

Annual Report 2022

VISION

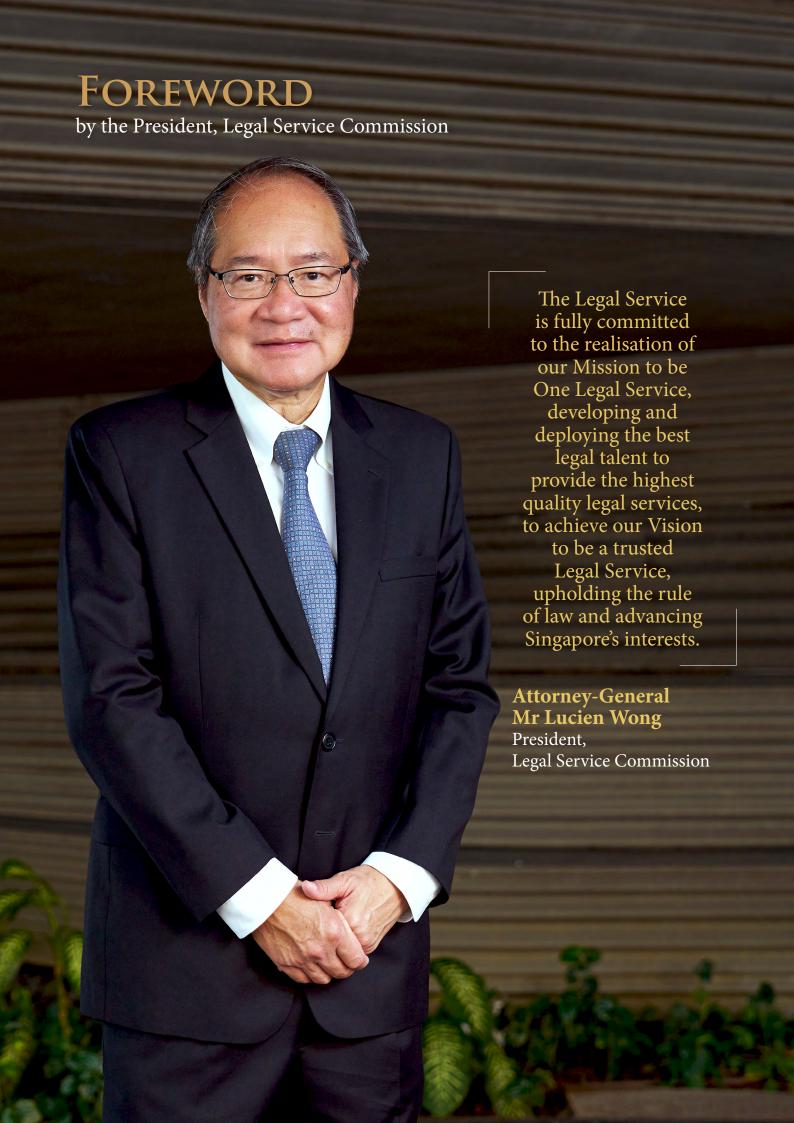
A trusted Legal Service, upholding the rule of law and advancing Singapore's interests.

MISSION

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

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A NEW VISION AND MISSION

2022 marked a new era for the Singapore Legal Service. The Legal Service Commission ("LSC") was reconstituted on 14 January 2022, and a separate Judicial Service Commission ("JSC") was established.

With the reconstitution, the Legal Service now comprises Legal Service Officers ("LSOs") who focus on protecting the public interest and upholding the rule of law in the context of the executive functions of the Government. A new Vision and Mission, unveiled in May 2022, collectively conceptualised developed by the Members of the LSC LSO-representatives to set direction for the reconstituted The Legal Service is fully committed to the realisation of our Mission to be One Legal Service, developing and deploying the best legal talent to provide the highest quality legal services, to achieve our Vision to be a trusted Legal Service, upholding the rule of law and advancing Singapore's interests.

CHALLENGES

With a total of 552 LSOs deployed across the Attorney-General's Chambers ("AGC"), Ministries and Statutory Boards ("MSBs"), LSOs perform a multitude of important and critical roles in supporting the Government and Organs of State. Beyond the core functions representation in international affairs and legal proceedings involving Government, prosecution, providing legal advice and legislative drafting, LSOs also undertake a diverse range of roles other important areas including policy-making and enforcement.

