JUDICIAL SERVICE COMMISSION

ANNUAL REPORT 2022

VISION

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

MISSION

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

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"[W]e have embarked on a significant and ongoing project to evolve the Judiciary beyond merely being a body of adjudicators, to become an institution that excels in the administration of justice – and this will be crucial in enabling our Judiciary to continue to uphold the rule of law and to deliver justice in Singapore."

Chief Justice
Sundaresh Menon
President
Judicial Service Commission

FOREWORD BY THE PRESIDENT, JUDICIAL SERVICE COMMISSION

We began 2022 with the restructuring of the Legal Service into the reconstituted Singapore Legal Service and the dedicated Singapore Judicial Service on 14 January 2022. This was a welcome development: it enabled the new Judicial Service to focus its attention specifically on the challenges of judicial work, and on the training and development needed to equip our judges to face those challenges. To that end, we have embarked on a significant and ongoing project to evolve the Judiciary beyond merely being a body of adjudicators, to become an institution that excels in the administration of justice – and this will be crucial in enabling our Judiciary to continue to uphold the rule of law and to deliver justice in Singapore.

This overarching project involves two key streams that have been at the heart of the work of the Judicial Service in 2022. First, it requires continuous improvements to the functioning of our court system to secure access to justice. Second, to maintain the competencies required to deliver justice, we must also professionalise the Judiciary and continually enhance its structure and operations as an institution.

The greatest improvement to our court system in the past year was the coming into force on 1 April 2022 of the Rules of Court 2021, which revolutionised court processes in our civil courts. Judicial Service Officers ("JSOs") in the Supreme Court Registry and the State Courts worked tirelessly to implement the new Rules and to gather and respond to stakeholder feedback. The new Rules of Court were complemented by new cutting-edge rules for specialised disputes, in the form of the Singapore International Commercial Court (SICC) Rules 2021 and the Supreme Court of Judicature (Intellectual Property) Rules 2021.

Meanwhile, JSOs in the Family Justice Courts ("FJC") continued their steady work of promoting access to family justice by simplifying court processes and rolling out facilities that allow lay court users to make informed legal decisions. For instance, a pilot for the use of Electronic Template Statements in maintenance order applications made it easier for self-represented persons to present their case, and to reach more court users, the FJC enabled the filing of maintenance enforcement applications at ServiceSG Centres in the heartlands.

Our Judiciary also continued to engage in international dialogue, sharing our experiences with and learning from other jurisdictions. In 2022, JSOs from the State Courts organised the inaugural Tribunals Conference and helped found the Judicial Dispute Resolution Network (JDRN), and the Supreme Court set up a Commercial Practice Panel to identify and consider adopting the best practices in commercial litigation from across the world. We also clarified the SICC's jurisdiction to deal with cross-border corporate insolvency matters, strengthening Singapore's position as a regional and global restructuring hub.

To support the ability of our Judiciary to work at the leading edge and innovate for the future, the Judicial Service has dedicated much of its energy to the major task of professionalising the Judiciary.

One of the centrepieces of this effort is the restructured and expanded Singapore Judicial College ("SJC"). The SJC has been deepening its capacity to deliver competency-based training to sharpen the abilities of JSOs both in core legal skills and in adjacent areas such as statistics, forensic science, and innovation. In addition, I have tasked the SJC with thinking seriously about what it is that judges should be trained for, with a view to developing an agenda for reform that will keep our justice system fair and effective. To complement training delivered by the SJC, the Judicial Service has also devised a career life cycle for JSOs designed to support a lifelong judicial career. This will include the possibility of long-term attachments of up to five years with the Attorney-General's Chambers and leading law firms to broaden the legal experience and skills of JSOs.

To streamline the operations of the Judiciary and enhance its responsiveness to change, we also integrated the Supreme Court, the State Courts and the FJC into One Judiciary through the merger of the corporate functions across the three courts. This allows all our transformation efforts, including the important work of developing our court technology, to be led by the Office of Transformation and Innovation, and enables the Judiciary's Knowledge Management Office to coordinate the management and sharing of the vast amounts of information and insights that JSOs generate in their everyday work.

2022 was a transformational year for the Judiciary. As it drew to a close, the world was enraptured by the launch of ChatGPT, which acquired 100 million users within the space of two months. Its uncanny ability to produce effective writing and even to appear to generate original ideas creates unprecedented risks and opportunities for legal systems around the world. This underlines, more than ever, the importance of ceaseless efforts to enhance judicial competencies and to constantly improve the capability of our Judiciary as an institution to transform and to adapt to new ideas. Being a judicial officer in these interesting times likewise calls on each of us to continuously learn, adapt, and evolve, and I am confident that each and every one of our colleagues will rise to the challenge.

Chief Justice
Sundaresh Menon
President
Judicial Service Commission

LEADERSHIP

ESTABLISHMENT OF THE JUDICIAL SERVICE COMMISSION

The Constitution of the Republic of Singapore (Amendment) Act 2021 ("Act") was passed by Parliament on 3 November 2021 to: (a) establish a new Singapore Judicial Service, which will be overseen by a new Judicial Service Commission ("JSC"); and (b) reconstitute the Singapore Legal Service, which will be overseen by a reconstituted Legal Service Commission ("LSC"). The Act was assented to by the President of Singapore ("the President") on 16 November 2021 and came into operation on 14 January 2022.

Pursuant to section 26 of the Act, on 14 January 2022:

(a) a Legal Service Officer ("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 under the same conditions of service as those applicable to the officer immediately before 14 January 2022; and

(b) 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 under the same conditions of service as those applicable to the officer immediately before 14 January 2022.

The JSC is constituted under Part 9 of the Constitution of the Republic of Singapore ("Constitution"). Article 111B(2) of the Constitution provides that the JSC consists of:

(a) the Chief Justice (as President);

(b) the Chairman of the Public Service Commission ("PSC") (as Vice-President); and

(c) the following other members:

  (i) up to two members appointed by the President on the advice of the Chief Justice;

  (ii) up to two members appointed by the President on the advice of the Chairman of the PSC; and

  (iii) up to two members appointed by the President on the advice of the Prime Minister.

The President may, for the purposes of Article 111B(2)(c) and acting in the President's discretion, refuse to make an appointment if the President does not

concur with the advice tendered. The President must not appoint two members under Articles 111B(2)(c)(i), 111B(2)(c)(ii) or 111B(2)(c)(iii) unless at least one of them has, for an aggregate period of 10 or more years, been one of the following:

(a) a qualified person within the meaning of section 2(1) of the Legal Profession Act 1966;

(b) an officer in the Singapore Judicial Service; and/or

(c) an officer in the Singapore Legal Service.

Subject to Articles 111C and 111D of the Constitution, an appointed member of the JSC is to hold office for the period (which must not be shorter than three years or longer than five years) specified by the President in appointing the appointed member; and is eligible for reappointment.

Article 111F(1) of the Constitution provides that the JSC has jurisdiction over all officers in the Singapore Judicial Service; and has the following functions and powers in relation to those officers:

(a) appointment;

(b) confirmation;

(c) emplacement on the permanent establishment;

(d) promotion;

(e) transfer;

(f) disciplinary control; and

(g) dismissal.

The JSC and the LSC may jointly make regulations to prescribe one or more posts; and provide, in relation to officers in the Singapore Judicial Service holding a prescribed post, that all or any aspect of the JSC's functions and powers in relation to those officers are to be exercised by the LSC instead of the JSC.

Article 111I of the Constitution provides that the JSC may make regulations to establish one or more personnel boards (including specifying the procedure to be followed by a personnel board); and delegate all or any of its functions and powers to a personnel board, whether with or without conditions. A personnel board so established may exercise the delegated functions and powers under the direction and control of the JSC, except for the functions and powers relating to: disciplinary control or dismissal; officers in the Singapore Judicial Service of

or above the threshold grade (including the power to appoint or promote an officer to that grade); and officers in the Singapore Legal Service holding a post prescribed by regulations made under Article 111N(2) (if that function or power could not have been delegated by the LSC under Article 111Q).

