

# LEGAL SERVICE COMMISSION

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ANNUAL REPORT  
**2024**





## **VISION**

A trusted Legal Service,  
upholding the rule of law and  
advancing Singapore's interests.

## **MISSION**

One Legal Service,  
developing and deploying  
the best legal talent to provide  
the highest quality legal services.



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Legal Service Commission

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# FOREWORD

by the President, Legal Service Commission



**With Legal Service Officers who are principled, public-spirited, and prepared to uphold the Rule of Law with excellence, the Legal Service will continue to meet the challenges of today and tomorrow with resilience and integrity.**

**Attorney-General  
Mr Lucien Wong**

President,  
Legal Service Commission

## ONE LEGAL SERVICE

The Singapore Legal Service is guided by its vision to be a trusted Legal Service that upholds the Rule of Law and advances Singapore's interests. The Legal Service is committed to ensuring the fair and effective administration of justice, and serving the public with integrity, professionalism and purpose. It is united in this mission as One Legal Service.

## MEETING MODERN CHALLENGES WITH RESILIENCE

We live in an ever-changing world. Recent events have demonstrated that the only constant is change. In the past year, we have witnessed intensifying geopolitical tensions and economic volatility, and increasing transnational crime such as cyber-crimes and scams. Technological advances in the field of artificial intelligence ("AI") have the potential for good but bring with them new risks.

In this rapidly-evolving and challenging global environment, the Legal Service has remained resilient, collaborative and adaptive — working as one to provide steady and trusted legal support. One example is in relation to climate change, which required the Legal Service to provide timely and innovative legal responses to support the implementation of the Government's environmental sustainability plan, including legislative frameworks for electric vehicles, carbon pricing and carbon trading, green buildings, energy conservation and coastal protection. In addition, our Legal Service Officers ("LSOs") supported international negotiations on carbon credit arrangements with other countries in a bid to meet Singapore's target of net-zero emissions by 2050, and participated in two major sets of advisory proceedings on obligations of States relating to climate change before the International Tribunal for the Law of the Sea and the International Court of Justice.

## PROTECTING SINGAPORE'S INTERESTS INTERNATIONALLY

Beyond Singapore's shores, the Legal Service protects domestic interests by contributing to the development of international law and norms, and cooperating with other countries to seek solutions in a manner consistent with international legal order. Our LSOs advance Singapore's interests from an international perspective by providing legal advice and representing the Government on a wide range of international law issues, including the setting-up of the Singapore-Johor Special Economic Zone.

In 2024, our LSOs participated in major bilateral and international meetings and negotiations. They provided significant legal support in the negotiation and implementation of the Indo-Pacific Economic Framework for Prosperity, the World Health Organization International Health Regulations, and the extradition and mutual legal assistance treaties with South Korea and Vietnam. Our LSOs played key roles in the UN Commission on International Trade Law Working Group III, Paris Agreement Implementation and Compliance Committee, and ASEAN-China Free Trade Area legal working group. Our LSOs also supported the negotiations of digital economy agreements such as the European Union-Singapore Digital Trade Agreement which provides clarity and legal certainty for companies and consumers on rules for digital trade between Singapore and the EU. Further, our LSOs participated in negotiations that culminated in the adoption of two new treaties by the member states of the World Intellectual Property Organization ("WIPO"), being the WIPO Treaty on Intellectual Property, Genetic Resources and Associated Traditional Knowledge, and the Riyadh Design Law Treaty.

In 2024, the Attorney-General's Chambers ("AGC") hosted major international events to enhance international relationships such as the Tri-AGC Meeting, Forum of Chief Legal Advisors, China-ASEAN Prosecutors-General Conference and Attorney-General's Lecture. LSOs from different divisions within AGC exemplified the One AGC spirit by working as one to see to the success and quality of these events for the international guests.

## EMPOWERING OUR PEOPLE

The heart of the Legal Service lies in its people. The professionalism and dedication of our LSOs and executives underpin the success of the Legal Service, and their well-being is paramount. The Legal Service continues to expand mental health support and inclusive practices, ensuring that our people thrive both professionally and personally.

AGC expanded access to mental health and resilience resources for LSOs by offering timely and accessible support for their mental well-being via the Resiliency@AGC portal and establishing a Crime Resiliency Team led by AGC's in-house psychologist.

The AGC-Legal Service Academy continues to broaden its suite of training programmes to all LSOs, including those at Ministries and Statutory Boards. In the past year, LSOs received training in evolving and rapidly developing areas of law such as insolvency and restructuring, AI, crypto-assets and securities, climate change, and international arbitration. Foundational training for new Deputy Public Prosecutors and prosecuting officers in Ministries and Statutory Boards was revamped to better equip them for increasingly complex casework.

The Legal Service also introduced the new Competency-Driven Growth framework to further enhance the development and appraisal of LSOs. Grounded in clearly defined core and functional competencies, the new framework empowers LSOs to take charge of their professional development and assist supervisors with career conversations. This makes performance assessment and progression more evidence-based and systematic. The new framework, which replaces the Currently Estimated Potential framework, will be implemented from Assessment Year 2025.

## ACCELERATING DIGITAL TRANSFORMATION

The digital age is reshaping how legal services are delivered and the Legal Service will leverage on new technologies to enable LSOs in the delivery of their work. The Legal Service remains forward-looking and adaptive, ensuring that its legal practices keep pace with technological innovation.