The legal landscape, both globally and domestically, has changed dramatically over the past few years, presenting new challenges. There are developments giving rise to geopolitical uncertainties, and economic, social, technological and

environmental pressures which have increased the scale, complexity and diversity of our work. Despite the onerous work and constant changes, our LSOs have continued to do their very best to discharge their duties to support the Government and serve the interests of the people of Singapore.

OUR GREATEST ASSET

At the same time, the Legal Service can only be as good as the only asset we have — our people. In this regard, we continued to seek ways to better support our LSOs and ensure that they are nurtured and well taken care of. The Legal Service strives to remain as an attractive employer in the competitive market for our fair share of the best legal talent. To this end, we reviewed and enhanced our Human Resource Frameworks in 2022.

Legal Α review of the Remuneration Framework was undertaken 2022. Apart from reviewing specific Service-components, Legal the salaries of LSOs were adjusted to narrow the gap with the private legal services sector, especially for younger officers. Appointment and Emplacement Frameworks were also refined with stringent safeguards to ensure that only the most deserving and suitable officers are retained in the Legal Service.

The Legal Service remained committed intellectual, professional the and personal development of LSOs. The re-positioning of the AGC Academy AGC-Legal Service Academy ("Academy") is a testimony of concerted effort of the Legal Service to ensure that a structured approach is undertaken to provide comprehensive and holistic training to all LSOs in the AGC and the MSBs. To better support the learning needs of MSB LSOs, the Academy launched new competency training roadmaps frameworks and

customised to their needs. The Academy also made its training programmes and Learning Management System available to these LSOs. The Legal Service will continue to provide the resources to train and develop all LSOs so that they would be well equipped to face the challenges ahead.

DIGITAL TRANSFORMATION

The LSOs at the AGC and the MSBs strive to continually leverage on technology to further enhance our efficiency and improve accessibility of various information and systems to the public. Some of the developments in the digital transformation journey include:

- development by the AGC (a) the intelligent Automated of Sentencing Knowledge Management Engine (known as "AskMe") - an Artificial Intelligence ("AI") solution which allows prosecutors to search for sentencing precedents in an unstructured database. Apart from AI, the AGC also leveraged on robotic process automation streamline work processes, and further developed Bill Milestone Calculator to facilitate planning by automatically generating key timelines to be met for a Bill to be introduced on a targeted date;
- the launch of the Legal Aid Bureau's Divorce Assets Informative Division Estimator (the publicly available online tool that computes an estimated share of matrimonial assets user could get on divorce), and the enhancement of the Intelligent Legal Assistance Bot (a chatbot provides the with user tailored legal information) the Applicant Portal (which users can use amongst other to,

- things, apply for legal aid, upload documents and check their case status);
- (c) the launch of the Office of the Public Guardian's online system which transformed the registration for Lasting Powers of Attorney into a faster and more operationally efficient process; and
- (d) the development and launch by the Syariah Court of a new divorce e-services portal.

SPECIAL APPRECIATION AND ACKNOWLEDGEMENT

I would like to express my deepest gratitude to the former President and Members of the LSC, in particular to Chief Justice Sundaresh Menon for shepherding the Legal Service to what it is today. We will continue to build on the strong foundations that you have laid and ensure that the Legal Service remains a strong and highly professional institution that protects the public interest and upholds the rule of law.

In 2022, 17 LSOs were also awarded the prestigious National Awards (COVID-19), in recognition of their outstanding contributions to Singapore's fight against COVID-19. My warmest congratulations to all the award recipients. I am immensely proud of your conviction and dedication in time of need. You rose to the call of duty and have done the Legal Service proud.

Finally, I would like to commend all LSOs for your commitment and contributions over the past year amidst the complex and challenging environment. Let us continue to work together as One Legal Service to deliver the best for Singapore.

Attorney-General Mr Lucien Wong

President Legal Service Commission



LEGAL SERVICE COMMISSION

Restructuring of the Legal Service

On 14 January 2022, the amendments to the Constitution of the Republic of Singapore ("Constitution") to restructure the Legal Service came into operation. A separate Judicial Service was established, comprising LSOs holding judicial posts, immediately before 14 January 2022, overseen by a newly established JSC headed by the Chief Justice. Consequential changes were made to the Legal Service, overseen by a reconstituted LSC headed by the Attorney-General.