In accordance with Article 111I of the Constitution, the JSC has approved the Judicial Service (Personnel Board) Regulations 2022 on the establishment of the Judicial Service Special Personnel Board and the President of Singapore has thereafter approved the composition of the Board on 26 January 2022.

In 2022, the JSC has exercised the powers and functions conferred on the JSC in relation to JSOs at Superscale Grade 2 (the threshold grade) and above.

The JSC comprised, as at 31 December 2022, Chief Justice Sundaresh Menon as President; the Chairman of the PSC, Mr Lee Tzu Yang as Vice-President; and Justice See Kee Oon, Justice Audrey Lim, Justice Philip Jeyaretnam, Mrs Deborah Ong, Mr Kwa Chong Seng and Mr Dilhan Pillay Sandrasegara as Members.

JUDICIAL SERVICE TALENT DEVELOPMENT COMMITTEE/SUCCESSION PLANNING COMMITTEE

The Judicial Service Talent Development Committee ("TDC")/Succession Planning Committee ("SPC") was established on 17 January 2022. The TDC/SPC is to have direct oversight of the JSOs identified for inclusion in the Talent Development Scheme of the Judicial Service.

The TDC/SPC is chaired by the Chief Justice. The permanent members comprise Justice See Kee Oon, Justice Audrey Lim, Justice Philip Jeyaretnam, Mrs Deborah Ong and Mr Dilhan Pillay Sandrasegara, with a standing invitation extended to Mr Lee Tzu Yang and Mr Kwa Chong Seng to attend any meeting of the TDC/SPC.

The Judicial Service Commission/Talent Development Committee/Succession Planning Committee



(Left to Right) Front row:
Justice Audrey Lim, Chairman of the PSC Mr Lee Tzu Yang (Vice-President, JSC), Chief Justice Sundaresh Menon (President, JSC), Justice See Kee Oon, Justice Philip Jeyaretnam

(Left to Right) Back row:
Mrs Deborah Ong, Mr Kwa Chong Seng, Mr Dilhan Pillay Sandrasegara

JUDICIAL SERVICE SPECIAL PERSONNEL BOARD

The Judicial Service Special Personnel Board was established on 26 January 2022. The Board undertook in 2022 the functions of appointment, confirmation and emplacement on the permanent establishment, promotion, and transfer of JSOs below Superscale Grade 2 who were posted at/assessed by the courts/ departments in the Judicial Service.

The Judicial Service Special Personnel Board comprised, as at 31 December 2022, Chief Justice Sundaresh Menon as Chairman; and Justice See Kee Oon and Justice Audrey Lim as Members.

Judicial Service Special Personnel Board



(Left to Right):
Justice See Kee Oon,
Chief Justice Sundaresh Menon (Chairman, Judicial Service Special Personnel Board),
Justice Audrey Lim

A YEAR IN REVIEW

JUDICIAL SERVICE IMPLEMENTATION COMMITTEE

The new Judicial Service Commission ("JSC") and Singapore Judicial Service served as impetus for the establishment of an Implementation Committee and seven clusters under the leadership of the Chief Justice to spearhead different aspects of the transformational journey for the Judicial Service and the Judiciary as a whole. Three of the clusters' work focused on areas that have the largest impact on Judicial Service Officers ("JSOs"). The three clusters and their respective anchors are set out below.

S/N	Clusters	Objectives	Anchors
1	Singapore Judicial College	To revamp judicial education, including expanding faculty and curriculum, to support the realisation of the future plans.	• Justice Philip Jeyaretnam • Justice Kwek Mean Luck
2	Judicial Specialisation and Career Track	To implement a career management framework for JSOs to ensure that they acquire the necessary expertise and experience to discharge their duties with excellence.	• Justice See Kee Oon • Justice Audrey Lim
3	Culture of Excellence	To envision a blueprint for institutionalising a Culture of Excellence in the Judicial Service.	• Justice See Kee Oon • Justice Debbie Ong

RECRUITMENT

JSOs in the Singapore Judicial Service

There were 240 JSOs in the Judicial Service as at 31 December 2022.

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 appointment to the Judicial Service. Applicants from the approved overseas universities are required to also pass the Part A of the Singapore Bar Examinations. The Justices' Law Clerks Programme remained a crucial platform to attract a fair share of the bright young law graduates.

Ninety-five candidates were considered in 2022 for possible appointment to the Judicial Service, of which 64 were shortlisted and 45 selected. Twenty-one assumed duty in 2022, and the remaining 24 are slated to commence appointment within the next three years.

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

Seven officers who had been appointed on contract were emplaced on the permanent establishment in the Judicial Service in 2022. Five others – who were Public Service Commission Scholars and had been appointed on probation – had their appointments confirmed in the same year. Eight were transferred to the Judicial Service in 2022 – six from the Singapore Legal Service Scheme of Service and two from the Management Executive Scheme of Service.

Attrition

There were 13 resignations (5.4%) in 2022. There were three retirements (1.3%) with two being re-employed as JSOs. Five others (2.1%) had left the Judicial Service in the year – three at age 68 on completion of their re-employment contracts and two who had transferred to the Legal Service Scheme of Service.

Singapore Judicial Service Outreach Activities

The Judicial Service participated in careers fairs in 2022 – both virtually and in-person, where JSOs shared their experiences, including the internship and work opportunities available in the Judicial Service. They also addressed various queries from law students and students from pre-university institutions.

Singapore Judicial Service Internship Programme

The Judicial Service offers internships to students studying for a Doctor of Jurisprudence and law undergraduates studying at the NUS, the SMU, the SUSS, and the approved overseas universities.

The Singapore Judicial Service Internship Programme aims to provide interns with first-hand exposure and insight to the work of JSOs and the opportunities available in the Judicial Service.

The three courts hosted six interns in 2022 – five under the Judicial Internship Programme (by the Supreme Court and the State Courts) and one at the Family Justice Courts.

PERFORMANCE MANAGEMENT

The performance management framework in the Judicial Service is premised upon meritocracy, fairness and transparency.

The framework was reviewed by the Specialisation and Career Track Cluster of the Judicial Service Implementation Committee to ensure that the potential and performance of JSOs are assessed accurately and robustly for developmental and progression purposes, and that JSOs remain motivated to perform at their optimal capacity.

A total of 47 JSOs were promoted to the next higher grade in the April 2022 Promotion Exercise. The details are set out below.

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

REMUNERATION

The remuneration framework of the Judicial Service is built on the philosophy that the terms of service must be competitive to attract and retain JSOs. The remuneration framework is designed to keep pace with the legal services sector and adopts a clean wage that is linked to performance.

The Judicial Service undertook a joint review of the Remuneration Framework with the Legal Service and Public Service Division in 2022. The recommendations were approved by the JSC and thereafter by the Minister in charge of the Public Service. The revised Judicial Service Remuneration Framework was implemented on 1 October 2022 and the outcomes included the introduction of a new variable monthly component known as the Legal Variable Component and the merging of Judicial Service scheme-specific bonuses.

All eligible JSOs were awarded remuneration components at different junctures of 2022, comprising the Performance Bonus; the Long-Term Incentive; the annual Variable Increment; the Legal Professional Allowance; and the Market Adjustment Component.

CAREER DEVELOPMENT

Postings

The Specialisation and Career Track Cluster of the Judicial Service Implementation Committee reviewed the career development and posting framework for JSOs to ensure that the Judicial Service would continue to meet the growing complexity of legal work and the concomitant need for specialisation. The objectives of the review are to develop a more structured and planned career path for JSOs to comprise initial broad-based training within the Judicial Service, external attachments to law firms and commercial entities, secondments to the Legal Service, and specialised vocational training. The main purpose is to further enhance, deepen and broaden the judicial skills set of JSOs. The review was targeted to be completed by 2023.

In view of the review, the Annual Systematic Posting Exercise ("ASPE") for the Judicial Service was held in abeyance for 2022.

