# LEGAL SERVICE COMMISSION

ANNUAL REPORT 2018

# OUR MISSION

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

# LEGAL SERVICE COMMISSION

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

Foreword by

# THE PRESIDENT, LEGAL SERVICE COMMISSION

2018 was, by any account, an eventful year for Singapore. It presented new opportunities for growth and produced moments for celebration, but also revealed our vulnerabilities and reminded us of the need to secure Singapore against internal and external threats. We experienced the largest data breach in our history when about 1.5m patients of SingHealth's clinics and polyclinics had their personal particulars illegally accessed and copied. For many months, the scourge of online falsehoods was the subject of intense public debate. Towards the end of the year, we encountered external challenges to our territorial waters and airspace.

In this age of uncertainty, the role of the Singapore Legal Service in strengthening the Rule of Law and ensuring the fair and efficient administration of justice has never been more important. The Singapore Legal Service continued to discharge those duties with dedication and distinction in 2018, advancing Singapore's interests both locally and abroad while working to address our vulnerabilities.

Our Legal Service Officers ("LSOs") played an important role in protecting our society against new threats and helping our economy capitalise on emerging opportunities. LSOs led evidence before the Committee of Inquiry that was convened following the cyberattack on SingHealth's patient database system and advised Government on the digitalisation of Government services. They helped to establish legislative frameworks for the protection of vulnerable persons, the promotion of fairer results in employment disputes, and the modernisation of our laws on debt restructuring and insolvency.

In the area of enforcement and the courts, LSOs maintained a strong stance against the perpetrators of crime without neglecting the rehabilitation of offenders. They worked with enforcement agencies to ensure that cases involving sex crimes and abuse of foreign domestic workers were dealt with expeditiously, and launched a scheme to match offenders with volunteer befrienders so as to support their reintegration into society. LSOs also sought to promote fair and efficient

dispute resolution while ensuring that the courts remain accessible to all who seek redress.

They continued to pursue civil justice reforms, created a simplified and cost-efficient track for the conduct of simple trials, and introduced conciliation as an additional alternative dispute resolution tool.

On the international plane, LSOs tirelessly defended Singapore's interests in interstate negotiations and before international courts and tribunals. They collaborated with their counterparts abroad to promote legal convergence in the ASEAN region and in the fields of cross-border insolvency and international commercial dispute resolution.

All this is but a snapshot of the sterling work that LSOs in the Singapore Legal Service accomplished in 2018. But the unending task of sustaining Singapore will require our continued dedication. We inhabit a world that is increasingly polarised and in which multilateralism appears to be under pressure. These are choppy waters for Singapore, whose small and open economy remains heavily dependent on uninterrupted flows of trade and finance.

The Singapore Legal Service will continue to play an essential role in ensuring that Singapore remains on sure footing, both internally and externally, as a safe home for our people, a stable environment for businesses, and a contributing and credible member of the international community. As we reflect on the accomplishments of 2018, I call upon all of us in the Singapore Legal Service to remember that by faithfully and ably discharging our respective duties, we are each helping to secure the future of our country in a challenging global environment.

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

# LEADERSHIP

# LEGAL SERVICE COMMISSION

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

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

(a) the Chief Justice, as President;

(b) the Attorney-General;

(c) the Chairman of the Public Service Commission ("PSC"); and

(d) at least three but not more than six other Members, each of whom shall be appointed by the President of Singapore if he, acting in his discretion, concurs with the advice of the person nominating the Member(s), based on the following arrangements:

    (i) at least one but not more than two persons nominated by the Chief Justice;

    (ii) at least one but not more than two persons nominated by the Chairman of the PSC; and

    (iii) at least one but not more than two persons nominated by the Prime Minister.

In addition, if the Chief Justice, the Chairman of the PSC or the Prime Minister, as the case may be, nominates two persons, at least one must be a person who has, for an aggregate period of not less than ten years, been a qualified person within the meaning of section 2(1) of the Legal Profession Act (Cap. 161). These Members of the LSC shall hold office for such period (being not shorter than three years and not longer than five years) as the President of Singapore may specify and shall be eligible for reappointment.

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

The Chief Justice/President of the LSC recorded his deep appreciation to Mr Eddie Teo who completed his term as an ex-officio Member of the LSC on 31 July 2018 after having served with distinction as a Member from 1 August 2008. Mr Eddie Teo retired as the Chairman of the PSC on the same date.