In 2024, the Legal Service continued with its digital transformation journey. The Legal Technology and Innovation Office of AGC ("LTIO") focused its efforts on exploring AI and automation to develop tools with a view to improving accuracy, efficiency and overall productivity of LSOs in their day-to-day tasks. Tools such as the AI Judgment Summariser have been developed to quickly distil case law into accurate and targeted case summaries. LTIO also developed a proof-of-concept AI product which can generate a table of sentencing precedents based on relevant reported court judgments. Legislative tracking is now streamlined with the new One Legal Service platform; and an enhanced in-house bundling tool "AutoTab" can automate the creation of bundles of authorities and documents from written submissions.

## LOOKING AHEAD

I have every confidence that with LSOs who are principled, public-spirited, and prepared to uphold the Rule of Law with excellence, the Legal Service will continue to meet the challenges of today and tomorrow with resilience and integrity. Together, they will continue to build a Legal Service that is trusted, future-ready, and worthy of Singapore's confidence.



The background is a solid dark red color. It features abstract line art in a lighter red shade. In the upper right, a series of lines form a jagged, mountain-like silhouette. In the lower half, a series of lines form a series of peaks and valleys, resembling a stylized mountain range or a city skyline. The word 'LEADERSHIP' is centered in the middle of the image.

# LEADERSHIP

# LEGAL SERVICE COMMISSION

Under Article 111J(2) of the Constitution of the Republic of Singapore (“Constitution”), the Legal Service Commission (“LSC”) consists of the Attorney-General as President; the Chairman of the Public Service Commission (“PSC”) as Vice-President; and:

- a) up to two members appointed by the President on the advice of the Attorney-General;
- b) up to two members appointed by the President on the advice of the Chairman of the PSC; and
- c) up to two members appointed by the President on the advice of the Prime Minister.

The LSC has jurisdiction over all officers in the Singapore Legal Service and the functions and powers of appointment, confirmation, emplacement on the permanent establishment, promotion, transfer, disciplinary control and dismissal in relation to the officers. The LSC must not delegate functions or powers relating to disciplinary control or dismissal and functions or powers relating to officers in the Singapore Legal Service of or above the threshold grade.

As at 31 December 2024, the LSC consisted of Attorney-General Mr Lucien Wong as President; Chairman of the PSC Mr Lee Tzu Yang as Vice-President; and Deputy Attorney-General Mr Lionel Yee, Deputy Attorney-General Mr Tai Wei Shyong, Mr Adrian Chan, Ms Goh Swee Chen, Mr Andrew Lim and Mrs Stephanie Gault as members.



# THE LEGAL SERVICE COMMISSION



**Mr Lucien Wong**  
(President, LSC)



**Mr Lee Tzu Yang**  
(Vice-President, LSC)



**Mr Lionel Yee**  
(Deputy Attorney-General)



**Mr Tai Wei Shyong**  
(Deputy Attorney-General)



**Mr Adrian Chan**



**Ms Goh Swee Chen**



**Mr Andrew Lim**



**Mrs Stephanie Gault**

## LEGAL SERVICE PERSONNEL BOARDS

Under Article 111Q(1) of the Constitution, the LSC may make regulations to establish one or more personnel boards and delegate all or any of

its functions and powers to a personnel board, except the functions and powers relating to disciplinary control and dismissal, and officers of or above the threshold grade. A personnel board so established may exercise the delegated functions and powers under the direction and control of the LSC.

## LEGAL SERVICE APPOINTMENTS, POSTINGS AND TRANSFERS BOARD

The Legal Service Appointments, Postings and Transfers Board undertook the functions of appointing, confirming, emplacing on the permanent establishment and transferring Legal Service Officers (“LSOs”) at grades below the threshold grade.

As at 31 December 2024, the Legal Service Appointments, Postings and Transfers Board consisted of Attorney-General Mr Lucien Wong as Chairperson; and Deputy Attorney-General Mr Lionel Yee, Deputy Attorney-General Mr Tai Wei Shyong and Deputy Attorney-General Mr Ang Cheng Hock as members.

### THE APPOINTMENTS, POSTINGS AND TRANSFERS BOARD



**Mr Lucien Wong**  
(Chairperson)



**Mr Lionel Yee**  
(Member)



**Mr Tai Wei Shyong**  
(Member)



**Mr Ang Cheng Hock**  
(Member)

## LEGAL SERVICE SPECIAL PERSONNEL BOARD

The Legal Service Special Personnel Board undertook the function of promoting LSOs to Grade 3 or Grade 4.

As at 31 December 2024, the Legal Service Special Personnel Board consisted of Attorney-General Mr Lucien Wong as Chairperson; and Deputy Attorney-General Mr Lionel Yee and Deputy Attorney-General Mr Tai Wei Shyong as members.

### THE SPECIAL PERSONNEL BOARD



**Mr Lucien Wong**  
(Chairperson)



**Mr Lionel Yee**  
(Member)



**Mr Tai Wei Shyong**  
(Member)

## LEGAL SERVICE SENIOR PERSONNEL BOARD

The Legal Service Senior Personnel Board undertook the function of promoting LSOs within the Timescale grades.

As at 31 December 2024, the Legal Service Senior Personnel Board consisted of Attorney-General Mr Lucien Wong as Chairperson; and Deputy Attorney-General Mr Tai Wei Shyong and Deputy Attorney-General Mr Ang Cheng Hock as members.