A total of 32 Legal Service Officers ("LSOs") (three Superscale LSOs and 29 Timescale LSOs) were re-posted between 1 January 2022 and 13 January 2022 prior to the restructuring of the then Legal Service on 14 January 2022. Two Superscale JSOs were re-posted in 2022 after the establishment of the Judicial Service and one Superscale JSO was transferred to the Legal Service. Six officers (two Superscale LSOs and four Timescale LSOs) were appointed to the Judicial Service via transfer of service from the Legal Service with one of them being transferred back to the Legal Service in 2022.

Continuing Education

The JSC awarded JSC Scholarships in 2022 to four JSOs to study for the Master of Laws ("LLM") in the academic year 2022/2023. Three JSOs studied for an LLM at Harvard University in the United States of America and one JSO studied for an LLM at University College London in the United Kingdom.

JSOs were also nominated by the Judicial Service for milestone training programmes organised by the Public Service Division and the Civil Service College. In 2022, one JSO each attended the Executive Leadership Programme and the Senior Management Programme and another JSO completed the Directors' Developmental Experience. Five other JSOs attended the Singapore Academy of Law-INSEAD Law Firm Leadership Programme jointly organised by the Singapore Academy of Law and INSEAD.

JUDICIAL SERVICE COMMISSION SECRETARIAT

Article 111H(1) of the Constitution of the Republic of Singapore states that there is to be a Secretary to the JSC who must be a person who is a public officer and is to be appointed by the President of Singapore in accordance with the advice of the JSC. Articles 111H(2) and 111(H)(3) provide that:

(2) Subject to any instructions by the President of the JSC, the Secretary to the JSC is responsible for –

(a) arranging the business for, and keeping the minutes of, the meetings of the JSC; and

(b) conveying the decisions of the JSC to the appropriate person or authority.

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

Mr Siva Shanmugam was appointed by the President of Singapore as the Secretary to the JSC on 26 January 2022.

Mr James Leong was appointed by the JSC as the Chief of Staff of the Singapore Judicial Service on 17 January 2022.

The Secretary to the JSC, supported by the Chief of Staff of the Singapore Judicial Service, oversees and leads the JSC Secretariat to advance the vision and mission of the JSC and the Singapore Judicial Service.

A TRUSTED AND FUTURE READY JUDICIAL SERVICE

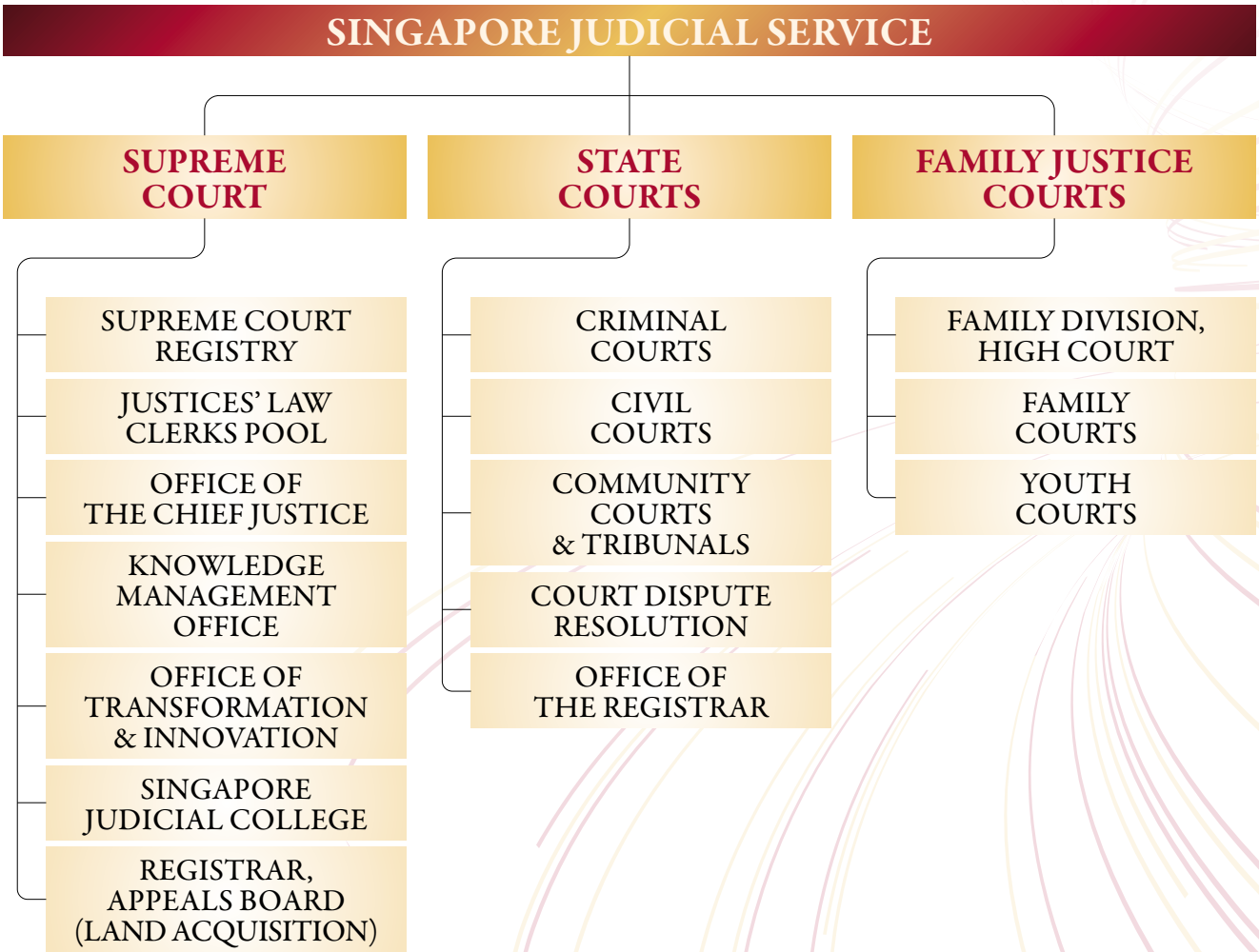
THE SINGAPORE JUDICIAL SERVICE

The Judiciary is one of the three Organs of State. Under the Constitution of the Republic of Singapore, judicial power in Singapore is vested in the Supreme Court, the State Courts and the Family Justice Courts. The Honourable the Chief Justice is the President of the Singapore Judicial Service Commission.

Judicial Service Officers ("JSOs") in the Singapore Judicial Service serve in the Supreme Court Registry, the Justices' Law Clerks ("JLC") pool, the Office of the Chief Justice ("OCJ"), the Knowledge Management Office ("KMO"), the Office of Transformation & Innovation ("OTI"), the Singapore Judicial College ("SJC"), the State Courts, and the Family Justice Courts ("FJC").

The Registrar of the Supreme Court supervises JSOs in the Supreme Court Registry and JLCs. The Presiding Judge of the State Courts and the Presiding Judge of the FJC lead JSOs in the State Courts and the FJC respectively. JSOs in the SJC and the OCJ, including the OTI and the KMO come under the oversight of the Chief Justice.

JSOs in the Judicial Service may be deployed to any of the Judicial Service departments.



Supreme Court Registry and Justices' Law Clerks

The Supreme Court Registry is headed by the Registrar of the Supreme Court, and includes the Deputy Registrar, Senior Assistant Registrars, Divisional Registrars, Deputy Divisional Registrars and Assistant Registrars (collectively, "registrars"). Certain registrars hold concurrent appointments as District Judges or Magistrates.

As judicial officers, registrars decide a wide range of civil matters in the General Division of the High Court ("GDHC"). These include interlocutory applications (such as for summary judgment, production of documents, and stay of proceedings), trials on assessment of damages and taking of accounts, bankruptcy matters, mortgage actions, assessment of costs, examination of enforcement respondents, and other enforcement matters.