Mr Lee Tzu Yang, upon his appointment as the Chairman of the PSC effective 1 August 2018, assumed appointment as an ex-officio Member of the LSC (in place of Mr Eddie Teo). The President of Singapore, concurring with the nomination of the Prime Minister, approved the appointment of Ms Goh Swee Chen as a Member of the LSC effective 1 August 2018 for a period of three years.

The LSC comprised, as at 31 December 2018, Chief Justice Sundaresh Menon as the President; and the Attorney-General Mr Lucien Wong, the Chairman of the PSC Mr Lee Tzu Yang, Judge of Appeal Justice Andrew Phang, Judge of Appeal Justice Steven Chong, Justice Lee Seiu Kin, Mr Gautam Banerjee, Mr Adrian Chan and Ms Goh Swee Chen as Members.

# Legal Service Special Personnel Boards

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

In 2018, the LSC deliberated and decided on various matters concerning the Legal Service, including the award of remuneration components to LSOs at and above Superscale LSO Grade 2; the suitability of LSOs for promotion to Superscale LSO Grade 2 and above; and refinements to the human resource framework in the Legal Service.

In 2018, the Legal Service Special Personnel Boards continued to exercise the powers and functions of appointment, confirmation, emplacement on the permanent establishment, promotion and award of remuneration components, and transfers to and from the Legal Service Scheme of Service of LSOs below Superscale LSO Grade 2, and the re-postings of LSOs within the respective Branches.

# The Legal Service Commission

*(Left to Right) Front row:*

Mr Lucien Wong (Attorney-General),
Chief Justice Sundaresh Menon (President, LSC),
Mr Lee Tzu Yang (Chairman, PSC)

*(Left to Right) Back row:*

Mr Adrian Chan,
Justice Steven Chong,
Justice Andrew Phang,
Justice Lee Seiu Kin,
Ms Goh Swee Chen

*Not in picture:*

Mr Gautam Banerjee

# Judicial Branch Special Personnel Board

*(Left to Right):*

Justice Lee Seiu Kin,

Justice Andrew Phang,

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

Justice Steven Chong

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

The Legal Service Judicial Branch Special Personnel Board comprised, as at 31 December 2018, Chief Justice Sundaresh Menon as Chairman; and Judge of Appeal Justice Andrew Phang, Judge of Appeal Justice Steven Chong and Justice Lee Seiu Kin as Members.

# Legal Branch Special Personnel Board

*(Left to Right):*

Mr Lionel Yee (Deputy Attorney-General),

Mr Lucien Wong (Attorney-General),

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

Justice Lee Seiu Kin

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

The Legal Service Legal Branch Special Personnel Board comprised, as at 31 December 2018, Chief Justice Sundaresh Menon as Chairman; and the Attorney-General Mr Lucien Wong, Justice Lee Seiu Kin and Deputy Attorney-General Mr Lionel Yee as Members.

# TALENT DEVELOPMENT COMMITTEE/ SUCCESSION PLANNING COMMITTEE

The Legal Service Talent Development Scheme ("TDS") was formally institutionalised in 2006 and reviewed in 2012. The TDS is the principal source for renewal of leadership in the Legal Service and underpins the succession planning framework in the Legal Service.

The Legal Service Talent Development Committee/Succession Planning Committee ("TDC/SPC") is chaired by the President of the LSC, Chief Justice Sundaresh Menon. The TDC/SPC comprised, as at 31 December 2018, Chief Justice Sundaresh Menon as Chairman; and the Attorney-General Mr Lucien Wong, Chairman, PSC Mr Lee Tzu Yang, Judge of Appeal Justice Andrew Phang, Judge of Appeal Justice Steven Chong, Justice Lee Seiu Kin, Mr Gautam Banerjee and Ms Goh Swee Chen as Members.

The TDC/SPC has direct oversight of the LSOs in the TDS. It adopts a structural approach to identify and develop suitable LSOs for key/leadership positions. The LSOs in the TDS are developed through varied training and developmental and posting frameworks to enable them to have the opportunity to achieve their fullest potential. The programmes available include scholarships for postgraduate degrees, milestone programmes and attachments to commercial organisations, law firms or chambers.