### THE SENIOR PERSONNEL BOARD



**Mr Lucien Wong**  
(Chairperson)



**Mr Tai Wei Shyong**  
(Member)



**Mr Ang Cheng Hock**  
(Member)



The background of the image is a solid dark red color. Overlaid on this background are numerous thin, light red lines that form a stylized, abstract representation of a mountain range. The lines are arranged in a way that creates a sense of depth and perspective, with some lines appearing closer and more defined than others. The overall effect is a modern, geometric take on a natural landscape.

# A YEAR IN REVIEW

# RECRUITMENT

## LEGAL SERVICE OFFICERS IN THE SINGAPORE LEGAL SERVICE

There were 590 LSOs in the Singapore Legal Service as at 31 December 2024.

### RECRUITMENT

The requirement for appointment to the Legal Service is a law degree as prescribed in the Legal Profession (Qualified Persons) Rules to be a qualified person, from the National University of Singapore (“NUS”), the Singapore Management University (“SMU”), the Singapore University of Social Sciences (“SUSS”) or an approved overseas university. Graduates from the approved overseas universities are required to sit for and pass the Part A of the Singapore Bar Examinations prior to their appointment to the Legal Service.

Two hundred and twenty-nine applications were received for possible appointment to the Legal Service in 2024. Ninety-six candidates were interviewed in 2024, of which 68 were selected. Fifty-five candidates assumed appointment in the Legal Service as LSOs as at 31 December 2024.

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

Seven LSOs who were appointed on contract were emplaced on the permanent establishment in 2024. Two others – who were PSC scholars and had been appointed on probation – were confirmed on the permanent establishment. Twelve officers were appointed to the Legal Service in 2024 as LSOs via a Transfer of Service from the Singapore Judicial Service/Management Executive Scheme/Ministries. Another five officers were appointed as LSOs under the “Movement of Officers across Public Agencies” Policy in the Public Service Division (“PSD”).

### ATTRITION

A total of 20 LSOs left the Legal Service in 2024. The details are at **TABLE 1**:

**TABLE 1**

Attrition (as at 31 December 2024)	
Resignation	15 (2.6%)
Expiry of Contract	1 (0.2%)
Transfer of Service	4 (0.7%)

## LEGAL SERVICE OUTREACH ACTIVITIES

Outreach activities continue to feature prominently in the Legal Service's efforts to showcase the multifaceted work undertaken by LSOs. Apart from the major career fairs organised by the local universities, the PSC and the United Kingdom Singapore Law Students' Society, the Legal Service also held an outreach event at the NUS Law Faculty and participated in career fairs at junior colleges. The outreach activities were targeted at law undergraduates, junior college students and potential job applicants who might be interested in pursuing a law degree or a career in the Legal Service. Eligible candidates were also encouraged to apply for the Legal Service Internship Programme to gain a better appreciation of the roles undertaken by LSOs.

LSO-representatives from the Attorney-General's Chambers ("AGC"), Ministries and Legal Service

Departments such as the Legal Aid Bureau supported the events and actively engaged with students on their experience in studying law and the wide spectrum of work and opportunities available in the Legal Service.

In addition to the events conducted in Singapore, the Legal Service undertook a joint outreach with the Singapore Judicial Service to the United Kingdom ("UK") in November 2024 to create awareness of the varied opportunities in the Singapore legal sector and specifically in the Legal Service and the Singapore Judicial Service. The events were targeted at Singaporeans who were studying law in England and encompassed visits to London, Cambridge and Oxford. The delegation was co-led by High Court Judges Audrey Lim and Philip Jeyaretnam, and Deputy Attorney-General Mr Lionel Yee. LSOs who were pursuing their postgraduate studies under the LSC Scholarships and LSOs on attachments at UK law firms also participated in the event and shared insights on their experiences with the participants.



# LEGAL SERVICE INTERNSHIP PROGRAMME 2024/2025

The Legal Service offers internship opportunities to law undergraduates and Juris Doctor students from NUS, SMU, SUSS and the approved overseas universities twice a year through the Legal Service Internship Programme. The internship windows are aligned with the universities’ major vacation periods within the academic year.

The Internship Programme aims to immerse interested law students who aspire to join the Legal Service in a dynamic and multifaceted work environment. The programme offers firsthand exposure and practical insights into the work undertaken by LSOs, and is also a pipeline for the Legal Service to identify and attract suitable candidates with the necessary aptitude and talent to join the Legal Service.

The 2024/2025 Internship Programme was organised jointly by the LSC Secretariat, the AGC and the Legal Service Departments in various Ministries and Statutory Boards. The LSC Secretariat conducted briefing sessions to provide interns an overall understanding of the Legal Service and its opportunities, and shared on the various human resource frameworks/schemes available to candidates if they embark on a career in the Legal Service. Participants in the 2024/2025 Internship Programme were provided practical and professional experience through opportunities such as mock-trials, research work, advice-writing workshop and legislative drafting pieces.