The registrars also conduct Pre-Trial Conferences and Case Conferences to ensure the expeditious resolution of cases in the Supreme Court through active case management. This is done across the respective divisional registries for the GDHC, Singapore International Commercial Court ("SICC"), Appellate Division of the High Court and the Court of Appeal. A team of registrars assists in the operations of the Disciplinary Tribunal Secretariat established to provide administrative support to Disciplinary Tribunals.

The registrars also make important contributions to judicial reform initiatives that enhance the administration of justice. In 2022, the Supreme Court Registry spearheaded the smooth implementation of significant new legislation and legislative amendments that transformed court procedures and processes. These included

the Rules of Court 2021, the Singapore International Commercial Court (SICC) Rules 2021 and the Supreme Court of Judicature (Intellectual Property) Rules 2021, all of which came into operation on 1 April 2022, and the amendments relating to the SICC's new jurisdiction (with effect from 1 October 2022) to hear corporate insolvency, restructuring and dissolution proceedings that are international and commercial in nature.

To facilitate an open channel of communication between the Bar and the Supreme Court on the Rules of Court 2021, registrars engaged the Bar throughout the year at dialogue sessions and at the Litigation Conference 2022. Users' Committees (staffed by registrars) for Building and Construction as well as Arbitration were set up under the auspices of the Commercial Practice Panel in 2022.

On the international front, registrars supported major events such as the 10th Council of ASEAN Chief Justices Meeting and the 43rd ASEAN Law Association Governing Council Meeting.

The JLCs support the Supreme Court Bench. During their two-year stint, JLCs assist the Chief Justice, Judges and Judicial Commissioners of the Supreme Court with legal research for the wide variety of complex cases heard in the Supreme Court.

Potential JLCs are appointed as JLC-Designates ("JLC-Ds") and attached to the different courts for experiential postings. During their time in the Supreme Court Registry, JLC-Ds observed hearings before registrars for exposure to judicial work.

As at 31 December 2022, there were 40 registrars in the Supreme Court Registry, 34 JLCs, and six JLC-Ds.

Tan Boon Heng
Registrar
Supreme Court

Supreme Court Registry



(Left to Right) Front row:

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

(Left to Right) Second row:

Jay Lee Yuxian, Ms Carol Liew, Ms Janice Wong Shi Hui, Ms Liew Ling Wei Elaine, Ms Chew Xi Xian Sherilyn, Ms Karen Tan Teck Ping, Ms Lim Sai Nei, Ms Wee Yen Jean, Ms Tang Pei Le Deborah, Ms Li Yuen Ting, Ms Tay Woan Fen Constance, Ms Gan Kam Yuin, Wong Hee Jinn, Choy Wai Kit Victor, Ms Beverly Lim Kai Li, Ms Jacqueline Lee Siew Hui, Lai Yi Shin Nicholas

(Left to Right) Back row:

Ching Yu Jin Bryan, Paul Tan Wei Chean, Tan Ee Kuan, Perry Peh Bing Xian, Low Yunhui James, Navin Anand, Kenneth Wang Ye, Vikram Rajaram, Sim Junhui, Ramu Miyapan, Justin Yeo Rong Wei, Kenneth Choo Wing Kong

Justices' Law Clerks



(Left to Right) Front row:

Ms Lu Huiyi, Wee Jong Xuan, Ms Gwendolyn Lovina Oh Rui Yan, Ms Ang Hui Xuan Pearly, Ms Chen Yuan Ling Claudia, Chief Justice Sundaresh Menon, Ryan Kwan Kay Tzen, Ms Lai Yan, Ms Low Jia Na, Nikhil Satish Coomaraswamy, Ms Goh Xuanlin Jasmine

(Left to Right) Second row:

Arjit Pandey, Ms Chang Wen Yee, Soh Kian Peng, Chong Ee Hsiun, Ong Kah Yong Timothy, Jonathan Goh Fang Yi, Dhiraj G Chainani, Chng Luey Chi, Ms Chee Fang Yi Eliza, Ms Lee Wen Kym, Ms Bay Jia Wei, Ms Valerie Lim An Qi, Ms Emily Zhao, Lai Weng Han, Chong Wei Xuan Allen, Don Ho Jia Hao, Wong Li De Brian

(Left to Right) Back row:

Ms Noemi Chaw, Ong Kye Jing, Darien The Chun Yiu, Koh Yi Wei Sean, Ong Ming En Darryl, Louis Lau Yi Hang, Wong Weitao, Woo Wei Siang Stanley, Chan Zheng Wen Samuel, Ng Qi Le Jordan, Fun Wei Xuan Joel, Jerry Wang Qiyu

Office of the Chief Justice

The Chief Executive, Office of the Chief Justice ("OCJ") oversees the corporate functions of the Supreme Court, the FJC and the State Courts as well as Strategic Planning, Policy and International Relations, the Office of Transformation and Innovation ("OTI"), and the Knowledge Management Office ("KMO") to achieve the vision and mission of the Singapore Judiciary.

Significant milestones achieved in 2022 included:

(a) restructuring efforts to integrate the corporate functions across the Supreme Court, FJC and the State Courts to present a unified front, provide consistency in the delivery of services to the public and build trust in the Judiciary;

(b) the development and implementation of an Access to Justice ("A2J") Framework and Programme Office to secure and strengthen trust and trustworthiness of the Judiciary;

(c) the launch of the Supreme Court Service Hub which serves as a one-stop service point to cater to the needs of court users, especially self-represented persons, and to help them navigate the justice system;

(d) enhancing the role of court administrators by equipping them with the necessary skill set via the implementation of customised functional competency frameworks to enable them to better meet the needs and expectations of court users;

(e) adding new courtrooms and modernising courtroom infrastructure and facilities as part of the Judiciary's effort to enhance access to justice and service delivery for court users; and

(f) working on the 6th Singapore-China Legal and Judicial Roundtable, which include developing a Strategic Roadmap on judicial collaboration between the Supreme Court of Singapore and the Supreme People's Court of the People's Republic of China.

As at 31 December 2022, there were five JSOs in the OCJ including two at the KMO and two at the OTI.

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

Knowledge Management Office

The Knowledge Management Office ("KMO") commenced operations in March 2021 to advocate knowledge as a strategic and valuable asset for SG Courts.

In its first year of operations, KMO focused on operationalising an initial Action Plan, establishing the foundations for a Knowledge Management ("KM") Ecosystem and conducting a stocktake of judicial knowledge assets.

In 2022, KMO conceptualised and commenced operationalising KM Strategy and Roadmap 2022 – 2026, to chart the path towards a best-in-class whole of Judiciary ("WOJ") KM ecosystem in support of One Judiciary Integration and a culture of excellence for SG Courts. KMO's efforts are centred around the following key activities:

(a) Knowledge scan: the process of identifying and assessing the KM landscape, knowledge gaps, opportunities and risks involved;

(b) Knowledge capture: the creation of accessible and actionable KM materials through the documentation and curation of explicit, implicit, and tacit knowledge;

(c) Knowledge exchange: the cultivation of a vibrant KM culture with active contribution and sharing of knowledge by all users across the WOJ; and

(d) Knowledge architecture: the development of an optimal KM infrastructure and operating environment for the WOJ.

An inaugural physical roadshow "KM Fest 2022" was held to reach out to SG Courts and seek feedback on the development of an SG Courts intranet. Eleven High Court bench guides were also published as at December 2022. A bi-annual newsletter, KM Spotlight, and a cross-court KM Site on the intranet were also introduced to enhance KM awareness.

As at 31 December 2022, there were two JSOs in the KMO.

James Leong
Chief Knowledge Management Officer

Office of Transformation and Innovation

In the year under review, the Office of Transformation and Innovation ("OTI") developed various products like the Simplified Track Divorce e-Service, the Probate e-Service, the Document Signing Service, and the Singpass app Notification Service. In addition, significant improvements were made to existing products including the eLitigation filing service and the operations of the Service Bureau.