# Talent Development Committee/ Succession Planning Committee

*(Left to Right) Front row:*

Mr Lucien Wong (Attorney-General),

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

Mr Lee Tzu Yang (Chairman, PSC)

*(Left to Right) Back row:*

Ms Goh Swee Chen,

Justice Steven Chong,

Justice Andrew Phang,

Justice Lee Seiu Kin

*Not in picture:*

Mr Gautam Banerjee

# A YEAR IN REVIEW

# RECRUITMENT

## Distribution of LSOs in the Legal Service

Legal Service Officers ("LSOs") serve in either the Judicial Branch or the Legal Branch of the Legal Service. The Judicial Branch comprises the Supreme Court, the State Courts and the Family Justice Courts. The Legal Branch comprises the Attorney-General's Chambers and the Legal Departments/ Units in Ministries and Statutory Boards/ Bodies. There were 683 LSOs as at 31 December 2018. Of these, 198 served in the Judicial Branch and 485 served in the Legal Branch.

## Recruitment

The general requirements for possible appointment to the Legal Service as an LSO are that applicants should have graduated with a law degree from the National University of Singapore ("NUS"), the Singapore Management University ("SMU") or an approved overseas university (and have passed the Graduate Diploma in Singapore Law or Part A of the Singapore Bar Examinations).

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

A total of 259 applications for possible appointment to the Legal Service were received in 2018. A summary of the application and appointment numbers is at **TABLE 1**.

| **TABLE 1: RECRUITMENT** (as at 31 December 2018) | |
|---|---|
| Applicants | 259 |
| Interviewed | 159 |
| Selected | 68 |
| Appointed/ Re-appointed | 59* |

* Including LSOs who were re-employed on reaching the compulsory retirement age of 62 and PSC scholars who were interviewed prior to 2018 and assumed appointment in 2018.

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

Twenty-nine LSOs who had been appointed on contract were emplaced on the permanent establishment in 2018. Three other LSOs who were PSC scholars and had been appointed on probation were confirmed in their appointment in the same year. Three Management Executive Officers were transferred in 2018 from the Management Executive Scheme of Service to the Legal Service Scheme of Service and appointed as LSOs.

# Attrition

A total of 29 LSOs (4.2%) left the Legal Service in 2018. The details of the attrition in the Legal Service in 2018, compared to the previous two years, are at **TABLE 2**.

**TABLE 2: ATTRITION**
**(as at 31 December 2018)**

| | 2016 | 2017 | 2018 |
|---|---|---|---|
| Resignation | 24 | 23 | 24 |
| Retirement | 4 | 2 | 1 |
| Expiry of Contract | 2 | 5 | 4 |
| Demise | 1 | 0 | 0 |

# Legal Service Outreach Activities

The Legal Service participated in a range of outreach activities targeted at law undergraduates and pre-university students who might be keen to consider studying for a degree in law or pursuing a career in the Legal Service.

The Legal Service participated in the following activities in 2018:

(a) the SMU Law Fair;

(b) the NUS Law Careers Fair;

(c) the Singapore Legal Forum (organised by the United Kingdom Singapore Law Students' Society);

(d) the Junior College Law Programme (organised by the Singapore Academy of Law);

(e) career fairs at various Junior Colleges; and

(f) PSC Scholarships Information Sessions for final year pre-university students.

LSOs representing the Legal Service at the outreach activities shared their experiences and the wide variety of work and internship opportunities available in the Legal Service. They also addressed specific queries from students.

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

The Singapore Academy of Law Junior College Law Programme ("JCLP") is a two-week programme organised annually by the Singapore Academy of Law. The objective of the JCLP is to expose students from junior colleges and pre-university institutions to various aspects of a career in law so that they could be in a better position to make an informed decision on the option of studying for a degree in law.

The Legal Service participated in the six-day Mentor Attachment Scheme (organised under auspices of the JCLP). Students were, under the scheme, assigned to a law firm or a department in the Legal Service/public sector.

A total of 53 students were assigned to the Legal Service under the "Mentor Attachment Scheme" - 23 at the Attorney-General's Chambers; nine at the Supreme Court; nine at the State Courts; five at the Family Justice Courts; five at the Legal Aid Bureau; and two at the Insolvency and Public Trustee's Office.

