by Justice Lee Seiu Kin (Member

of the LSC). Former PSC scholars who had since joined the Legal Service were also invited to the session and they shared with the new scholars their experiences in their journeys in law.

The Legal Service also invited the scholars to join the LSOs at major events in the annual legal calendar. Arrangements were also made for six scholars who had successfully completed their second year of study in mid-2021 to undertake, under the auspices of the PSC Scholars' Mid-Course Programme, internships with Legal Service departments.

PERFORMANCE MANAGEMENT

The Legal Service performance management framework is premised on the tenets of meritocracy, fairness and transparency.

The core competency framework for the Public Service was refreshed and the new Our Core Competency (“OCC”) framework was implemented in 2021. The Legal Service adopted the OCC and utilised it in the assessment of the General Currently Estimated Potential for all LSOs.

A total of 154 LSOs were promoted to the next higher grade in the April 2021 Promotion Exercise. The details are set out at **TABLE 3**.

TABLE 3:
PROMOTIONS

| Promotions | No. of LSOs |
|------------------------------|--------------------|
| Within the Superscale Grades | 18 |
| Into the Superscale Grades | 19 |
| Within the Timescale Grades | 117 |
| Total | 154 |

REMUNERATION

The Legal Service remuneration framework follows the Public Service’s policy/philosophy that the terms of service should not lead but keep pace with the private legal services sector.

The remuneration framework is designed to reward LSOs based on performance. All LSOs are accordingly assessed for performance and rewarded if they satisfy the prevailing criteria for the respective remuneration components - which include the annual Variable Increment (“VI”); the Performance Bonus (“PB”); the Legal Professional Allowance (“LPA”); and the Long-Term Incentive (“LTI”).

The remuneration components were awarded/paid to eligible LSOs who met the requisite eligibility/payment criteria at different junctures of the year. All eligible LSOs were considered for the possible award/payment of the PB and the LTI in March 2021. All eligible LSOs who had been emplaced/confirmed were considered for the possible award of a VI in April 2021 whereas those on contract or probation were considered and granted a VI on their respective incremental dates. All eligible LSOs were awarded/paid the LPA in September 2021.

CAREER DEVELOPMENT

Postings

The Legal Service posting framework plays a key role in the training and development of LSOs whilst meeting the manpower needs of the Legal Service. The main intent is to provide opportunities for LSOs to be exposed to different facets of legal work as well as opportunities for specialisation by working in areas of complementary practice.

Refinements were made to the posting framework in 2020, with the introduction of three specialist tracks: the “Litigation Specialist Track”, the “International Law Specialist Track” and the “Legislative Specialist Track” at the AGC. A total of

23 LSOs were placed on the Specialist Tracks in February 2021. Of these 23 LSOs, three were identified for a two-year exposure/secondment to the Judicial Branch.

A total of 117 LSOs (40 Superscale LSOs and 77 Timescale LSOs) were re-posted/seconded in 2021.

Continuing Education

In 2021, the Legal Service awarded LSC Scholarships and seven LSOs studied for a Master of Laws (“LLM”) or a Masters of Science in Law and Finance (“MLF”) in the academic year 2021/2022. Two LSOs studied for an

LLM at Columbia University; one LSO each at Harvard University; Stanford University; King's College London; Peking University; and another one studied for the MLF at the University of Oxford.

The Legal Service also continued to nominate LSOs for milestone training programmes organised by the Public Service Division/Civil Service College in

2021. Two LSOs attended the Leaders in Administration Programme; three LSOs attended the Senior Management Programme; one LSO attended the Governance and Leadership Programme; two LSOs attended the Management Development Course; and seven LSOs attended the Singapore Academy of Law-INSEAD Law Firm Leadership Programme.