OTI is also working in multi-agency coordinated efforts to study Large Language Model Generative AI technology, to explore whether there is scope to use this technology to enhance access to justice, improve the quality of legal research, increase the ability to analyse large volumes of data, and to assist in the preparation or vetting of draft documents.

The OTI also looks after the Chief Data Officer needs of the SG Courts. In this connection, standards and procedures for the secure sharing of information with government agencies and non-governmental agencies are established and operationalised by officers in OTI.

OTI officers also represent the Judiciary at key whole-of-government technology coordination forums like the Digital Government Exco, and the Government Data Sharing Committee. At any one time, OTI coordinates and ensures the timely delivery of at least 50 products or enhancements throughout the SG Courts. OTI also works with other jurisdictions to ensure cross-sharing of best practices and experiences, so that jurisdictions can leverage off each other's efforts. To do this, an inaugural meeting of the Chief Justices and Judges in charge of Technology was organised in August 2022.

As at 31 December 2022, there were two JSOs in the OTI.

Tan Ken Hwee
Chief Transformation and Innovation Officer

Singapore Judicial College

To support a new Judicial Service, the Singapore Judicial College ("SJC") was professionalised as an institute for higher judicial learning, which aspires not only to successfully impart the necessary skills and competencies that judges require today, but also empower judges to fulfil the vision of the Judiciary and to operate a justice system that delivers on all its ideals to its court users. In that regard, 18 recommendations to enhance training programmes, strengthen the quality of instruction, enable JSOs to take ownership of their learning and development, enhance collaborations within the SG Courts and the JSC, as well as strengthen the SJC's capabilities, were approved.

In terms of pedagogy, the SJC upped the ante for its case management programme with courtroom clinics. The year-end induction programme was also revamped into a step-back "Judicial Perspectives" programme that focused on the multi-faceted judicial role. On building competencies, SJC delivered a customised programme with PAVE on familial and partner violence for State Courts judges, as well as contempt workshops for State Courts and FJC judges. SJC also invested in building the competencies of future Justices' Law Clerks by running a training programme for an inaugural batch of JLC-Designates.

SJC continued to champion international thought leadership in areas that showcase the Judiciary's strength, most notably through its inaugural Judicial Executive Programme, a premier development and management programme for current and future judiciary leaders in the region.

As at 31 December 2022, there were two JSOs in the SJC.

Paul Quan
Executive Director
Singapore Judicial College

Office of the Chief Justice, Knowledge Management Office, Office of Transformation & Innovation and Singapore Judicial College



(Left to Right):
Ms Ong Luan Tze (KMO), Tan Ken Hwee (CTIO), Ms Juthika Ramanathan (CE, OCJ), Chief Justice Sundaresh Menon, Leong Kui Yiu James (CKMO), Paul Quan Kaih Shiuh (Executive Director, SJC), Ms Gan Ruixia Rachel (OTI)

The State Courts

In 2022, the State Courts continued to make significant strides towards transforming our court processes to enhance access to quality justice.

The Rules of Court 2021 ("ROC 2021"), which came into force on 1 April 2022, was operationalised. Judicial control over proceedings was enhanced, promoting more effective and cost-efficient dispute resolution. In transitioning to ROC 2021, we published new Practice Directions, reshaped our internal workflows, and augmented the eLitigation system. We also made amendments to the procedural rules for our community courts and tribunals, to ensure alignment with ROC 2021.

As for our court hearings, we pressed ahead with leveraging on technology, extending asynchronous hearings to yet more categories of civil hearings. We also piloted asynchronous hearings for criminal pre-trial conferences.

We also devoted resources to fostering thought leadership in both established and developing fields of judicial practice. In this respect, 2022 was a fruitful year. In collaboration with the Singapore Academy of Law, we organised two important conferences:

(a) The first was the inaugural Tribunals Conference 2022, "*Advancing Access to Justice Through a Quality Tribunals System*". This conference, which was attended by over 100 local and foreign participants, provided a platform for distinguished speakers from leading jurisdictions with established tribunal practices to share experiences, and discuss learning points and initiatives on the law and practice of tribunals; and

(b) The second was the Sentencing Conference "*Sentencing Frameworks: Instructive, Communicative, Consistent Outcomes*". This conference, which was attended by 286 local and foreign participants, saw judges, legal practitioners, and academics coming together to share their insights and experiences, with the aim of promoting sentencing consistency, transparency, and fairness in the criminal justice system. Important topics discussed included the sentencing of vulnerable accused persons and the use of sentencing frameworks and technology in sentencing.

The State Courts also continued to maintain its footprint on the international arena. In the realm of court dispute resolution, 2022 was a momentous year for the Judicial Dispute Resolution Network ("JDRN"), which brings together the judiciaries from Australia, Canada, China, Germany, Malaysia, the Philippines, Singapore, the United Kingdom, and the United States. The JDRN aims to promote best practices in the judicial dispute resolution process. The State Courts chaired the inaugural meeting of the JDRN, where the members unanimously endorsed the JDRN's Best Practice Guide for the establishment, implementation, and promotion of the judicial dispute resolution process. This guide, which seeks to set the standards and guiding principles for establishing an effective and robust judicial dispute resolution process within the justice system, will soon be published.

Still on the international front, the State Courts continued to actively contribute as founder and EXCO member of the International Consortium for Court Excellence, organising a two-day virtual conference on pursuing court excellence in challenging times.

The State Courts has also sustained its heavy investment in training our officers, collaborating with the Singapore Judicial College to organise customised courses and host talks by eminent foreign speakers to further hone our JSOs' judicial competencies.

As at 31 December 2022, there were 111 JSOs in the State Courts.

Justice Vincent Hoong
Presiding Judge
State Courts

State Courts Senior Management



(Left to Right) Front row:

Ms Ong Chin Rhu (Senior Deputy Registrar, Office of the Registrar),
Tan Loke Yong Luke (Deputy Principal District Judge, Criminal Courts),
Bala Reddy (Senior District Judge, Criminal Courts),
Clement Benedict Seah Chi-Ling (Principal District Judge, Civil Courts),
Yeo Khee Eng Victor (Principal District Judge, Court Dispute Resolution),
Ms Thian Yee Sze (Principal District Judge, Community Courts & Tribunals),
Justice Vincent Hoong (Presiding Judge of the State Courts),
Chief Justice Sundaresh Menon,
Tan Pheng Wee Christopher (Deputy Presiding Judge of the State Courts),
Toh Han Li (Principal District Judge, Criminal Courts),
Toh Yung Cheong (Principal District Judge, Strategic Planning & Technology),
Ms Tan Li Ching Jill (Principal District Judge, Criminal Courts),
Ong Hian Sun (Senior District Judge, Criminal Courts),
Soh Boon Leng Kessler (Deputy Principal District Judge, Criminal Courts),
Ms Jasbendar Kaur (Deputy Principal District Judge, Community Courts & Tribunals)

(Left to Right) Back row:

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

State Courts



(Left to Right) Front row:

Ms Ong Chin Rhu, Tan Loke Yong Luke, Bala Reddy, Clement Benedict Seah Chi-Ling, Yeo Khee Eng Victor, Ms Thian Yee Sze, Justice Vincent Hoong (Presiding Judge of the State Courts), Chief Justice Sundaresh Menon, Tan Pheng Wee Christopher, Toh Han Li, Toh Yung Cheong, Ms Tan Li Ching Jill, Ong Hian Sun, Soh Boon Leng Kessler, Ms Jasbendar Kaur

(Left to Right) Second row:

Ms Shen Wanqin, Ms Loh Hui-min, Ms Wong Choon Ning, Ms Lee Lit Cheng, Ms Wong Peck, Ms Wong Baochen, Ms Chee Min Ping, Chay Yuen Fatt, Ms Ang Feng Qian, Ms Karolyn Gin, Tay Wei Heng Terence, Tham Tong Kong Eddy, Lim Tse Haw, Ow Yong Tuck Leong, Prem Raj s/o Prabakaran, Goh Mu Quan