## Legal Service Internship Programme 2018/2019

The Legal Service offers internships to law undergraduates and JD students (in their first to final years of study) at the NUS, the SMU and the approved overseas universities. Internships are offered twice annually and coincide with the institutions' vacation periods in each academic year. The Internship Programme aims to provide interns with the opportunity to observe the work of LSOs at close proximity and gain a better appreciation of the important roles played by LSOs in the administration of justice. It also serves as a gateway to attract suitable candidates to consider a career in the Legal Service.

Sixteen Legal Service Departments hosted a total of 104 interns in the 2018/2019 Internship Programme. The details are at **TABLE 3**.

**TABLE 3: INTERNSHIP PROGRAMME**

| Department | No. of Interns |
|---|---|
| Accounting and Corporate Regulatory Authority | 4 |
| Attorney-General's Chambers | 32 |
| Competition and Consumer Commission of Singapore | 4 |
| Family Justice Courts | 6 |
| Insolvency and Public Trustee's Office | 2 |
| Legal Aid Bureau | 25 |
| Ministry of Communications and Information | 1 |
| Ministry of Culture, Community and Youth | 2 |
| Ministry of Health | 3 |
| Ministry of Home Affairs | 2 |
| Ministry of Law | 8 |
| Ministry of Manpower | 4 |
| Ministry of Social and Family Development | 3 |
| Singapore Land Authority | 2 |
| Supreme Court & State Courts: Judicial Internship Programme | 6 |
| **Total** | **104** |

## Public Service Commission Law Scholars

Eight candidates were awarded a PSC Scholarship in 2018 to read law.

As part of their induction to the Legal Service, the new scholars met Justice Lee Seiu Kin, Member of the Legal Service Commission. They were provided a briefing on the Legal Service. They also met and interacted with their LSO-mentors and fellow scholars. The existing scholars were invited to a session where they were provided updates on the developments in the Legal Service and refinements to the Legal Service human resource framework.

All the scholars were also invited to attend major events in the annual legal calendar such as the Opening of the Legal Year, the Legal Service National Day Observance Ceremony and the Singapore Academy of Law Annual Lecture. Scholars who had completed their second year of the law programme also undertook the PSC Scholars' Mid-Course Programme, where they underwent four to six weeks of internship at various Legal Service Departments.

# PERFORMANCE MANAGEMENT

The performance management framework in the Legal Service is premised upon the three key principles of meritocracy, fairness and transparency.

The framework is reviewed regularly to ensure that the potential and performance of an officer may be assessed as accurately as possible for developmental and progression purposes. This is accompanied by a structured feedback/ performance management system aimed at facilitating effective discussions between the LSOs and their Heads of Department/ Reporting Officers.

## Promotions 2018

A total of 138 LSOs were promoted to the next higher grade in the April 2018 Promotion Exercise. The details are at **TABLE 4**.

**TABLE 4: PROMOTIONS**

| Promotions | No. of LSOs |
|---|---|
| Within Superscale Grades | 17 |
| Into Superscale Grades | 15 |
| Within Timescale Grades | 106 |
| Total number of LSOs promoted in the April 2018 Promotion Exercise | 138 |

# REMUNERATION

The Legal Service adopts a market-driven and performance-based compensation framework to attract, retain and incentivise LSOs. The compensation framework is structured to reward LSOs in accordance with their individual assessed performance and potential.

All eligible LSOs were considered for the award of an annual Variable Increment ("VI"), a Performance Bonus ("PB"), a Long-Term Incentive ("LTI") and a Legal Professional Allowance ("LPA"). The eligible emplaced/confirmed LSOs received their VI effective April 2018. The LSOs who were on contract or probation received their VI on their respective incremental date. The PB and the LTI were paid to eligible LSOs in March 2018. The eligible LSOs were paid the LPA in September 2018.

# CAREER DEVELOPMENT

## Postings

The Legal Service posting framework plays an integral part in the training and development of LSOs. The main objective is to expose LSOs to a wide variety of legal work and allow them to acquire and hone their legal skills. It also enables them to make informed decisions on possible "specialisation" in the later years.

A total of 80 LSOs (30 Superscale LSOs and 50 Timescale LSOs) were re-posted in 2018.

## Continuing Education

The overarching training and development framework in the Legal Service is premised on the principle of according each individual LSO the opportunity to develop to the fullest of his potential within the Legal Service. The framework is regularly reviewed to ensure that it continues to be relevant and provides professional and holistic training to the LSOs at different stages of their career in the Legal Service.