THE LEGAL SERVICE COMMISSION SECRETARIAT

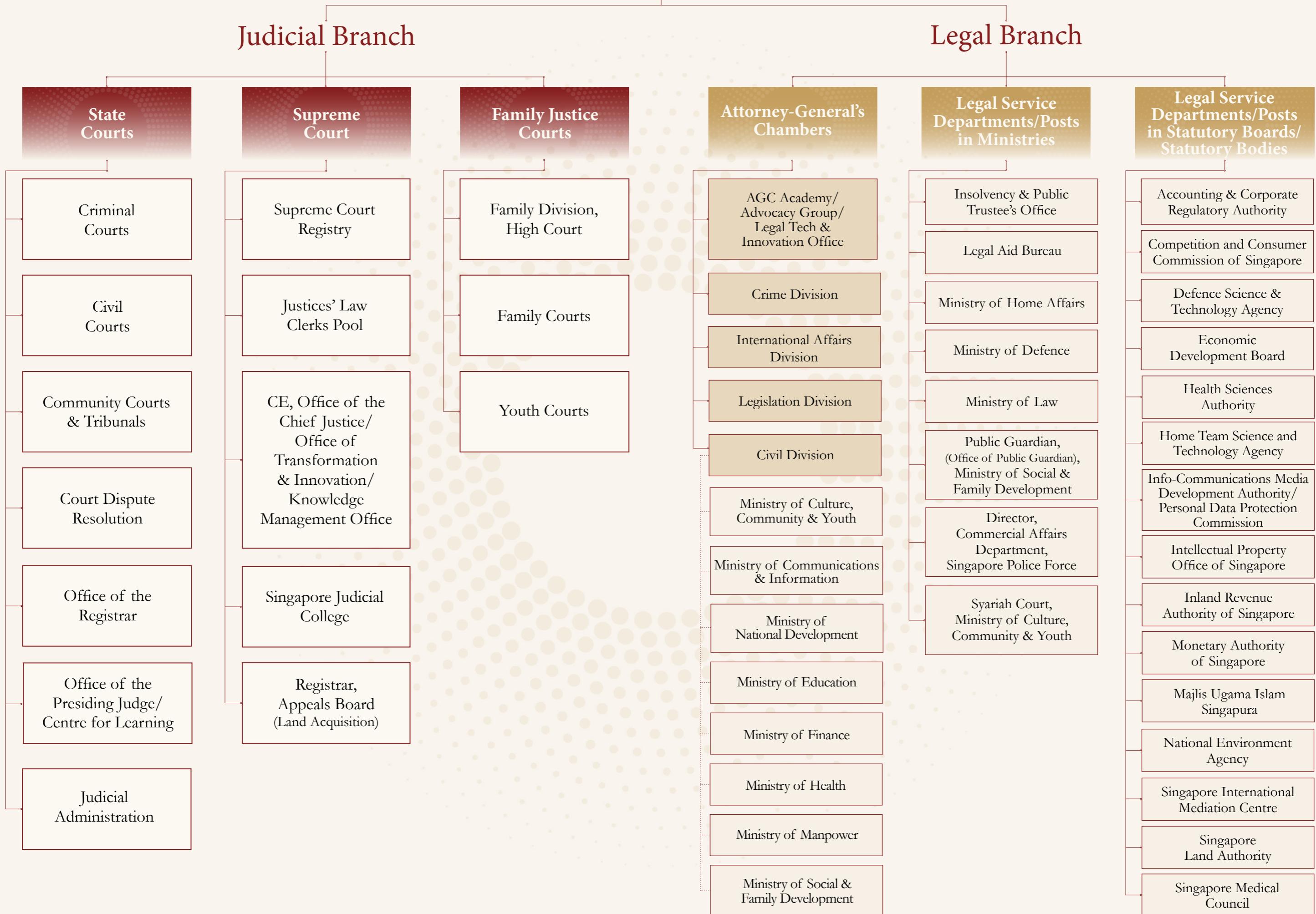
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Mr Hamzah Moosa continued his appointment as Senior Consultant to the Singapore Legal Service.

Mr Siva Shanmugam continued in his appointment as the Secretary to the LSC/Chief of Staff of the Singapore Legal Service.

The Senior Consultant, 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 2021.