The Legal Service hosted a total of 73 interns in the 2024/2025 Internship Programme. The details are at **TABLE 2**:

TABLE 2

Department	No. of Interns Hosted
Accounting and Corporate Regulatory Authority	5
Attorney-General’s Chambers	34
Competition and Consumer Commission of Singapore	3
Legal Aid Bureau	4
Ministry of Culture, Community & Youth	2
Ministry of Home Affairs	2
Ministry of Law	10
Ministry of Education	2
Ministry of Health	4
Ministry of Manpower	2
Ministry of Social and Family Development	4
Singapore Land Authority	1
<b>Total</b>	<b>73</b>

# PUBLIC SERVICE COMMISSION LAW SCHOLARS

The PSC Scholarships continue to provide a pipeline of young talented individuals who are keen to serve in the Legal Service upon the completion of their law studies. Two candidates were awarded the PSC Scholarship (Judicial Service/Legal Service) in 2024. The newly awarded law scholars were invited, together with other scholars who were still studying for their law degree and had yet to join the Legal Service, to attend major events in the Legal Service calendar, such as the Opening of the Legal Year and the AGC-Legal Service National Day Observance & Staff Recognition Day. Scholars were also provided opportunities to gain exposure

to the work of LSOs through internships organised under the auspices of the PSC Scholars' Mid-Course Programme ("PSMP"). Two scholars undertook the PSMP internships with the Legal Service in 2024.

An annual meeting for all PSC (Legal Service) scholars was organised in August 2024. The session aimed to provide a platform to encourage interaction among scholars and provide a window for them to be kept abreast of the developments in the Legal Service. The meeting was hosted by Deputy Attorney-General Mr Lionel Yee (a member of the LSC). Former PSC Scholars who had since joined the Legal Service were also invited to the meeting to share their experiences in their journeys in the Legal Service with the new scholars.

# PERFORMANCE MANAGEMENT

Meritocracy, fairness, transparency and the unceasing pursuit of excellence are the lynchpins and bedrock of the Legal Service's performance management framework. The framework harnesses a curated mix of competencies drawn from both the Legal Service and the Civil Service to evaluate LSOs and maximise their full potential.

In the 2024 Promotion Exercise, a total of 130 LSOs were promoted to the next higher LSO-grade. The details are at **TABLE 3**:

**TABLE 3**

Promotions	Number of LSOs
Within the Superscale Grades	21
Into the Superscale Grade	18
Within the Timescale Grades	91
Total	130

# REMUNERATION

The Legal Service Remuneration Framework is designed to be performance-based and market-driven. It aims to recognise and reward excellence while offering market-comparable remuneration to attract and retain talent. The compensation framework is structured to keep pace with the legal services sector in Singapore, ensuring competitiveness without leading the market.

All eligible LSOs continue to receive the Legal Variable Component which is paid monthly. Eligible LSOs were also considered for the award of a Performance Bonus in March 2024 (for work done in 2023) and an annual Variable Increment in April 2024 or on their respective incremental dates. Eligible LSOs who satisfied the requisite payment criteria for the second tranche of the balance of the Long-Term Incentive (“LTI”) were paid the LTI in September 2024.

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# CAREER DEVELOPMENT

## POSTINGS

The Legal Service Posting Framework is an important component of the training and development of LSOs. The framework offers posting and secondment opportunities across the various Divisions in the AGC, and the Legal Service Departments in Ministries and Statutory Boards, enabling LSOs to grow professionally and gain experience in diverse legal fields. Such opportunities for exposure broaden perspectives, enhance competencies and foster adaptability in LSOs in an ever-evolving legal landscape. The framework also provides avenues for specialisation in particular fields should the LSO choose to pursue specific paths, facilitating the development of deeper expertise.

The Legal Service Annual Systematic Posting Exercise (“ASPE”) encourages LSOs to be actively involved in their career and professional development. Through the ASPE, LSOs have the opportunity to apply for postings to the AGC or Legal Service Departments in Ministries and Statutory Boards of their choice, promoting a sense

of ownership over their career paths. Taking into account the professional aspirations of LSOs, the strategic thrusts and requirements of the respective departments, LSOs are matched to jobs that best align with their preferences, abilities and organisation needs. This tailored approach not only addresses LSOs’ personal interests, it also achieves the overall strategic needs of the Legal Service by enhancing job satisfaction and maximising productivity within the Legal Service. Moreover, the diverse experiences gained through postings/secondments contribute to a well-rounded workforce – LSOs develop a comprehensive understanding of various legal domains, inter-departmental operations, and the broader implications of their work. This holistic knowledge is useful when dealing with complex, multifaceted legal challenges and fosters improved collaboration across different sectors of the Public Service.

A total of 49 LSOs (four Superscale LSOs and 45 Timescale LSOs) were re-posted/seconded in 2024. Another four LSOs (two Superscale LSOs and two Timescale LSOs) were appointed to the Judicial Service via a Transfer of Service from the Legal Service in 2024.



## CONTINUING EDUCATION

The training frameworks in the Legal Service are regularly reviewed and enhanced to ensure that LSOs have ample opportunities to pursue law-related postgraduate studies, as well as attend programmes that enable them to broaden their leadership and management skills, and expand their networks within the Public Service. A new LSC Training Award, given in conjunction with the award by the Chinese Government of a Chinese Government Scholarship, was introduced in 2024 for implementation in the Legal Service with effect from 2025.