(Left to Right) Third row:

Ms Kamala Ponnampalam, Ms Cheng Yuxi, Ms Ho Yan-Qing Kelly, Soh Tze Bian, Ms Tan May Tee, Ho Hsi Ming Shawn, Ng John, Goh Eng Chiang Christopher, Chin Ye-Fung Julian, Ms Lum Baoling Georgina, Ms Wong Li Tein, Ms Tan Jia Qi Rachel, Ms Koh Jiaying, Ms Teo Wei Ling, Tan Jen Tse, Kang Chern Wey Jared

(Left to Right) Fourth row:

Ms Liu Zeming, Kwek Tze Hern Kevin, Ms Ling Feng Yong Carol, Ms Lynette Yap Beng Lyn, Ms Tay Joo Ling Dora, Ms Chua Wei Ling Brenda, Mrs Brenda Tan, James Elisha Lee Han Leong, Ms Ling Feng Mei Dorothy, Ng Cheng Thiam, Adam Nakhoda, Ms Tan Bee Neo Melissa, Ms A Sangeetha, Ms Ho Yi May Lorraine, Toh Jun Hian Jonathan, Sim Jun Yi Andre

(Left to Right) Fifth row:

Ms Sim Mei Ling, Tan Shao Weng Andrew, Ms Lim Mei Yee Elaine, Ms Crystal Goh, Ms Wong Su Ann, Ms Jasmin Kaur Saini, Ms Sharmila Sripathy, Bay Boon Teck Marvin, Man Kah-Soon Winston, Ong Han Ming Bryan, Ms Mesenas May Lucia, Shaiffudin Bin Saruwan, Hairul Hakkim s/o Kuthibutheen, Ms Tay Jingxi, Elton Tan, Kim Bum Soo, Tan Choon Kia Lewis

(Left to Right) Back row:

Peter Lo, Ms Looi Ai Lin Sandra, Ms Tan Yin Tze Sarah, Chan Wei Sern Paul, Jonathan Ng Pang Ern, Ms Ho Diana Haven, Ms Teoh Ai Lin, Ms Salina Ishak, Ms Woo Wai-Ling Carolyn, Samuel Wee Choon Sian, Teo Guan Kee, Ng Tee Tze Allen, Gui Chuan Cheng Vince, Koh Juay Kherng, Gwee Tiong Kee Ronald, Ms Jasvender Kaur, Teo Jing Lu, Goh Teng Jun Gerome

The Family Justice Courts

In 2022, the Family Justice Courts ("FJC") remained committed to enhancing access to family justice. It worked to advance Therapeutic Justice ("TJ"), and has made significant strides to simplify court processes and equip court users with basic legal knowledge to make informed decisions.

TJ envisions the adoption of a multi-disciplinary approach. The FJC conducted a pilot project on using a multi-disciplinary team approach to manage high needs cases. In this pilot, which ran from September 2020 to April 2022, 25 cases were identified and each case was assigned to a team comprising a hearing judge, Court mediator and Court family specialist to manage all the family's court applications in that respective case. This enabled the court to assess needs and determine the real issues (not just purely legal issues), and closely manage each case by adopting a TJ-informed problem-solving approach. The pilot was a success as a strong majority of participating lawyers surveyed agreed that early assignment of cases to such a team was beneficial to the holistic treatment of the dispute. Following the pilot, the FJC is working on ideating and operationalising TJ on a broader scale within our court operations and structure. As a first step, a TJ Best Practice Guide has been adopted among family judges, which expounds standards of conduct and expectations for all participants in the family justice system.

Consistent with the multi-disciplinary approach, the FJC has strengthened its partnerships with mental health professionals and financial experts. The FJC inked a Memorandum of Understanding with the College of Psychiatrists, Academy of Medicine, Singapore, the Singapore Association for Counselling and the Singapore Psychological Society to set up a private sector Panel of Therapeutic Specialists to provide a variety of specialised therapeutic services to families who come through the FJC and would like access to paid services to meet their specific needs. In the same vein, the FJC launched an updated version of the Panel of Financial Experts scheme, which assists the court by providing equitable and objective valuations of the matrimonial assets under contest, thereby enabling justice to be administered more effectively and efficiently. The updated version of the scheme includes improved processes, the addition of probate applications and an expanded panel of financial experts.

The FJC also sought to simplify court processes. Self-represented persons would typically file applications for maintenance enforcement in court or at an authorised agency. They are now also able to file such applications at ServiceSG Centre Our Tampines Hub and ServiceSG Centre One Punggol. In addition, as self-represented persons in fresh maintenance applications may be unfamiliar with how to present their evidence before the court, the FJC has introduced the Electronic Template Statements initiative to assist and guide parties to fill in all necessary and relevant information and documents in a single consolidated form, which will then be used at the trial.

To enable court users to be better equipped with basic legal knowledge, the FJC enhanced the existing "Case Highlights", which provides online bite-sized summaries of key High Court and Court of Appeal decisions for the benefit of self-represented persons. The FJC also published a new edition of the Family Orders Guide, which seeks to provide guidance to all court users on the language of commonly used orders that can be adopted in court documents. The guide was updated and expanded to include orders relating to probate, adoption and matters under the Mental Capacity Act 2008.

The FJC also engaged in a multi-partnership collaboration to organise a series of webinars and roadshows entitled FJC@Heartlands. This outreach programme aims to educate our citizens in family law and therapeutic social support and services. The third roadshow in the series was held in person at Fuchun Community Centre on 20 August 2022.

As of 31 December 2022, there were 44 JSOs in the FJC.

Justice Debbie Ong
Presiding Judge
Family Justice Courts

Family Justice Courts



(Left to Right) Front row:
Kevin Ng, Kenneth Yap, Justice Debbie Ong (Presiding Judge of the Family Justice Courts), Chief Justice Sundaresh Menon, Chia Wee Kiat, Ms Toh Wee San, Ms Jen Koh

(Left to Right) Second row:
Ms Christine Lee, Ms Yarni Loi, Ms Amy Tung, Ms Suzanne Chin, Darryl Soh, Sheik Mustafa Bin Abu Hassan, Colin Tan, Ms Tan Shin Yi, Ms Carrie Chan Su-Lin, Ms Miranda Yeo, Ms Shobha Nair, Ms Lo Wai Ping

(Left to Right) Third row:
Ms Geraldine Kang, Ms Kathryn Thong, Ms Nicole Loh, Ms Sheela Kumari Devi, Ms Janice Chia, Eugene Tay, Goh Kiat Yi, Edmund Chew, Ms Kimberly Scully, Ms Lim Choi Ming, Ms Michelle Elias Solomon, Ms Jinny Tan

(Left to Right) Back row:
Ms Adriene Cheong , Ms Wendy Yu, Ms Cheryl Koh, Goh Zhuo Neng, Tan Zhi Xiang, Azmin Bin Jailani, Ho Mingjie Kevin, Jason Gabriel Chiang, Ms Yvonne Goh, Ms Keziah Ayuputri Simon, Ms Josephine Kang, Ms Sarah Chua

MILESTONE TRAINING PROGRAMMES

JSC POSTGRADUATE SCHOLARSHIPS IN LAW

The newly constituted Judicial Service Commission ("JSC") awarded JSC Scholarships in 2022 to four Judicial Service Officers ("JSOs") to study for the Master of Laws ("LLM") in the academic year 2022/2023. Three JSOs studied for an LLM at Harvard University in the United States of America and one JSO studied for an LLM at University College London in the United Kingdom.

LLM at Harvard University

Justin Yeo

I pen these words with deep gratitude to the Judicial Service and the Supreme Court for supporting my LLM in Harvard Law School. Owing to concerns about relocating to the United States (or, indeed, anywhere in the world) amidst a global pandemic, my Harvard stint was twice deferred. "Better late than never", the conventional wisdom goes. In this case, it might even be "better late than *earlier*" – for the deferments meant that I travelled to Harvard, not just as part of the inaugural batch of Judicial Service scholars, but also as a newly expanded family.