SINGAPORE LEGAL SERVICE





MILESTONE TRAINING PROGRAMMES

LSC POSTGRADUATE SCHOLARSHIPS IN LAW

The Singapore Legal Service awards Legal Service Commission (“LSC”) Scholarships to Legal Service Officers (“LSOs”) to undertake postgraduate programmes in law at both local and overseas institutions.

In 2021, seven LSOs received LSC Scholarships to study for a Master of

Laws (“LLM”) or a Masters of Science in Law and Finance (“MLF”) at leading overseas institutions: four in the United States of America (“USA”); two in England and one in China. These LSOs share their experiences of undertaking the LLM and the MLF.

Scholars - USA

(Kelvin Chong, Ramasamy Nachiappan, Sruthi Boppana and Stephanie Koh)

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Stephanie Koh and Sruthi Boppana



Ramasamy Nachiappan with his wife and child



Kelvin Chong

In 2021, four LSOs were awarded LSC Scholarships to further our studies in the United States. We were enrolled in LLM programmes, with Ramasamy Nachiappan at Stanford University; Stephanie Koh and Sruthi Boppana at Columbia University; and Kelvin Chong at Harvard University. We were fortunate to have been able to attend in-person classes despite the COVID-19 pandemic. The universities we attended implemented vaccine mandates, strict safe distancing measures and rigorous testing regimes to ensure everyone's safe return to campus.

Our LLM programmes offered us an opportunity to deepen and broaden our

practical and theoretical understanding of the law. Our institutions provided a diverse range of courses ranging from black letter American law subjects such as evidence and constitutional law, to cross-disciplinary seminars that discussed the legal aspects of contemporary topics such as climate change, critical race theory, international human rights, and mental health. These classes all featured, without exception, leading scholars and practitioners in their respective fields. We were also able to hone our legal skills by taking part in negotiation workshops, workshops on Supreme Court cases in the current term, and student activities run by advocacy groups for domestic violence victims and asylum seekers.

Outside of the classroom, we benefitted greatly from the unparalleled opportunity to interact and learn from LLM students hailing from all corners of the world. We cherished the chance to start friendships and establish connections with faculty and students and learn about their professional and personal experiences.

We are grateful to the LSC for the opportunity to pursue our LLMs.

Scholars – England

(Foo Shi Hao and Stephany Aw)



Foo Shi Hao



Stephany Aw

In 2021, we were awarded LSC Scholarships to pursue postgraduate studies in the United Kingdom. Stephany Aw pursued an LLM in King's College London, while Foo Shi Hao studied for the MLF at Oxford University.

Despite the ongoing pandemic, we received high-quality education from our respective institutions through a hybrid of online and face-to-face teaching. This allowed us

to pursue our education uninterrupted, notwithstanding the continued challenges posed by the COVID-19 pandemic. The rigor and range of courses we undertook, which included a variety of modules in both law and finance, allowed us to both sharpen and broaden our skillsets.

In-person teaching also allowed us to meet and interact with our course mates and professors physically. We greatly benefitted from these face-to-face interactions with our course mates, who came from all parts of the globe, as well as the opportunity to meet and exchange ideas with leading experts in their respective fields of law.

We are thankful to the LSC for this opportunity.

Scholar – China

(Alan Hu)



Alan Hu

I was awarded a scholarship by the LSC to pursue my LLM with the Peking University School of Transnational Law.

Due to the COVID-19 pandemic, my classes were all conducted remotely via online lessons. Fortunately, my experience was not diminished. My professors, many of whom were based outside China and unable to be physically present in campus, were still able to deliver high quality lectures and teaching.

My classmates were not only from China but also other parts of the globe. Being part of an internationally diverse cohort, I was able to participate in interesting and engaging class discussions, where I could learn about legal concepts and consider legal issues from both the Western and Chinese perspectives. This proved to be a highly enriching experience for me, and I am thankful to the LSC for the opportunity.