In 2024, the Legal Service awarded LSC Scholarships and Training Awards to 11 LSOs to undertake a Master's degree in law at either the local

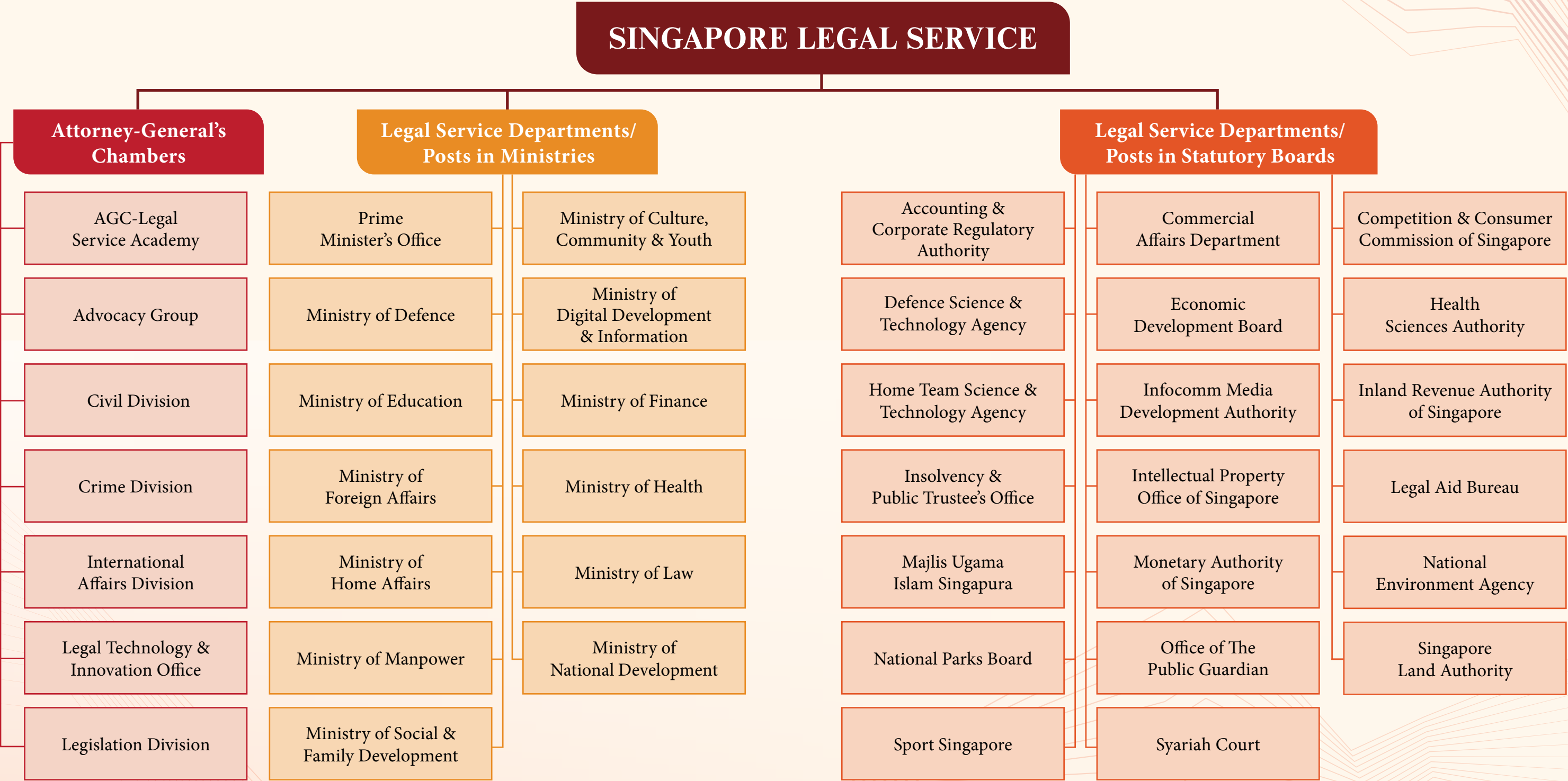
or overseas institutions: two in Singapore; five in England; three in the United States of America; and one in Japan. Another three LSOs were awarded LSC Scholarships to pursue a Doctoral degree, of which two commenced their studies in 2024, one each in England and Singapore, respectively.

Seven LSOs attended Legal Service Milestone Training Programmes ("MTPs") that are organised by PSD and/or the Civil Service College ("CSC"). These MTPs are: the Executive Leadership Programme; the Senior Management Programme; the Director's Developmental Experience; and the Management Development Course. Seven other LSOs also attended a two-part programme – the SAL-INSEAD Legal Leadership Programme and SAL-INSEAD Legal Strategy Programme – jointly organised by the Singapore Academy of Law and INSEAD in 2024.

# THE LEGAL SERVICE COMMISSION SECRETARIAT

Article 111P(1) of the Constitution states that there is to be a Secretary to the LSC who must be a person who is a public officer and is to be appointed by the President in accordance with the LSC's advice.

Mr Siva Shanmugam continued in his appointment as the Secretary to the LSC in 2024. Mr Jeffrey Sim continued in his appointment as the Chief of Staff of the Singapore Legal Service in 2024. The Secretary to the LSC and the Chief of Staff continued to support the LSC and the Legal Service Personnel Boards in the discharge of their functions in 2024.