This whirlwind programme of less than a year was both intense and intensely fulfilling. I was thrilled to steep myself in topics of great professional and personal interest – including patent and copyright law; Chinese legal thought, institutions, and systems; Asia's impact on a changing global order; and the judicial role in a constitutional democracy, to name a few. My memory of ploughing through thousands of pages of dense material well into the night may fade over time, but etched far more deeply are my memories of the various wise and wonderful people I met and learned from here. I cannot hope to name them all, but certainly

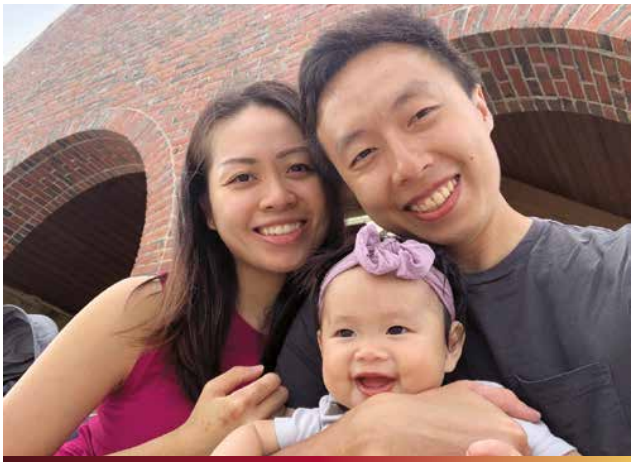


Professor William Alford and Justin Yeo after a thesis discussion

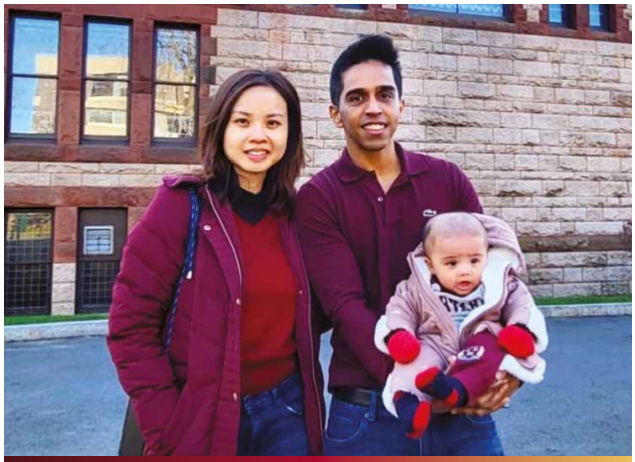
Professor William Alford (who guided my China-related thesis, *inter alia*) and Justice Rosalie Abella warrant special mention.

Closer to home (despite being nearly 10,000 miles away), I was delighted for the opportunity to momentarily don my Supreme Court persona again when speaking (remotely from Massachusetts) at an October 2022 case forum co-hosted by the Singapore Judicial College and the China National Judges College.

From my Harvard sojourn I return with horizons broadened and enriched with fresh insight. I look forward to contributing once again to the work of the Supreme Court, the Singapore Judicial College and the Judicial Service!



Reuben Ong with his wife and child



Hairul Hakkim with his wife and child

Reuben Ong

I was awarded a scholarship by the JSC to pursue my LLM degree at Harvard University.

I was fortunate to be a part of the first class since the COVID-19 pandemic to attend all classes in person, and to have enjoyed all the opportunities for meaningful interstitial interactions that that afforded.

Harvard Law School is renowned for the wide variety of courses it offers, as well as the quality and repute of its faculty. I benefited greatly from both, and took a broad range of courses, covering both doctrinal legal subjects (including antitrust law, dispute resolution, and the legal profession) and other relevant extra-legal disciplines (including computer science and American constitutional history).

Academics aside, I was fortunate to have shared this experience with my wife and daughter, and am deeply grateful for the time we were able to spend together in Cambridge.

I am grateful to the JSC for this opportunity.

Hairul Hakkim

I am deeply grateful to the JSC for this invaluable opportunity to pursue my further education at Harvard Law School. I had chosen Harvard given the sheer breadth of courses on offer. Indeed, the LLM was a gateway for me to take courses ranging from the role of the judiciary, access to justice, white collar criminal prosecution and cryptocurrency. I also had the incredible opportunity to be taught by Professor Michael J. Klarman, whose readings I read in my undergraduate years at NUS Law.

Another highlight was the chance to learn directly from former eminent Justices such as Justice Stephen Breyer and Justice Rosalie Abella (both of whom recently joined the faculty at Harvard Law School following their retirement). In my class on "Judicial Role in a Democracy" with Justice Abella, she invited a range of diverse speakers each week, such as Ms Margaret Atwood and Professor Harold Koh. These engagements were truly remarkable, especially since this was the first year since COVID-19 when all classes had resumed in person.

It also made me incredibly proud when Singapore was mentioned several times in my classes as a role model for the US and the rest of the world. We even had an article written by our Prime Minister as one of our mandatory readings for the course on International Business Law.

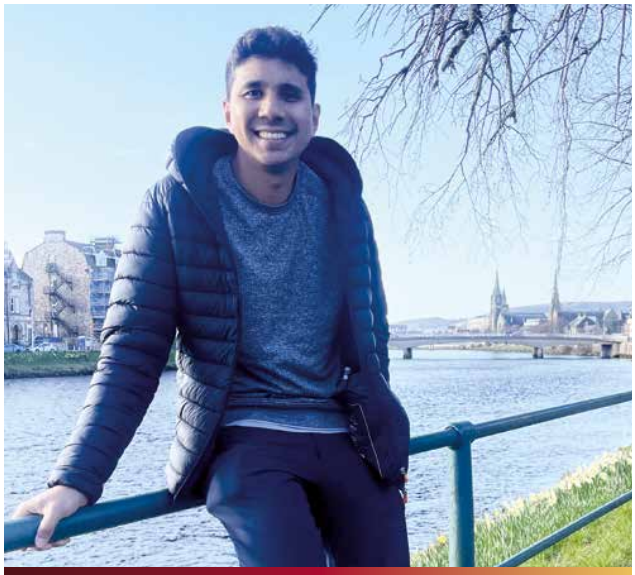
As for non-academic engagements, I was part of the First-Generation affinity group. I also graduated from the Harvard Mediation Program and was certified to co-mediate live disputes in all the Small Claims courts in Massachusetts. The experience was deeply enriching as it exposed me to a different model of mediation (*ie*, the facilitative style).

LLM at University College London

Navin Anand

In 2022, I was privileged to be able to pursue a LLM degree at University College London ("UCL") under the JSC scholarship. UCL offered a wide selection of modules, and I took modules in three areas of interest – maritime law, access to justice, and judicial studies. The modules were intellectually rigorous, and were taught by leading academics and practitioners. I benefited greatly from the rich exchanges in class and from developing a broader perspective on issues. I was also required to write a dissertation as part of the LLM, and this provided an opportunity for independent research in an area of interest.

Outside of class, I enjoyed the various opportunities for personal pursuits, especially since there was never a shortage of activities in and around London. It was an interesting time to be in London (with a change of



Navin Anand

Monarch and the Prime Minister), but I will remember most fondly the buzz and the vibrancy of this great city as the world slowly moved past the pandemic.

I am grateful to the JSC for this opportunity to further my studies.

MILESTONE TRAINING PROGRAMMES IN LEADERSHIP/MANAGEMENT

The Judicial Service invites and nominates JSOs for milestone training programmes ("MTPs") organised by the Public Service Division and the Civil Service College, with the objectives of advancing the further education of JSOs in areas in leadership and management and providing opportunities to JSOs to interact with their peers from the Civil Service and the Administrative Service. Four JSOs who attended MTPs in 2022 share their experiences.