MILESTONE TRAINING PROGRAMMES IN LEADERSHIP/ MANAGEMENT

The Legal Service continued to send LSOs to attend Legal Service milestone training programmes (“MTPs”) organised by the Public Service Division/Civil Service College (“CSC”) to facilitate their leadership development and exposure in the broader context of Public Service. In 2021, two LSOs attended the Leaders in Administration Programme

(“LAP”), three LSOs attended the Senior Management Programme (“SMP”); one LSO attended the Governance and Leadership Programme (“GLP”); and another two LSOs attended the Management Development Course (“MDC”). These LSOs share their experiences gleaned from their attendance at the respective MTPs.

13th Leaders in Administration Programme

(Sia Aik Kor and Leong Kwang Ian)



The LAP is the CSC’s apex milestone programme for senior leaders across the various ministries and healthcare institutions. The 13th LAP was held from October to November 2021 after being postponed from 2020 due to the COVID-19 pandemic. Even so, while it was the first major course since the pandemic that was held in-person in the CSC, the regional engagements with leaders from Singapore’s northern

and southern neighbours, as well as China, were held virtually over Zoom. This format presented us with both opportunities and challenges, in no small way similar to how the pandemic has affected Singapore.

During the LAP, we had candid conversations with Singapore’s political office-holders, senior public servants, industry movers, as well as representatives

from non-government organisations who shared about various areas which they were involved in to improve Singapore. These dialogues allowed us to get in-depth insights from these resource persons, as we grappled with how the Public Service should play its role to create a sustainable and stable Singapore for future generations.

The LAP also allowed us to develop strong ties with our course-mates, who are leaders in the wider Public Service. The in-person sessions allowed us to share openly about the present challenges

Singapore faces – from societal divisions, to social mobility, geo-political challenges, as well as the looming climate-change crisis. One topic which also generated much discussion was Singapore's 4G leadership transition and how we can, in our roles and positions, support this process. We are grateful for the bonds formed during the LAP, which will enable us to work more seamlessly across the whole of Government to tackle what may seem like intractable issues together, so that Singapore and Singaporeans can continue to thrive.

27th and 28th Senior Management Programme

(Louis Ng, Una Khng and Darryl Soh)



The 2021 SMP was held concurrently for the 27th and 28th SMP cohorts, from July to August 2021.

The SMP was made up of four key components, namely:

- (a) a series of dialogues with representatives across the Public Service, to discuss the issues, challenges and opportunities of the day;
- (b) a virtual study trip to meet with officials, representatives and business leaders from Malaysia and Indonesia, to get to know them better and hear first-hand from their experiences. Participants were also provided opportunities to hold virtual meetings with either their Malaysian or Indonesian direct counterparts;

(c) a “Lab” programme, where we teamed up with fellow participants across Ministries and agencies to tackle pertinent issues raised by the class, to gain first-hand experience in making and operationalising policy; and