The reconstituted Legal Service comprises LSOs holding non-judicial posts in the Legal Branch of the former Legal Service, such as in the AGC, and MSBs. The restructuring into separate Services aimed to meet the growing demands of an increasingly complex and rapidly evolving legal landscape.

The LSC is constituted under Part 9 Chapter 4 of the Constitution. Article 111J(2) of the Constitution provides that the LSC consists of:

- (a) the Attorney-General (as President);
- (b) the Chairman of the Public Service Commission (as Vice-President); and
- (c) the following other members:
 - (i) up to two members appointed by the President on the advice of the Attorney-General;

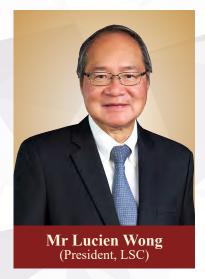
- (ii) up to two members appointed by the President on the advice of the Chairman of the Public Service Commission; and
- (iii) up to two members appointed by the President on the advice of the Prime Minister.

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

The LSC may, under Article 111Q of the Constitution, make regulations to establish one or more personnel boards and delegate its functions and powers to a personnel board, except for the functions or powers relating to: disciplinary control or dismissal; officers in the Singapore Legal Service at or above the threshold grade (Grade 2) including the power to appoint or promote an officer to that grade; and officers in the Singapore Judicial Service holding a post prescribed by regulations made under Article 111F(2), if that function or power could not have been delegated by the JSC under Article 111I.

The LSC comprised (as of 31 December 2022) Attorney-General Mr Lucien Wong as President; the Chairman of the Public Service Commission Mr Lee Tzu Yang as Vice-President; and Deputy Attorney-General Mr Lionel Yee, Deputy Attorney-General Mr Hri Kumar Nair, Mr Adrian Chan, Mrs Goh Swee Chan, Mr Andrew Lim and Mrs Stephanie Gault as Members.

THE LEGAL SERVICE COMMISSION

















Legal Service **Personnel Boards**

Pursuant to the reconstitution of the Legal Service, the Legal Service (Personnel Boards) Regulations 2022 came into operation in January 2022. personnel board may exercise the delegated functions and powers under the LSC's direction and control.

Appointments, Postings and **Transfers Board**

The LSC delegated to the Appointments, Postings and Transfers Board ("APT Board") the jurisdiction and power to first appoint a person as an LSO at any grade below the threshold grade; confirm an LSO at any grade below the threshold grade; emplace an LSO on the permanent establishment at any grade below the threshold grade; transfer an LSO below the threshold grade to any post under

the LSC's jurisdiction; (with the prior agreement of the relevant Commission/ personnel board as the case may be) transfer an LSO below the threshold grade to another Scheme of Service in the public service (other than the Singapore Judicial Service) or a public officer from another Scheme of Service in the public service (other than the Singapore Judicial Service) to be an LSO below the threshold grade; and (with the prior **ISC** agreement of the relevant personnel board as the case may be) transfer an LSO below the threshold grade to be a Judicial Service Officer ("JSO") or a JSO to be an LSO below the threshold grade.

The APT Board comprised (as of 31 December 2022) Attorney-General Mr Lucien Wong as the Chairperson; Deputy Attorney-General Mr Lionel Yee, Deputy Attorney-General Mr Hri Kumar Nair, Deputy Attorney-General Mr Tai Wei Shyong and Deputy Attorney-General Mr Ang Cheng Hock as Members. The APT Board undertook in 2022 the delegated functions and powers.

The Appointments, Postings and Transfers Board







(Deputy Attorney-General)



(Deputy Attorney-General)



Attorney-General)

Legal Service Special Personnel Board

The LSC delegated to the Legal Service Special Personnel Board the jurisdiction and power to promote any LSO to Grade 3 or 4. The Special Personnel Board

comprised Attorney-General Mr Lucien Wong the Chairperson; Deputy Attorney-General Mr Lionel Yee and Deputy Attorney-General Mr Tai Wei Shyong as Members, as of 31 December 2022. The Special Personnel Board undertook in 2022 the delegated functions and powers.