# MILESTONE TRAINING PROGRAMMES

# LSC POSTGRADUATE SCHOLARSHIPS IN LAW

Eleven LSOs were awarded an LSC Scholarship or a Training Award in 2024 to study for a law-related Master's degree at NUS or an overseas university. These LSOs share their experiences from their studies.

## SCHOLARS - ENGLAND

In 2024, three LSOs were awarded LSC Scholarships to further their studies in England. Jiang Ke-Yue and Norine Tan pursued the MPhil in Criminology and LLM at the University of Cambridge, respectively. Han Shurou and Philip Ng pursued the LLM at University College London, and Leong Kit Yu pursued the MSc in Law and Finance at the University of Oxford.

Returning to university after years of work was never going to be easy, but it was a privilege to have the time and space to reflect, recharge and gain new knowledge and experiences while immersing ourselves in the rich academic life of our respective universities.

We were spoilt for choice with the wide variety of subjects on offer. Many of our classes were taught by leading scholars in their fields who were able to provide unique insight and perspectives, not only in terms of the latest legal developments, but also taking into account the wider policy debates and socioeconomic trends. We also challenged ourselves to take up subjects that we had no prior knowledge of, which took us out of our comfort zones and enabled us to pick up new knowledge and practical skills.

Above all, it was the personal connections that made a deep impact on our learning experience. Being in the company of classmates from all over the world, with diverse backgrounds, there were many opportunities for a rich sharing of experiences and ideas both during and after class, as well as building lifelong friendships.

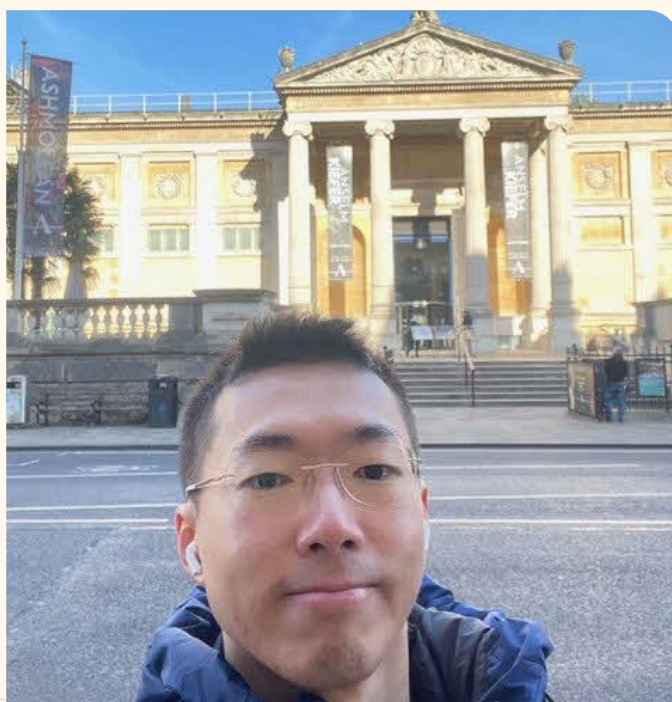
We are grateful for the opportunity to further our studies in a variety of fields, in England under LSC Scholarships.



(Left to Right) Jiang Ke-Yue and Norine Tan at Cambridge



(Left to Right) Philip Ng and Han Shurou at UCL



Leong Kit Yu at Oxford



## SCHOLARS - USA

In 2024, three LSOs were awarded LSC Scholarships to further their studies in the United States. Emily Choo pursued the LLM at New York University, and Sun Fangda and Jared Dass pursued the LLM at Harvard University.

We found our respective LLM programs to be deeply enriching educational experiences. We took advantage of the wide range of subjects on offer at our universities to broaden and deepen our knowledge and experience in our preferred areas of legal interest. These included the constitutional law of the United States, international law, jurisprudence, laws relating to artificial intelligence,



(Left to Right) Sun Fangda and Jared Dass at Harvard Law School



Emily Choo at New York University

as well as subjects which explored the inter-section between the law and other fields such as economics and international relations. Across the board, we were taught by professors who are leading experts and scholars in their respective fields. An interesting and eye-opening experience we all shared was our very first exposure to the phenomenon of eight-hour-long examinations.

Beyond the academic, the diverse global student body of our LLM cohorts brought a rich array of personalities and perspectives, contributing to dynamic debates inside and outside the classroom, and of course lasting friendships. We also made full use of our academic year by participating in a range of extra-curricular and social activities offered by our universities, including talks, seminars, and conferences.

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



## SCHOLARS - SINGAPORE

In 2024, two LSOs were awarded LSC Scholarships to further their studies at the NUS in Singapore. Stacey Anne Fernandez pursued an LLM in Corporate and Financial Services Law and Gail Wong pursued an LLM in Intellectual Property and Technology Law.



(Left to Right) Stacey Anne Fernandez and Gail Wong at NUS

The curriculum provided a mix of academic rigor, practical training, and a diverse selection of elective courses. While specialising in our respective fields, we could still choose from a wide range of additional subjects, including aviation law, and regulation and political economy. We visited legal issues in fintech, tax regulation and artificial intelligence, which helped us stay current on developing areas of law from which we gained insights relevant to our current and future roles in the Legal Service.

We feel fortunate to have learned from distinguished faculty members and alongside classmates from various backgrounds and work experience, including peers from civil jurisdictions and regulatory authorities, such as the Bank of Japan, thereby allowing us to forge both professional and personal connections with an exceptional group of peers.