3rd Executive Leadership Programme



3rd ELP
Kenneth Yap (4th from the right)

Kenneth Yap

The 3rd Executive Leadership Programme ("3rd ELP") is a 4.5 week full-time milestone programme for senior public officers at the Director-General/Senior Director level in Ministries, and Deputy/Assistant Chief Executives level at Statutory Boards.

There were 34 participants in the programme, hailing from 22 Ministries and Statutory Boards. It gave us the opportunity to learn from leaders in the government, private and people sectors, as well as from each other, as we shared personal experiences within our learning groups. A series of one-on-one executive coaching sessions after the programme also helped us hone our individual leadership styles.

The focus of the 3rd ELP was on developing strategies in response to key shifts in Singapore's operating context, growing our ability to sustain innovation and transformation, building a leadership community of peers for support and whole-of-government collaboration, and learning how to inspire trust and a sense of purpose in our teams. A key highlight of the programme

was frank and engaging dialogues with senior Cabinet members such as Deputy Prime Ministers Lawrence Wong and Heng Swee Keat, as well as Minister Chan Chun Sing.

The participants also benefited greatly from our study trip to Canberra and Melbourne, where we learnt about Australia's COVID-19 experience and their emergency responses. We also learnt about their innovations in service delivery and digital government, how they address challenges related to demographic diversity and immigration, the development of their creative economy, and their foreign policy approach amidst rising strategic competition in the Asia Pacific region.

3rd Directors' Developmental Experience

Paul Chan

The 3rd Directors' Developmental Experience ("3rd DDE") blends various learning modalities and content to provide a comprehensive learning experience, contextualised to the needs of Directors. It provides opportunities for Directors to explore their role from a personal, organisational and systems' perspective.

Starting from April 2022, the 3rd DDE was conducted over approximately 10 months. It comprised periodic face-to-face check-ins, core modules as well as electives. Participants also had the benefit of professional coaching and dialogues with senior political leaders and civil servants.

Among the highlights were discussions on Singapore's changing operating context with Minister for Health Ong Ye Kung and modules on digital transformation, building organisational cultures and values and managing relationships with stakeholders.

With more than 100 participants across different government organisations, the programme was enriched by the extensive and varied experiences of those involved. We had the opportunity to learn from one another and forge lasting relationships. The programme provided participants with opportunities to examine different complex issues faced by Singapore and the Singapore Public Service. At the same time, we also discussed the possible opportunities that avail Singapore in a challenging geopolitical environment.

I am grateful to the JSC and my superiors in the State Courts for providing me with the opportunity to attend this programme and supporting me while I did so.

29th Senior Management Programme



29th SMP
Koo Zhi Xuan (4th row, 4th from the left)

Koo Zhi Xuan

The 29th Senior Management Programme ("29th SMP") was a 6.5 week course conducted by the Civil Service College from 18 July to 31 August 2022. I was privileged to be able to attend it with 40 other participants drawn from different government agencies.

During the 29th SMP, various domestic policy concerns and issues pertaining to external relations were discussed in great depth. There were overseas trips to Malaysia, Vietnam and Indonesia to provide participants a first-hand understanding of the socio-political and economic contexts in which these countries are operating in, and the nature of our bilateral relationships with these important States.

Some of the highlights of the course include: (a) dialogue sessions with several of the "4G" political leaders; (b) a learning journey to Sheng Siong to hear from the Chief Executive Officer and learn about the transformation journey and values of the company; and (c) a one-day workshop on the mindsets and practices of leaders (ie, "multipliers") who enhance the intelligence and contributions of people around them.

A core component of the 29th SMP was "SMP LAB", where participants formed groups to work on projects that cut across different agencies and which have the potential to create meaningful impact.

The most valuable aspect of the 29th SMP was the space and opportunity to engage deeply with my fellow participants, to better understand the challenges faced by leaders in the Public Service, and to reflect on the different leadership styles and perspectives which were shared. It is also heartening to be able to share more about the work of the Judiciary to many participants who wanted to have a better understanding of this branch of Government.

I am grateful to the JSC for giving me this wonderful opportunity to forge close friendships with leaders across the Public Service, and to be able to learn from their valuable experiences.

2nd Directors' Developmental Experience

Chua Wei Yuan

I attended the 2nd Directors' Developmental Experience ("2nd DDE"), held from 5 October 2021 to 15 July 2022.

The 2nd DDE was a multi-modal programme comprising a kaleidoscope of experiences spread over 10 months. In between the four milestones (being the launch and three check-ins), which were held in person and involved much cohort-level and Learning Group-level interaction, there was a broad spectrum of core and elective courses, a two-day Engagement Immersion for Leaders Programme, and three one-on-one coaching sessions with a leadership coach.

Among the core and elective modules, the biggest highlights for me were the dialogues we had with Minister Maliki Osman on the changes and opportunities arising from the evolving operating context of the Public Service, with Head, Civil Service, Mr Leo Yip, on leadership, and with younger public service officers on their aspirations for the Public Service. These dialogues were



2nd DDE
Chua Wei Yuan (1st from the right)

candid and insightful. Likewise, within our Learning Group and our cohort, there was plenty of honest and vulnerable sharing of our experiences and perspectives, which gave deep insight into each other's minds and hearts. The "slow-burn" format of the 2nd DDE afforded us the space to digest and reflect on what we had learned, and test and implement ideas that we gleaned along our journey. We also had the opportunity to form bonds across several agencies in the Public Service, which I am confident will grow and serve us well in our future journey.

The 2nd DDE was a wonderful course, and I am grateful for the opportunity to attend it.

PRIDE
IN SERVICE

PRIDE IN SERVICE

National Day Awards are a means of recognising officers who have shown outstanding achievements, consistent good service, competence and devotion to duty. Eight Judicial Service Officers ("JSOs") were conferred National Day Medals in 2022. Leading the list of JSOs was Deputy Presiding Judge of the State Courts, Ms Jennifer Marie (who retired in June 2022), who was conferred the Public Administration Medal (Gold) (Bar) for her outstanding contributions.

In addition to the National Day Awards, nine JSOs were awarded National Awards (COVID-19) in December 2022 for their outstanding contributions to the national fight against COVID-19.

National Day Medal Recipients in 2022

PUBLIC ADMINISTRATION MEDAL (GOLD) (BAR)	
Ms Jennifer Marie Deputy Presiding Judge	State Courts

PUBLIC ADMINISTRATION MEDAL (SILVER)	
Ms Toh Wee San District Judge	Family Justice Courts
Mr Paul Quan Executive Director	Singapore Judicial College

LONG SERVICE MEDAL	
Mr Christopher Tan Registrar / Deputy Presiding Judge / District Judge	State Courts
Ms Thian Yee Sze Principal District Judge	State Courts
Ms Tan May Tee District Judge	State Courts
Mr Edwin San Senior Assistant Registrar	Supreme Court Registry
Mr Adam Nakhoda District Judge	State Courts

The Judicial Service Commission with the Recipients of the National Day Medals 2022



(Left to Right):
Mr Edwin San Ong Kyar, Mr Tan Pheng Wee Christopher, Mr Dilhan Pillay Sandrasegara, Justice Philip Jeyaretnam, Justice See Kee Oon, Chief Justice Sundaresh Menon, Justice Audrey Lim, Mrs Deborah Ong, Ms Toh Wee San, Ms Tan May Tee, Mr Adam Nakhoda

National Awards (COVID-19)

PUBLIC ADMINISTRATION MEDAL (SILVER)	
Ms Jasbendar Kaur District Judge	State Courts
Ms Cheng Pei Feng Senior Assistant Registrar	Supreme Court Registry
Mr David Lee Senior Assistant Registrar	Supreme Court Registry
Mr Darryl Soh District Judge	Family Justice Courts
Ms Tan Shin Yi District Judge	Family Justice Courts
Ms Chee Min Ping District Judge	State Courts

COMMENDATION MEDAL	
Mr Peter Lo District Judge	State Courts
Ms Georgina Lum District Judge	State Courts
Ms Lau Qiuyu District Judge	State Courts

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