The Special Personnel Board







Legal Service Senior **Personnel Board**

The LSC delegated to the Legal Service Senior Personnel Board the jurisdiction and power to promote any LSO to Grade 5A, 5B or 6A. The Senior Personnel Board comprised AttorneyGeneral MrLucien Wong Chairperson; Deputy Attorney-General Mr Hri Kumar Nair, Deputy Attorney-General Mr Tai Wei Shyong and Deputy Attorney-General Mr Ang Cheng Hock as Members, as of 31 December 2022. The Senior Personnel Board undertook in 2022 the delegated functions and powers.

The Senior Personnel Board











RECRUITMENT

LSOs in the Singapore Legal Service

As at 31 December 2022, there were 552 LSOs in the Singapore Legal Service.

Recruitment

Candidates applying for appointment to the Singapore Legal Service require a law degree from the National University of Singapore ("NUS"), the Singapore Management University ("SMU"), the Singapore University of Social Sciences ("SUSS") or an approved overseas university. Those from the approved overseas universities are also required to pass the Part A of the Singapore Bar Examinations prior to appointment as an LSO. There were 119 applications in 2022 for possible appointment to the Singapore Legal Service. Of the 119, 70 candidates were shortlisted for an interview, of which 50 were selected for appointment as an LSO. A total of 33 candidates assumed duty in the Legal Service in 2022. This included candidates who had been interviewed/ selected prior to 2022.

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

Thirty-six LSOs who had been appointed on contract were emplaced on the permanent establishment in 2022. Nine others – who were Public Service Commission ("PSC") scholars and had been appointed on probation – had their appointments confirmed in the same year. Three officers from the Management Executive Scheme of Service were transferred in 2022 to the Legal Service Scheme of Service and appointed LSOs. One officer was appointed under the Movement Policy.

Attrition

There were 42 resignations (7.6%) in 2022. Fourteen other LSOs (2.5%) left in the year. This included a retirement, four who left on completion of contract (including one at age 68 on completion of re-employment contract), eight transfers of Service (including six to the Singapore Judicial Service) and a demise in Service.

Legal Service Outreach Activities

The Legal Service undertook outreach activities with law undergraduates, Juris Doctor ("JD") and pre-university students in 2022.

LSOs shared their experiences and the wide variety of work and internship opportunities available in the Legal Service and addressed queries raised from students.

Legal Service Internship Programme 2022/2023

The Legal Service offers internship opportunities to law undergraduates and JD students from the NUS, the SMU, the SUSS and the approved overseas universities.

The Internship Programme serves as an avenue for candidates to gain a greater awareness of the nature and variety of work that is available in the Legal Service. It is also a green-harvesting tool for the Legal Service to identify and attract suitable candidates to consider a career in the Legal Service.

There are two internship tranches in a year, namely a mid-year cycle and a year-end cycle. The tranches coincide with the vacation periods of major law schools/institutions in each academic year. Fifteen Legal Service departments participated in the 2022/2023 Internship Programme and hosted a total of 79 interns. The details are set out at **TABLE 1**.

TABLE 1: 2022/2023 INTERNSHIP PROGRAMME

Department	No. of Interns Hosted
ACRA	1
AGC	29
CCCS	4
IPOS	1
LAB	12
MCCY	3
MCI	2
MHA	3
MINDEF	2
MINLAW	6
MOE	1
MOH	3
MOM	6
MSF	4
SLA	2
Total	79

Public Service Commission Law Scholars

Four individuals were awarded the PSC Scholarship (Legal Service) in 2022. The new scholars were invited to an annual meeting for all PSC Scholars (Legal Service) in late August 2022. The event was held over Zoom which allowed scholars who were undertaking their Master of Laws ("LLM") to participate in the session. Deputy Attorney-General Mr Lionel Yee hosted the meeting. This was the first annual meeting since the restructuring of the then Legal Service into a newly constituted Judicial Service reconstituted Legal Service. and The scholars engaged actively with Deputy Attorney-General Yee on various issues including the directions and plans of the new Legal Service, to better appreciate the impact these changes may have on their professional development and career in the Public Service. They also sought guidance on possible areas of law they could consider/pursue during their undergraduate or postgraduate studies.