The return to academic studies has given us a refreshed perspective which we hope to bring back to our work. We are immensely grateful to the LSC for their support in nurturing our personal and professional development throughout our LLM journey.

## SCHOLAR - JAPAN

In 2024, Joshua Matthew Goh was awarded the Japanese Government (“MEXT”) Scholarship under the auspices of the Young Leaders’ Programme and a concurrent LSC Training Award to study for an LLM at Kyushu University.

Kyushu University’s Graduate School of Law is based in the city of Fukuoka and offers a comprehensive curriculum, with a significant focus on international law. It was enlightening to learn from many experienced academics from both Japan and around the world. In addition to various modules on international law, there were many opportunities to learn about Japanese law including its constitutional law.

As part of the Young Leaders’ Programme, I also had the opportunity to intern at a Japanese law firm and gain useful insights into the Japanese legal system by interacting with Japanese lawyers and judges. My LLM classmates hailed from all over the world, which led to many insightful exchanges on our various legal systems.

Outside of the classroom, I also took the opportunity to learn more about Japanese society, including their very comprehensive railway infrastructure.

I am grateful to the LSC and the Government of Japan for the opportunity to pursue my LLM.



Joshua Matthew Goh at Kyushu University

## MILESTONE TRAINING PROGRAMMES IN LEADERSHIP/ MANAGEMENT

Seven LSOs undertook a Milestone Training Programme (“MTP”), organised by the Public Service Division (“PSD”) and/or the Civil Service College (“CSC”), in 2024: one LSO each attended the Executive Leadership Programme (“ELP”) and the Senior Management (“SMP”); two attended the Management Development Course (“MDC”) and three others completed the Directors’ Developmental Experience (“DDE”). These LSOs share their experiences.

## 4<sup>TH</sup> EXECUTIVE LEADERSHIP PROGRAMME (COLIN CHOW)

I am grateful for the opportunity to attend the 4<sup>th</sup> ELP in 2024. The five-week programme aimed to develop Public Service leaders through three interconnected themes: understanding and preparing for future challenges through examination of geostrategic, socio-economic and political shifts; strengthening organisational resilience and agility through effective governance, resource management and digital transformation; and enhancing leadership capabilities to drive organisational transformation, uphold Public Service values, and inspire high-performing teams while navigating crises and change.

The programme provided participants an excellent opportunity to share candid and engaging dialogues with key political and Public Service leaders as well as representatives from the private sector. Through the various interaction sessions, we were able to gain a holistic understanding of the complex realities and thought processes of policymaking amidst a dynamic socio-political landscape.

All in all, the 4<sup>th</sup> ELP was an invaluable learning experience. I gained significant insights into the intricacies of policy-making. The exposure to diverse perspectives and actual scenarios further broadened my appreciation for the need to shape, adapt and communicate policies for more effective implementation. The programme also enabled me to forge a strong network with fellow participants across the Public Service. I am grateful to the Legal Service to be given this opportunity.



Colin Chow (Last row, 1<sup>st</sup> from right)



## 31<sup>ST</sup> SENIOR MANAGEMENT PROGRAMME (SIVAKUMAR RAMASAMY)

The 31<sup>st</sup> SMP covered themes such as complexity in decision-making in government, foreign policy issues in the region and between US-China, and sectoral issues including sustainability, finance policy, infrastructure, healthcare and social policy. We also learnt about the PSD's director-level competency framework and attended related workshops on leadership and management.

Participants had a chance to visit local companies to learn from their business practices. We visited several companies, including SMRT Corporation Ltd and GlobalFoundries Singapore Pte Ltd. The challenges the companies faced and the innovative solutions they arrived at provided food for thought. The programme also saw us travel to Jakarta and Medan in Indonesia, and to Kuala Lumpur in Malaysia, where we learnt about the political and social issues in our closest neighbours. The trips provided firsthand insights into the workings of businesses and government institutions in Indonesia and Malaysia.

Drawing the above strands together, participants gained a deep insight into public policy and leadership in a complex world. As part of the SMP, participants also attended the Community Attachment Programme, where we could see for ourselves, the work being done at the grassroots level to create community cohesion.

The course structure encouraged collaboration, allowing us to share experiences and strategies that have been successful in our respective domains. This exchange of ideas not only fostered a sense of camaraderie but also highlighted the interconnectedness of our work in serving the nation. I am most grateful to the LSC for the opportunity to participate in the SMP.



Sivakumar Ramasamy (First row, 2<sup>nd</sup> from left)



## 6<sup>TH</sup> AND 7<sup>TH</sup> DIRECTORS' DEVELOPMENTAL EXPERIENCE (SABRINA CHOO & DELPHIA LIM [6<sup>TH</sup> DDE] AND YANG ZILIANG [7<sup>TH</sup> DDE])

The DDE equips first-time directors to navigate the transition to their expanded role successfully.

The 6<sup>th</sup> DDE was comprehensive and gave us an in-depth opportunity to learn from civil service leaders, understand how to navigate potentially difficult transitions at the workplace, and how to inhabit our leadership roles more effectively. It helped us connect not only with our individual goals, but also with our peers and the wider Public Service priorities. We experimented with applying what we learned in between check-ins, and engaged in deeper reflective sharing in small groups with experienced coaches. This experiential process enabled us to translate the lessons to our own contexts in an enduring way.