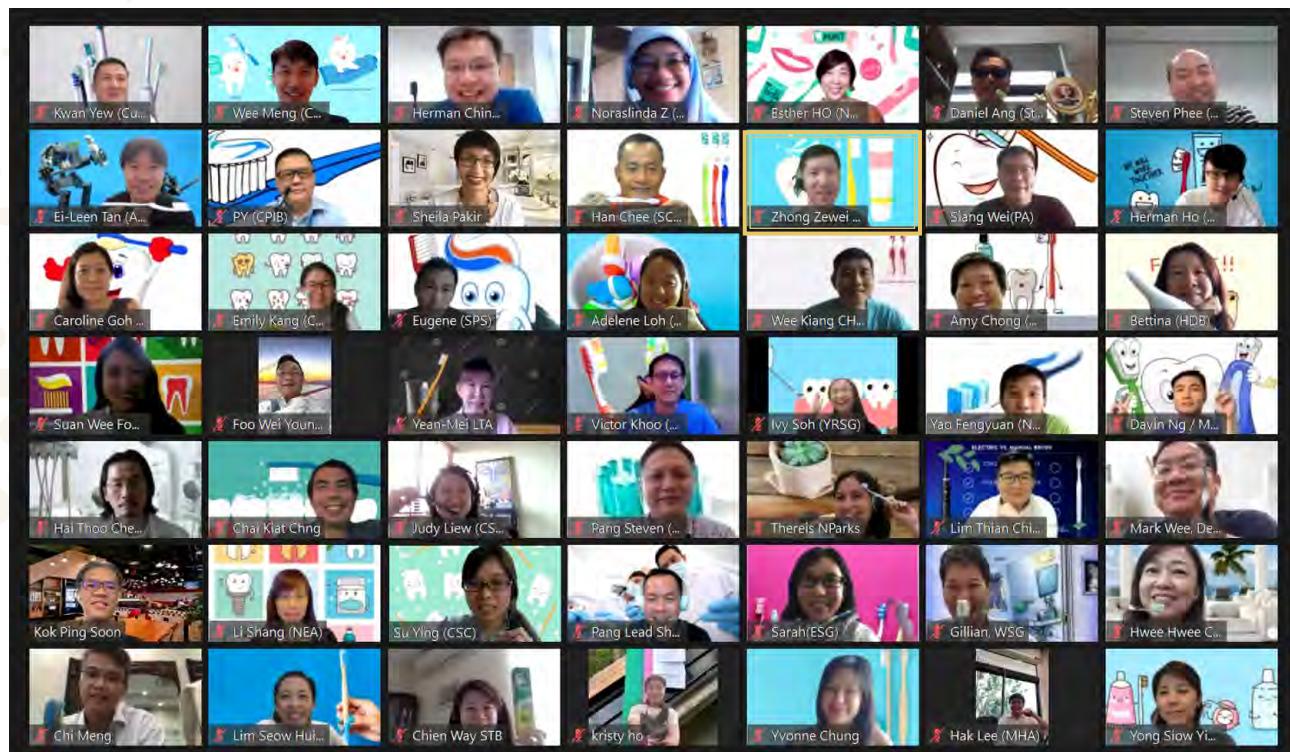
(d) a Community Attachment Programme, where we were given the opportunity to observe and better understand the work of grassroots leaders from Peoples’ Association in achieving cohesion.

Through the SMP, we were given an insight into the myriad of issues and opportunities being looked into by the Public Service, and the opportunity to discuss, think about and understand the pertinent issues faced by Singapore and the Public Service (such as climate change, geopolitics, social mobility) in the context of Singapore’s governance.

We are grateful for the opportunity to collaborate and gain friendships with fellow officers across and outside the Public Service.

31st Governance and Leadership Programme

(Zhong Zewei)



I attended the 31st GLP, held virtually from 15 February 2021 to 4 March 2021.

The 31st GLP comprised three main segments: reflecting on participants' leadership capabilities and impact, exploring the myriad governance challenges facing Singapore, and discussing leadership in the Public Service context. We benefitted from working with insightful coaches and engaging with senior leaders across the public and private sectors.

Among the highlights were then-Minister for Education Lawrence Wong's talk on the Public Service's role in achieving

national outcomes, and a dialogue with Head, Civil Service.

Despite the virtual format, we formed close ties as a cohort, honestly sharing our perspectives and our leadership journeys so far. Through these conversations, we better appreciated how the Public Service's strength lies in us, its people, and our diverse talents and experiences.

I am grateful to the LSC and my superiors for the opportunity to attend the 31st GLP.

19th and 20th Management Development Course

(Teh Joo Lin and Wong Thai Chuan)



Thai Chuan, Jun Quan, Michelle, Eric, Jelphine, Li Zheng



Tong-kai, Zhenqiang, Evelyn, Bharathi, Colin, Han Yang



Joo Lin, Terence, Vinn, Felicia, Shiqi, Xi.



Zhi Yang, Yiling, Yeng Hian, Geok Shan, Santhosh



Bing De, Amanda, Guan Wei, Siok Ee, Chuntian



Alice, Yee Ler, Chin Soon, Kai Guan



Caijia, Fang Xuan, Benny, Weijun, Ee Kent

The MDC is a full-time, four-week course targeted at middle managers in the Public Service, which we were privileged to have attended. The MDC comprises two parts: a Personal Leadership Component and a Governance and Policy Component. The former aims to develop participants' personal leadership style and practice, while the latter explores the larger context in which the participants operate and examines emerging trends and developments.

