

# Developing Our Capability

An organisational culture that values continuous workplace learning and improvement enables our people to serve court users better.

# HARNESSING THE EXPERTISE OF THE REGISTRY

Not only do the SG Courts' dedicated registrars perform judicial work, but they are also influential in developing and implementing strategic initiatives and reforms, speaking at local and international fora, and serving on various disciplinary bodies.

## Constant and Mutual Learning

To keep abreast of the latest legal developments, the SG Courts Registry regularly curates and circulates noteworthy case summaries. It also conducts monthly seminars and internal training sessions, for instance, to prepare registrars for the implementation of the new Rules of Court 2021.

In 2021, the Supreme Court Registry launched a Sharing and Support Programme to facilitate the sharing of experiences and feedback among registrars. Each of the three specialised clusters of registrars gathered every quarter to discuss work challenges as well as contemporary legal issues or judicial decisions that contain valuable learning points and/or judicial best practices. An additional cross-cluster session was held to enable sharing between different clusters.

Moreover, several registrars have undergone training as judicial educators and been co-opted into the Singapore Judicial College (SJC) Faculty, where they assist in delivering specialist training for tri-court judicial officers. They also organise regular fireside chats with Supreme Court Judges to hear the Judges' perspectives on judicial best practices and specialised legal topics.

## Speaking Engagements and Opportunities

Here are some key speeches and papers delivered by registrars, as well as panels on which they spoke, in 2021:

- 13 January – "Introduction to the Singapore International Commercial Court" (at the Joint Seminar on the Belt and Road Initiative, organised by the SJC and the National Judges College of the People's Republic of China)
- 6 March – "Singapore Convention on Mediation and Its Impact on Practice" (at the Japan Institute for International Arbitration Research and Training webinar series, co-sponsored by Chuo University Research Project on Comparative Law and Culture)

- 10 March – "The New Singapore International Commercial Court Rules: An Overview" (at the SICC Symposium)
- 22 April – Paper summarising the changes to be made by the Rules of Court 2021 (at the Litigation Conference Workshop 2021, organised by the Civil Practice Committee of the Law Society of Singapore)
- 23 July – "The SICC in Action" (at the Joint Conference on International Commercial Law, organised by the SJC and the Hainan High People's Court)
- 14 September – "Promotion of Cross-Border Cooperation in the Region, Including Development of UNCITRAL Model Law on Cross-Border Insolvency" (at the Forum on Asian Insolvency Reform 2021, co-hosted by INSOL International and the World Bank Group)

## External Bodies

Disciplinary bodies which Supreme Court registrars serve on include:

- Review Committees and Inquiry Committees constituted under the Legal Profession Act 1966;
- Disciplinary Tribunals constituted under the Medical Registration Act 1997; and
- Copyright Tribunals and the panel of Intellectual Property Adjudicators at the Intellectual Property Office of Singapore.

In some cases, the Registry provides administrative support to these bodies. For example, several Supreme Court registrars serve on the Secretariat of the Disciplinary Tribunals constituted under the Legal Profession Act 1966. Another concurrently serves as the Registrar of the Appeals Board (Land Acquisition).

Supreme Court registrars also contribute to the development of international instruments such as conventions and model laws. As members of the Singapore delegations to working groups of the United Nations Commission on International Trade Law (UNCITRAL) and the Hague Conference on Private International Law (HCCH), they have provided technical assistance and substantive inputs on draft instruments.



Learning from one another allows SG Courts staff to gain new knowledge and skills that they can integrate into their work.

# PROMOTING SOCIAL SCIENCE IN FAMILY JUSTICE

The Counselling and Psychological Services (CAPS) team at the Family Justice Courts (FJC) consists of mental health professionals with specialist training or expertise in the fields of counselling, psychology and social work. Given such diversity, a CAPSule series of webinars was birthed in June 2021 as a platform for CAPS Specialists to engage in co-learning and professional exchange. Court administrators and judicial officers were also invited to join the webinars to broaden their knowledge.