The scholars were also invited to major events in the annual legal calendar such as the Legal Service National Day Observance Ceremony which took place in August 2022. The event provided the scholars an in-person opportunity to engage with LSC Members and department heads to learn more about

the key developments in the Legal Service and the work and opportunities at the various departments.

Review of the Appointment and Emplacement/ Confirmation Framework

The Legal Service undertook a review of its appointment and emplacement/confirmation framework. The intent was to ensure greater rigour in assessing the suitability of LSOs for long-term employment in the Legal Service. The refined framework was implemented in October 2022.

PERFORMANCE MANAGEMENT

Pursuant to the reconstitution of the LSC and restructuring of the Legal Service in 2022, the tenets of meritocracy, fairness, transparency and the drive for excellence continue to underpin the Legal Service performance management frameworks.

Being a professional Scheme of Service and a vital element of the Singapore Public Service, the Legal Service utilises a curated hybrid of both the generic Civil Service "Our Core Competencies" and Legal Service-specific competencies to evaluate the performance of LSOs and harness their potential to the fullest. This is also in tandem with the Public Service's transition to a competency-based HR model that is to be adopted throughout the entire Civil Service and which the Legal Service would also be adopting.

The reconstituted LSC, the Legal Service Special Personnel Board and the Legal Service Senior Personnel Board approved the promotions to the next higher LSO-grade of a total of 111 LSOs in the April 2022 Promotion Exercise. The breakdown of the 111 LSOs is set out at **TABLE 2**.

TABLE 2: 2022/2023 PROMOTION EXERCISE		
Promotions	No. of LSOs	
Within the Superscale Grades	10	
Into the Superscale Grades	13	
Within the Timescale Grades	88	
Total	111	

REMUNERATION

The Legal Service aims to attract and retain LSOs by adopting a performance-based and market-driven remuneration framework that is designed to keep pace with but not lead the private legal services sector in Singapore.

The Legal Service undertook a review of the Legal Service Remuneration Framework. The review was undertaken jointly with the Singapore Judicial Service and Public Service Division. The recommendations with respect to the Legal Service Remuneration Framework were formally approved by the LSC and the Minister-in-Charge of the Public Service. The

revised Legal Service Remuneration Framework was implemented with effect from 1 October 2022. The outcomes included the introduction of a new variable monthly component known as the Legal Variable Component, following the merging of the Legal Service scheme-specific bonuses.

All eligible LSOs 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 Legal Service posting framework is a key component in the overall HR framework for LSOs. It aims to provide the necessary training and development to LSOs as part of their career development whilst concurrently meeting the manpower needs in the various departments of the Legal Service. The main objective is to ensure that LSOs are nurtured, developed and provided the necessary exposure so that they may be as "future-proof" as possible and be prepared to meet and respond to challenges and evolving needs of Singapore.

The Legal Service has in place three Specialist Tracks, namely the Litigation Specialist Track, the Legislative Specialist Track and the International Law Specialist Track. The framework is to

cater to LSOs who are inclined to and deemed to be suitable to grow in their career and become specialists in a particular area of law. Twenty-three LSOs were placed on the Specialist Tracks in February 2021. Of these 23 LSOs, three were identified for a two-year secondment to the Singapore Judicial Service in 2022. Two undertook the secondment at the Supreme Court and one undertook the secondment at the State Courts. Another four LSOs were placed on the Litigation Specialist Track in August 2022.

A total of 71 LSOs (11 Superscale LSOs and 60 Timescale LSOs) were re-posted/seconded in 2022. Another six LSOs (two Superscale LSOs and four Timescale LSOs) were appointed to the Judicial Service via a Transfer of Service from the Legal Service in 2022.

Continuing Education

A total of seven LSOs were awarded LSC Scholarships in 2022 to study for an LLM in the academic year 2022/2023. Three LSOs studied for an LLM locally at the NUS while the remaining four LSOs studied for an LLM in the United States of America ("USA") – one each at Columbia University, Harvard University, New York University and University of California, Berkeley.