In 2018, the Talent Development Committee ("TDC") approved the inclusion of new programmes in leadership/management to complement the existing suite of training programmes available to LSOs. The TDC also approved additions to the list of approved Master of Laws ("LLM") programmes and institutions where LSOs may study for an LLM on an LSC Scholarship.

Nine LSOs studied for an LLM in the academic year 2018/2019 under the auspices of an LSC Scholarship. One LSO studied for an LLM at the University of California, Berkeley; two at the University College London; three at Columbia University; and three at Harvard University.

One LSO attended the Leaders in Administration Programme while another attended the Governance and Leadership Programme in 2018.

# THE LEGAL SERVICE COMMISSION SECRETARIAT

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

Mr Hamzah Moosa continued in his appointment as the Secretary to the LSC and the Chief of Staff of the Legal Service in 2018.

Mr Siva Shanmugam continued in his appointment as the Deputy Chief of Staff of the Legal Service in 2018.

The Secretary to the LSC/Chief of Staff, the Deputy Chief of Staff and the LSC Secretariat continued to support the LSC in the discharge of all its functions in 2018.

# SINGAPORE LEGAL SERVICE

## Judicial Branch

### State Courts

- Criminal Justice Division
- Civil Justice Division
- Community Justice & Tribunals Division
- Centre for Dispute Resolution
- Strategic Planning & Technology Division/ Corporate Services Division

### Supreme Court

- Supreme Court Registry
- Justices' Law Clerks Pool
- CE, Office of the Chief Justice/ Office of Transformation & Innovation
- Singapore Judicial College
- Registrar, Appeals Board (Land Acquisition)

### Family Justice Courts

- Family Division, High Court
- Family Courts
- Youth Courts

## Legal Branch

### Attorney-General's Chambers

- Attorney-General's Office/ Advocacy Group/ AGC Academy/ Legal Tech & Innovation Office
- Crime Division
- International Affairs Division
- Legislation Division
- Civil Division
- Ministry of Culture, Community & Youth
- Ministry of Communications & Information
- Ministry of National Development
- Ministry of Education
- Ministry of Finance
- Ministry of Health
- Ministry of Manpower
- Ministry of Social & Family Development

### Legal Service Departments/ Posts in Ministries

- Insolvency & Public Trustee's Office
- Legal Aid Bureau
- Ministry of Home Affairs
- Ministry of Defence
- Ministry of Law
- Public Guardian, Office of Public Guardian, Ministry of Social & Family Development
- Director, Commercial Affairs Department, Singapore Police Force
- Syariah Court, Ministry of Culture, Community & Youth

### Legal Service Departments/Posts in Statutory Boards/ Bodies

- Accounting & Corporate Regulatory Authority
- Competition & Consumer Commission of Singapore
- Defence Science & Technology Agency
- Economic Development Board
- Health Sciences Authority
- Intellectual Property Office of Singapore
- Inland Revenue Authority of Singapore
- Land Transport Authority
- Monetary Authority of Singapore
- Majlis Ugama Islam, Singapura
- National Environment Agency
- Info-Communications Media Development Authority/ Personal Data Protection Commission
- Singapore Academy of Law
- Singapore Land Authority
- Singapore Medical Council

# MILESTONE TRAINING PROGRAMMES

# LSC POSTGRADUATE SCHOLARSHIPS IN LAW/ MILESTONE TRAINING PROGRAMMES IN LEADERSHIP

The Legal Service places high emphasis on the continual professional development of its officers. The annual award of Legal Service Commission ("LSC") Scholarships and LSC Training Awards provides opportunities for eligible Legal Service Officers ("LSOs") to undertake postgraduate programmes in law and/or leadership/management programmes at leading local and overseas institutions.

In 2018, seven LSOs studied for a Master of Laws ("LLM") in the USA while two studied in England under the auspices of an LSC Scholarship.

One LSO attended the Leaders in Administration Programme while another attended the Governance and Leadership Programme in 2018.

The LSOs share their experiences of undertaking the programmes.