Sabrina Choo (Last row, 1<sup>st</sup> from left)



Delphia Lim (2<sup>nd</sup> row, 1<sup>st</sup> from left)



Yang Ziliang (1<sup>st</sup> from left)

The 7<sup>th</sup> DDE gave me valuable insights into my role in context, built my individual capacity to lead as part of the public sector leadership corps, and helped me build a peer network of directors across the Public Service. I enjoyed the learning journeys organised by fellow participants and also led a mini-Learning Journey to the State Courts for my learning group, to give them a glimpse into the criminal justice system at work.

## 25<sup>TH</sup> AND 26<sup>TH</sup> MANAGEMENT DEVELOPMENT COURSE (SARAH ONG [25<sup>TH</sup> MDC] AND TAY LI HANG [26<sup>TH</sup> MDC])

We were privileged to attend the 25<sup>th</sup> and 26<sup>th</sup> runs of the MDC, which is a full-time five-week programme designed for middle managers in the Public Service.

The course comprised two parts. The first part on Personal Leadership focussed on developing attendees' leadership and management capabilities. Through a mix of plenary sessions and practical simulations, we gained both theoretical knowledge of leadership-related concepts and skills, and hands-on practice. The MDC's emphasis on self-reflection, coupled with small group discussions, created a rich learning environment where we could

exchange ideas and experiences with participants from across Government.

In the second part of the course on Governance and Policy, we gained valuable perspectives from the sharing sessions and presentations by senior leaders from Government agencies across various sectors. These sessions deepened our understanding of the broader operating context of Singapore's Government and the policy space, as well as the impact of emerging trends and global developments on public sector work. As LSOs in the Ministry of Law and the AGC Legislation Division respectively, we found these topics particularly relevant and insightful.

Beyond the formal curriculum, we are also grateful for the precious networks and friendships that we forged, which we are certain will continue and strengthen with time.



Sarah Ong (3rd Row, 1<sup>st</sup> from right)



Tay Li Hang (Last row, 5<sup>th</sup> from left)



The background is a solid dark red color. It features abstract line art in a lighter red shade. In the upper right, a series of lines form a jagged, mountain-like silhouette. In the lower half, a dense series of lines create a sense of depth and movement, resembling a stylized city skyline or a series of overlapping planes. The text 'PRIDE IN SERVICE' is centered horizontally and vertically in a white, bold, serif font.

**PRIDE IN SERVICE**

# PRIDE IN SERVICE

## NATIONAL DAY AWARDS

The AGC-Legal Service National Day Observance and Staff Recognition Day on 16 August 2024 was a ball for the almost 200 participants as they came together to celebrate Singapore's 59<sup>th</sup> birthday. The Attorney-General and President of the LSC Mr Lucien Wong kicked off the programme by delivering the opening address in which he drew a parallel between the National Day Parade theme of "Together, As One United People" which underscored the importance of Singapore's people – both individually and collectively – in shaping our nation's success with the conviction that the AGC and Legal Service cannot achieve excellence as a law firm for Singapore without prioritising its people, their continual growth and development and efforts to cultivate a cohesive and collaborative organisation.

The Attorney-General also recognised the AGC's involvement in the Counter Ransomware Task Force which received the One Public Service Award. He in particular commended officers

from the Civil and Crime Divisions for playing a pivotal role in the initiative, effectively coordinating whole-of-government efforts and culminating in a comprehensive report that provides guidance to the public and industries on mitigating risks and safeguarding business data and operations amidst this omnipresent threat.

In addition, the Attorney-General acknowledged the Public Sector Transformation Regulatory Excellence Award which the AGC had together with the Ministry of Health received for the successful implementation of the Healthcare Services Act 2020. This massive legislative project took almost four years to complete and involved AGC officers, in particular those from the Legislation Division, working tirelessly to draft two substantial Bills and a total of 123 pieces of subsidiary legislation, and providing the necessary support to transition from a rigid premises-based regulatory regime to a modular services-based one. He also took time to commend 147 officers from across the AGC and Legal Service who were receiving National Day Awards and Long Service Awards in 2024.





The Legal Service Commission with the Recipients of the National Day Medals 2024



The Legal Service Commission with the Recipients of the Long Service Awards 2024

Public Administration Medal (Silver)	
<b>Mr Christopher Ong</b> Deputy Chief Prosecutor	Crime Division Attorney-General's Chambers
<b>Mr Sellakumaran s/o Sellamuthoo</b> Senior State Counsel	International Affairs Division Attorney-General's Chambers
<b>Mr Seow Zhixiang</b> Senior State Counsel	Legislation Division Attorney-General's Chambers
Public Administration Medal (Bronze)	
<b>Ms Sarah Ong</b> Director (Criminal Policy)	Legal Policy Group Ministry of Law
<b>Ms Ailene Chou</b> General Counsel	Sport Singapore
Commendation Medal	
<b>Mr Tan Wee Hao</b> Deputy Senior State Counsel	Crime Division Attorney-General's Chambers
Long Service Medal	
<b>Mr Alvin Koh</b> Chief Executive	Competition and Consumer Commission of Singapore
<b>Mr Eugene Lee</b> Senior State Counsel	Crime Division Attorney-General's Chambers
<b>Mr Cheok Yu-Liang</b> Director (Legal Services)	Law Division Accounting and Corporate Regulatory Authority

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