LSOs were also nominated to attend milestone training programmes organised by the Public Service Division/Civil Service College. In 2022, one LSO attended the Senior Management Programme, one LSO completed the Director's Developmental Experience and two LSOs attended the Management Development Course. Four other SAL-INSEAD LSOs attended the Legal Leadership Programme jointly developed by the Singapore Academy of Law and INSEAD.

THE LEGAL SERVICE COMMISSION SECRETARIAT

The Legal Service was restructured into a newly constituted Judicial Service and a reconstituted Legal Service with effect from 14 January 2022. Following the restructuring, Mr Siva Shanmugam was appointed the Secretary to the reconstituted LSC with effect from 26 January 2022. Mr Jeffrey Sim was appointed the Chief of Staff of the Singapore Legal Service with effect from 17 January 2022.

The Secretary to the LSC, the Chief of Staff of the Singapore Legal Service and the LSC Secretariat continued to support the LSC and the Legal Service Personnel Boards in the discharge of their functions in 2022.

SINGAPORE LEGAL SERVICE

Attorney-General's Chambers

AGC-Legal Service Academy/ Advocacy Group/ 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

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

Prime Minister's Office (Comms Group)

Posts in Statutory Boards/ Statutory Bodies

Accounting & Corporate Regulatory Authority

Competition and Consumer Commission of Singapore

Defence Science & Technology Agency

Economic Development Board

> Health Sciences Authority

Home Team Science and Technology Agency

Info-Communications Media
Development Authority/
Personal Data Protection
Commission

Intellectual Property Office of Singapore

Inland Revenue Authority of Singapore

Monetary Authority of Singapore

Majlis Ugama Islam Singapura

National Environment Agency

> National Parks Board

Singapore Land Authority

Singapore Medical Council



LSC POSTGRADUATE SCHOLARSHIPS IN LAW

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

Seven LSOs were awarded LSC Scholarships in 2022 to study for an LLM: three in Singapore and four in the USA. The LSOs share their experiences.

Scholars - Singapore

(Lynn Tan, Genevieve Lee and Dwayne Lum)



We were awarded scholarships by the LSC to pursue our LLMs at the NUS.

The LLM programme provided a conducive learning environment, which we thoroughly enjoyed. As NUS alumni, we were pleased and proud to find that the standard of teaching and academic rigour had been raised and was of a consistently high level. We took the chance to pursue modules which broadened our

knowledge of the law and which would better equip us for practice. This included modules on public and private international law, regulation and political economy, as well as corporate and financial services law. In doing so, we were also updated on new and developing areas of the law – e.g. regulation of crypto assets and artificial intelligence.

The student body was diverse and international, with classmates hailing not just from Asia, but more distant regions of the world like Europe and Canada. The diversity of the student body meant class discussions often elicited different viewpoints on how the law should be. It was also illuminating to interact with classmates from different legal systems (i.e. civil law countries) to understand their legal culture, something not frequently done in the course of our work. As students with work experience, we were able to bring a dynamism and depth to class discussions with our unique and practical perspectives.

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

Scholars - USA

(Jasper Wong, James Low, Jeslyn Chionh and Jotham Tay)









Our LLM programmes in the United States afforded us an expansive education on a wide-ranging field of law, including domestic, international and comparative law. The advantage of the American system is their multi-disciplinary approach, which exposed us to scholarship beyond the traditional legal perspective and enabled us to gain a sensitivity to the intersectionalities between the law and society. Our professors are undoubtedly the leading academics in their respective fields and we benefited greatly from their experience and expertise.

We were also able to grow our personal and professional network with our peers, some of whom are amongst the best law students from around the world, and have been deeply enriched by their friendship and support over the year.

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

MILESTONE TRAINING PROGRAMMES IN LEADERSHIP/MANAGEMENT

The Legal Service promotes continual education in areas of leadership and management by sending LSOs for milestone training programmes ("MTPs") organised by the Public Service Division/Civil Service College. These MTPs are attended by officers from the Civil Service and the larger Public Service and Administrative Service, thus exposing the LSOs to a wider network of

peers as well as diversity of perspectives and ideas. In 2022, one LSO attended the Senior Management Programme ("SMP"); one LSO completed the Directors' Developmental Experience ("DDE"); and another two LSOs attended the Management Development Course ("MDC"). These LSOs share their experiences.