## Scholars - USA

(Andrew Tan, Cheryl Siew, Joel Chen, Germaine Boey, Marcus Foo, Vincent Ong and Timotheus Koh)

Germaine Boey, Joel Chen and Cheryl Siew at Harvard University

Marcus Foo, Vincent Ong and Timotheus Koh at Columbia University

Andrew Tan at the University of California, Berkeley

In 2018, seven LSOs were awarded LSC Scholarships to further our studies in the United States. The seven of us were enrolled in the LLM programmes, with Andrew Tan at the University of California, Berkeley; Cheryl Siew, Joel Chen, and Germaine Boey at Harvard University; and Marcus Foo, Vincent Ong and Timotheus Koh at Columbia University.

Our LLM programmes offered a diverse and intellectually stimulating range of courses. Our institutions emphasised a multi-disciplinary approach to legal education. Our thinking about the role of the law and lawyers has been enriched by reading courses in law and psychology, law and economics, law and finance, human rights law, ethics of government counsel, lawyers as leaders, as well as skills-based courses like negotiation and mediation. We also deepened our understanding of American legal realism.

We benefitted greatly from the unparalleled opportunities to learn from the finest minds in academia and leading lights in the legal profession, who have influenced legal jurisprudence and the practice of law in the United States and beyond. They represented not just the foremost thinkers in the legal field, but also some of the most outstanding and dedicated educators we have ever met.

The cultural and political diversity on campus was also a rich source of learning. We had the chance to share meals and form deep friendships with students from different countries and cultures, and who had varied personal and professional experiences.

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

## Scholars - UK

(Dora Tay and Teo Yu Chou)

Dora Tay and Teo Yu Chou at the University College London

For the both of us who pursued the LLM at the University College London ("UCL"), it was a fantastic chance to study at the first university established in London, and in one of the world's leading financial and cultural capital cities. We were taught by renowned professors across a variety of rigorous and intellectually stimulating subjects, ranging from international law to traditional English common law subjects. The challenging Brexit negotiations during that period also allowed us to experience first-hand many watershed moments in British constitutional law and international law. As UCL offered courses on international law and advocacy where these legal events were analysed, it was particularly exciting to study the cases as they unfolded before us.

The chance to engage in an intensive research dissertation under the mentorship of the law faculty members broadened our intellectual horizons. We also benefited from the interactions with the multicultural student population who came from different jurisdictions around the world, and shared their varied perspectives with us.

We are thankful to the LSC for these opportunities.

# 12th Leaders in Administration Programme

(Francis Ng)

**12th LAP**
Francis Ng (2nd row, 1st from the right)

The Leaders in Administration Programme ("LAP") is the Civil Service College's ("CSC") apex milestone programme. Conducted biennially, it prepares participants for senior leadership positions in the Public Service.

The 12th LAP class comprised 25 participants from across the Civil Service, uniformed services and statutory boards, including leaders from Singapore's public sector 'tech community'. The other participants of the class benefited greatly from their knowledge and gained a deeper appreciation of the push towards Smart Nation and Digital Government, and of how developments in artificial intelligence, data analytics, and financial technology are disrupting everything from governance to business. Journeying together on the LAP allowed the participants to better understand one another's agencies and break down barriers for greater synergy.

Through dialogues with public and private sector leaders, the class gained a deep appreciation of its role as public sector leaders and of the international and domestic challenges Singapore faces. The richness of these discussions was enhanced by spirited exchanges of ideas during the peer learning throughout the LAP, learning journeys, and overseas study trips to China, Indonesia and Malaysia. The study trips imbued the class with deep insights into developments in these countries, and what these might portend for bilateral ties and Singapore's continued relevance in the world.

In keeping with the LAP's emphasis on the national pursuit of a digital economy, and to demonstrate how technology could be integrated into the world, the class presented the CSC with a course gift enhanced by Augmented Reality technology to capture vignettes of the LAP journey. Look out for it when you are in the CSC!

## 25th Governance and Leadership Programme

(Ang Feng Qian)

**25th GLP**
Ang Feng Qian (3rd row, 8th from the right)

I was privileged to attend the 25th Governance and Leadership Programme which was held from 18 January to 9 February 2018. The three-and-a-half-week course addressed three facets, namely individual leadership styles and impact, Singapore's governance principles and imperatives, and regional trends and challenges.

The study trip to Hanoi and Ho Chi Minh City in Vietnam enabled a deeper understanding of the governance principles, challenges, and opportunities in this rapidly developing neighbour. Participants were left in no doubt that Singapore risks being overtaken unless we maintain our competitiveness and relevance both regionally and beyond.