Held every alternate month, the bite-sized webinars covered current social science topics that were curated by different CAPS Specialists and relevant to the FJC's work, such as mental health and theories on family relations and dynamics. Focus was given to practical knowledge that would help participants better support court users.

Six CAPSule webinars have been organised to date, drawing a total of 228 participants within the FJC. Out of these, about 40% were non-CAPS Specialists. Positive feedback was garnered from the participants. For example, after the webinar on dementia, many shared that they would be more mindful and empathetic when interacting with elderly court users, particularly vulnerable adults, and with the elderly in their personal lives.

These affirmations have encouraged CAPS to continue organising CAPSule webinars in 2022.

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Therapeutic Justice

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PartnershipsConnecting With  
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# INTERNAL TRAINING TURNS DIGITAL

## LEARN@Judiciary

Launched on 29 April 2021, LEARN@Judiciary is a dedicated whole-of-Judiciary platform to host, create and share training content, thus paving the way for the integration and sharing of digital learning content and information across all three Courts. There are currently 12 eLearning modules in LEARN@Judiciary, including modules on judgment writing, management of Family Justice Courts (FJC) cases by FJC Counselling and Psychological Services, and information and communications technology (ICT) security policy. The project won the 'One Judiciary Award' category at the inaugural Chief Justice's Awards.

## Conference of Court Administrators

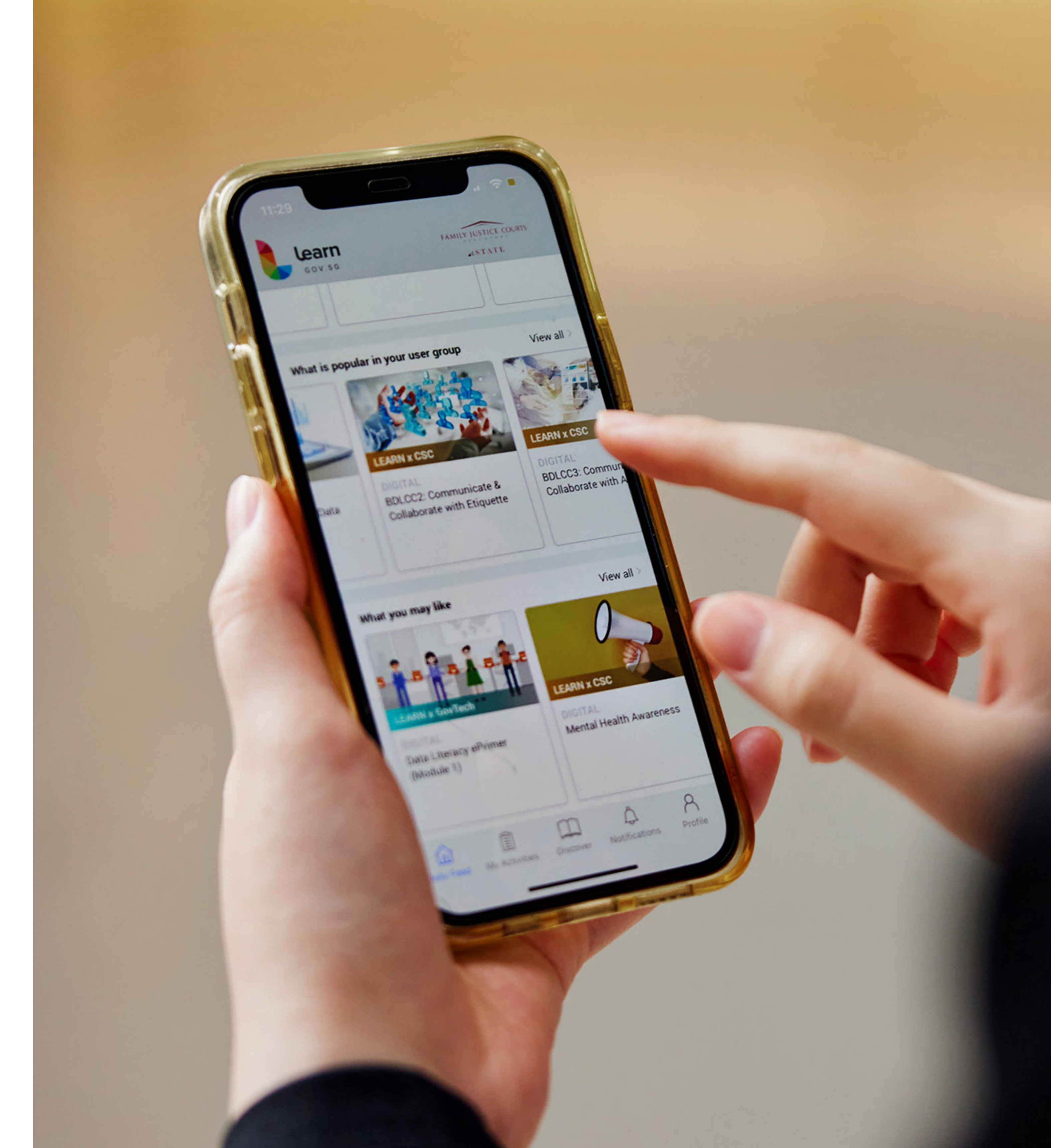
The inaugural Conference of Court Administrators took place over two runs on 7 and 13 December 2021. It brought together 660 court administrators from all three Courts for a one-day virtual learning experience, which was themed "Emerging Stronger for the Future". Participants shared their views on the critical roles they play as court administrators and discussed how the profession could emerge stronger