29th Senior Management Programme

(Diane Tan)



The 29th SMP took place from 18 July to 31 August 2022. This was the first SMP to take place fully in-person as previous rounds had to be conducted mostly virtually due to the COVID-19 pandemic. After two years of limited contact imposed by the pandemic, the 29th SMP participants thoroughly embraced the opportunity to get to know one another

in person, and to dialogue with key political office holders, policymakers, and private sector stakeholders face-toface. We very quickly came to realise the importance of in-person connections that simply cannot be replaced by virtual meetings. Such personal connections are key to building up camaraderie and ties across the Public Service. One of the highlights of the 29th SMP was the overseas component, with trips to Johor, Vietnam (Hanoi and Ho Chi Minh), and Jakarta. These visits allowed the 29th SMP participants to broaden and deepen our understanding of these key bilateral partners, and of the constant efforts being undertaken for Singapore to remain relevant to these partners and in the region.

Another highlight of the 29th SMP was the SMP Lab component, where the SMP participants embarked on projects we were passionate about to learn first-hand how to drive change through working with a diverse range of stakeholders. The project I was very proud to be a part of was called the KopiGao initiative, where my team explored how we could make pet-friendly outdoor dining okay by default, in order to make common spaces more inclusive.



2nd Directors' Developmental Experience (Ilona Tan)



I attended the 2nd DDE from 5 October 2021 to 15 July 2022. The objective of the programme is to equip new directors with leadership and managerial competencies to enable them to succeed in their new role. Aside from the formal learning components, what I found especially valuable was the opportunity to form new friendships and connections with other public service leaders and to learn from their experience and struggles. What set this apart from other programmes was

the unique emphasis on the impact of the COVID-19 pandemic on the work of the Government as well as the role of leaders in effectively leading and managing a team during this trying period. We had many earnest conversations (amidst fun activities) on how to build team solidarity, prevent burn-out, and keep morale high among staff while navigating challenging policy and operational adjustments in an uncertain and unpredictable environment.

21st and 22nd Management Development Course

(Senthilkumaran Sabapathy and Germaine Boey)



The MDC is a full-time, four-week course for public service middle-managers. It comprised two modules.

The first module was on Personal Leadership, and involved individual coaching and small group sessions. It was challenging, but enriching: we had to stretch ourselves and deeply reflect on our strengths and foibles as leaders.

The second module was on Governance and Policy. We had the privilege of senior leaders sharing with us Singapore's context and challenges across a range of sectors. The sessions were informative and inspiring, as leaders such as Deputy Prime Minister Mr Lawrence Wong and the Minister for Culture, Community and

Youth and Second Minister for Law Mr Edwin Tong shared with us their philosophies and vision for the Public Service. We realised the importance of the role we play as public officers in enabling Singapore to thrive in an increasingly volatile, uncertain and complex environment.

Another highlight was the connections we formed with the fellow participants. We benefitted from learning about their work; and they were similarly fascinated about our roles as LSOs. The relationships have already started to bear fruit – we can now reach out to familiar names from other agencies over an instant message, rather than having to send lengthy formal emails!



PRIDE IN SERVICE

National Day Awards



(Left to Right) Front row:
Mr Andrew Lim, Mr Lee Tzu Yang, Attorney-General Mr Lucien Wong, Mr Lionel Yee, Mrs Stephanie Gault
(Left to Right) Back row:
Mr Ong Chin Heng, Mr Wong Thai Chuan, Mr Derek Loh, Ms Sharon Ong, Ms Regina Chang, Mr Leong Kwang Ian

The William Pickering Ballroom of the Parkroyal Collection Pickering hotel reverberated with the strains of *Majulah Singapura* on 10 August 2022 when the Legal Service held its first National Day Observance Ceremony in three years after dispensing with the previous two due to COVID-19.

The event commenced on a sombre note with the participants observing a minute of silence in honour of Senior State Counsel and Deputy Public Prosecutor Mr Gnanasihamani Kannan who passed away in June 2022 after 27 years of dedicated contributions to the Legal Service.