The course culminated with a presentation to the Head, Civil Service on recommendations to ensure a Public Service which is fit for the future, and a town hall session with Minister Chan Chun Sing.

I am grateful for this opportunity to learn with and from my fellow participants. The perspectives shared and bonds formed will stand me in good stead as a lawyer serving in the Public Service.

# PRIDE IN SERVICE

# PRIDE IN SERVICE

Eighteen Legal Service Officers ("LSOs") were awarded a National Day Medal in 2018. They were honoured at the Legal Service National Day Observance Ceremony held on 13 August 2018. The ceremony was graced by the President and Members of the Legal Service Commission and the Legal Service Special Personnel Boards. The St Andrew's Junior College Choir led the participants in singing the National Anthem. LSOs from the various Legal Service Departments then led all present in the recitation of the National Pledge. This was followed by a medley of songs performed by the Choir. Heads of Department and LSOs attended the event. PSC scholars who would be appointed to the Legal Service upon the conclusion of their law studies were also invited and attended the ceremony.

The ceremony signifies the commitment and dedication of the Legal Service and its officers to Singapore and all Singaporeans and reflects the effort put in by LSOs towards their diverse responsibilities in administering justice, upholding the rule of law and safeguarding the interests of the nation and people of Singapore.

## THE PUBLIC ADMINISTRATION MEDALS

| NAME/DESIGNATION | DEPARTMENT | AWARD |
|---|---|---|
| Ms Juthika Ramanathan<br>Chief Executive | Office of the Chief Justice<br>Supreme Court | PPA (Gold) |
| Mr Tan Kiat Pheng<br>Deputy Chief Prosecutor | Financial and Technology Crime Division<br>Attorney-General's Chambers | PPA (Silver) |
| Ms Jill Tan<br>District Judge | Community Justice and Tribunals Division<br>State Courts | PPA (Silver) |
| Ms Jasbendar Kaur<br>District Judge | Corporate Services Division<br>State Courts | PPA (Silver) |
| Ms Gillian Koh Tan<br>Executive Director (Enforcement) | Monetary Authority of Singapore | PPA (Silver) |
| Mr Samuel Chua<br>District Judge | Criminal Justice Division<br>State Courts | PPA (Bronze) |

## THE COMMENDATION MEDAL

| NAME/DESIGNATION | DEPARTMENT |
|---|---|
| Mr Sanjiv Vaswani<br>Deputy Senior State Counsel /<br>Deputy Public Prosecutor | Financial and Technology Crime Division<br>Attorney-General's Chambers |

## THE LONG SERVICE MEDAL

| NAME/DESIGNATION | DEPARTMENT |
|---|---|
| Mr Tan Ken Hwee<br>Chief Prosecutor | Financial and Technology Crime Division<br>Attorney-General's Chambers |
| Ms Danielle Yeow<br>Deputy Director-General | International Affairs Division<br>Attorney-General's Chambers |
| Mrs Joyce Chao<br>Senior State Counsel | Legislation Division<br>Attorney-General's Chambers |
| Ms Melinda Moosa<br>Senior Director | Legal Unit<br>Ministry of Culture, Community and Youth |
| Mr Gnanasihamani Kannan<br>Senior State Counsel /<br>Deputy Public Prosecutor | Financial and Technology Crime Division<br>Attorney-General's Chambers |
| Mr Han Ming Kuang<br>Senior State Counsel /<br>Deputy Public Prosecutor | Criminal Justice Division<br>Attorney-General's Chambers |
| Mr Hay Hung Chun<br>Deputy Chief Prosecutor | Criminal Justice Division<br>Attorney-General's Chambers |
| Mr Anandan Bala<br>Senior State Counsel | Criminal Justice Division<br>Attorney-General's Chambers |
| Mrs Wendy Chang<br>Senior State Counsel | Legislation Division<br>Attorney-General's Chambers |
| Ms Deena Bajrai<br>Deputy Senior State Counsel | International Affairs Division<br>Attorney-General's Chambers |
| Mr Eugene Teo<br>District Judge | Corporate Services Division<br>State Courts |

# The Legal Service Commission with the Recipients of the National Day Medals 2018

*(Left to Right) Front row:*

Justice Lee Seiu Kin, Justice Andrew Phang, Chief Justice Sundaresh Menon, Justice Steven Chong, Ms Goh Swee Chen

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