from the current pandemic. There were pre-recorded talks and live speeches by the likes of Chief Justice Sundaresh Menon, Head of Civil Service, Mr Leo Yip, and Barrister Rachel Spearing from the Serjeants' Inn Chambers, London, as well as hands-on workshops.

## Reset Day

A Reset Day was conducted on 20 September 2021 to encourage all officers across the Judiciary to "reset" their thinking and mindset in respect of innovation and transformation. It achieved a credible attendance rate of 51% (or 555 out of 1,083 possible attendees).

In his video message, the Chief Justice encouraged everyone to be willing to embrace change and to "make, break and remake". This set the tone for the subsequent series of presentations. There was also a panel discussion where officers posed questions to the senior management of the three Courts on what it takes for the Courts to reset. An e-learning module was launched in conjunction with Reset Day as well.



More eLearning modules will be progressively added to the LEARN@Judiciary platform.



Short training sessions (right) and full-fledged master's programmes (above) are among the courses offered by the SJC.

# OFF TO COLLEGE

Besides delivering its mainstay core programmes on judgecraft and bench skills, 2021 saw the Singapore Judicial College (SJC) conduct training for State Courts judges on the forensic analysis of evidence and judgment writing, as a foretaste of structured training under the Judicial Competency Framework. This initiative was led by Chief Justice Sundaresh Menon



together with Justice of the Court of Appeal Tay Yong Kwang, Justice Vincent Hoong (Presiding Judge of the State Courts), Justice See Kee Oon (Judge in charge of the General Division of the High Court and SJC Faculty) and Justice Vinodh Coomaraswamy (SJC Senior Faculty). The SJC's signature Judiciary-Wide Induction Programme was also revamped to include judicial perspectives and 'Conversation Circles', so that participants could contextualise the judgecraft and bench skills training they had previously undertaken.

The Master of Laws in Judicial Studies programme, jointly offered by the SJC and Singapore Management University, bore fruit as the inaugural batch of candidates graduated in 2021. Two local candidates from the cohort were subsequently appointed to the SG Courts. Apart from advanced substantive law modules, the programme features advanced judicial learning in judgecraft, leadership, innovation and management, as well as an opportunity to undertake empirical judicial research.

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