In his welcome remarks that followed, the Attorney-General/President, LSC Mr Lucien Wong took the opportunity to introduce Vice-President, LSC Mr Lee Tzu Yang and Members of the reconstituted LSC, and to acknowledge the Distinguished Service Order awarded to Mr Lee in recognition of his immense contributions to the Public Service, education and the arts over the years. He also conveyed his deepest appreciation to the LSO-corps for responding well amid the numerous challenges posed COVID-19 and recognised they excellent support which had continued to render to their clients other stakeholders during pandemic.

A medley of community songs by the Raffles Chorale contributed to the patriotic atmosphere before several of the National Day Award recipients for the year addressed the event. Among the more poignant recollections was that by Ms Regina Chang from the Ministry of Social and Family Development who shared her experiences in the setting up of the Office of the Public Guardian and running its Office since 2016.

Ms Sharon Ong from the Ministry of Law thanked her mentors for having inspired her over the years, the dedicated team she had been privileged to work with and also encouraged the younger generation of LSOs to continue to give of their best. Mr Wong Thai Chuan from the Civil Division of the AGC shared briefly his contributions to the fight against

COVID-19 and how he had been humbled and privileged to be part of the effort.

The reception which concluded the event was a valuable opportunity for the LSC and LSOs to mingle and interact following the establishment of the reconstituted Legal Service in January 2022.

Dis	tinguished Service Order
Mr Lee Tzu Yang	Vice-President, Legal Service Commission and Chairman, Public Service Commission
Public A	Administration Medal (Silver)
Ms Sharon Ong Director-General	International and Advisory Group Ministry of Law
Mr Derek Loh Deputy Director-General (Economic)	International Affairs Division Attorney-General's Chambers
Mr Teo Guan Siew Deputy Chief Prosecutor	Crime Division Attorney-General's Chambers
Ms Regina Chang Public Guardian	Office of the Public Guardian Ministry of Social and Family Development
Public A	dministration Medal (Bronze)
Ms Seraphina Fong Deputy Director (International Legal)	International and Advisory Group Ministry of Law
Mr Wong Thai Chuan Deputy Senior State Counsel	Civil Division Attorney-General's Chambers
(Commendation Medal
Ms Genevieve Lee Deputy Senior State Counsel	Civil Division Attorney-General's Chambers
	Long Service Medal
Mr Leong Kwang Ian Director	Legal Services Department Ministry of Defence
Mr Ong Chin Heng Senior State Counsel	International Affairs Division Attorney-General's Chambers
Ms Daphne Chang Director	Legal Division Home Team Science and Technology Agency
Ms Hee Mee Lin Head (Military Prosecution)	Legal Services Department Ministry of Defence

National Awards (COVID-19)

The National Awards (COVID-19) were special state awards conferred in 2022 to individuals and teams who had made outstanding contributions and sacrifices to Singapore's fight against the COVID-19 pandemic. A total of 17 LSOs were recognised with individual National Awards (COVID-19), while another

20 LSOs in the AGC COVID-19 Legislation Drafting, Editorial and Publication Team also received the President's Certificate of Commendation for their efforts in formulating and continually refining the array of legislative measures that had been crafted in response to the pandemic.

Public Admini	stration Medal (Gold) (COVID-19)
Mrs Owi Beng Ki	Legislation Division
Senior Legislative Counsel	Attorney-General's Chambers
Mr Lee Chuan Huei Deputy Chief Legislative Counsel	Legislation Division Attorney-General's Chambers
Public Admini	stration Medal (Silver) (COVID-19)
Ms Melanie Chng	Legal Policy Group
Director-General	Ministry of Law
Mr Colin Chow	Legal Policy Group
Director-General	Ministry of Law
Mr Adrian Loo Deputy Senior State Counsel	Crime Division Attorney-General's Chambers
Mr Tan Sze Yao	Legal Office
Director	Ministry of Health
Public Adminis	tration Medal (Bronze) (COVID-19)
Ms Ilona Tan Deputy Director	Legal Services Division Ministry of Manpower
Mr Ethan Liu	Legal Office
Senior Assistant Director	Ministry of Health
Mr Leong Kit Yu	Legal Directorate
Senior Legal Counsel	Ministry of Finance
Mr Jason Lee	Legal Office
Assistant Director	Ministry of Health

Commendation Medal (COVID-19)	
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