We benefitted greatly from both components. Many pre-existing notions of leadership were challenged and refined. As LSOs, we also gained valuable insights into the policy and operational considerations faced by

different public officers in the discharge of their duties. While most of the programme had to be conducted virtually, we were grateful to the CSC for organising in-person activities where feasible. One key highlight was an in-person chat with Minister for Health Ong Ye Kung, who candidly shared his views on our COVID-19 fight and his experiences in Public Service, amongst other things.

Overall, the MDC was a great opportunity to connect with other Public Service officers socially, beyond the confines of a working relationship. We deepened existing ties and forged new bonds, which will no doubt continue to strengthen with time.



**PRIDE
IN SERVICE**

PRIDE IN SERVICE

Exceptional accomplishments under challenging circumstances, outstanding achievements, consistent good service, competence and devotion to duty were among the attributes epitomised by nine Legal Service Officers (“LSOs”) which culminated in their being awarded a National Day Medal or Commendation Medal in 2021. Spearheading the list of recipients was

Director-General of the International Affairs Division of the Attorney-General’s Chambers (“AGC”), Ms Daphne Hong, who was recognised for her immense contributions to Singapore spanning a myriad of multilateral issues. Twelve LSOs were also distinguished with a Long Service Medal for each having contributed at least 25 years to the Public Service.

Public Administration Medal (Gold)

| | |
|------------------------------------|---|
| Ms Daphne Hong Director-General | International Affairs Division Attorney-General's Chambers |
|------------------------------------|---|

Public Administration Medal (Silver)

| | |
|--|--|
| Mr Peter Koy Deputy Chief Prosecutor | Crime Division Attorney-General's Chambers |
| Ms Ong Chin Rhu District Judge / Senior Deputy Registrar | Office of the Registrar State Courts |
| Ms Daphne Chang Director | Legal Division Home Team Science and Technology Agency |
| Ms Amy Tung Director | Legal Services Unit Ministry of Social and Family Development |

Public Administration Medal (Bronze)

| | |
|---|---|
| Ms Gay Hui Yi Head (Knowledge Management) | AGC Academy Attorney-General's Chambers |
| Ms Sanjna Rai Deputy Director | Civil and Legislative Policy Division, Legal Policy Group Ministry of Law |

| Commendation Medal | |
|---|---|
| Mr Bryan Fang Deputy Senior State Counsel | Civil Division Attorney-General's Chambers |
| Mr Vikneswaran Kumaran Senior Assistant Director | Legal Technology and Innovation Office Attorney-General's Chambers |
| Long Service Medal | |
| Mr Hui Choon Kuen Chief Executive | Attorney-General's Chambers |
| Ms Teh Hwee Hwee Registrar | Supreme Court Registry |
| Ms Teoh Ai Lin District Judge | Criminal Courts State Courts |
| Ms Jeanne Lee Chief Legislative Counsel | Legislation Division Attorney-General's Chambers |
| Ms Lee Lit Cheng District Judge | Community Courts & Tribunals State Courts |
| Ms Ong Chin Rhu District Judge / Senior Deputy Registrar | Office of the Registrar State Courts |
| Mr James Elisha Lee Assistant Registrar | Supreme Court Registry |
| Mr Chong Kah Wei Deputy Senior State Counsel | Legislation Division Attorney-General's Chambers |
| Ms Miranda Yeo District Judge | Family Justice Courts |
| Ms Beverly Wee Senior Assistant Official Assignee and Public Trustee | Insolvency and Public Trustee's Office |
| Ms Janet Wang District Judge | Criminal Courts State Courts |
| Ms May Lucia Mesenas District Judge | Criminal Courts State Courts |

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Ms Karin Lai

Mr Kenny Kung

Mr Keith Thirumaran

Mr Kiron Cheong

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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