

Singapore Judicial College

Judicial Executive Programme 2025

Programme Outline

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For enquiries and feedback about this programme, please email Mr Gabriel Chua (gabriel_chua@judiciary.gov.sg)

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1. About the programme

1.1. Programme description

- 1.1.1. The Judicial Executive Programme ('JEP') is the Singapore Judicial College's ('SJC') flagship programme for judicial leaders worldwide to acquire the knowledge and thinking skills needed to understand, embrace, and be future ready to lead judicial transformation in an increasingly complex and uncertain environment.
- 1.1.2. Based on a conception of the judge as an administrator of justice having both adjudicative and systemic functions, the JEP complements our Master of Laws (Judicial Studies) programme with Singapore Management University School of Law by focusing on judicial leadership.
- 1.1.3. The JEP 2025 is a 5-day programme designed around five thematic modules, each comprising a wide range of topics designed to empower judicial leaders world-wide with the knowledge and thinking skills required to lead with vision and to transform their judiciaries into relevant, future-ready and trusted institutions:
 - a. Theme 1: Judge as Learner and Adjudicator
 - b. Theme 2: Judge as System Reformer and Leader
 - c. Theme 3: Judicial Risks and Futures
 - d. Theme 4: Technology and Courts of the Future
 - e. Theme 5: Judicial Transformation and Innovation
- 1.1.4. An overview of the curriculum and pedagogy of the programme follows and will be updated periodically. For confirmed speakers to date and updates to this programme outline, please visit: <https://www.judiciary.gov.sg/singapore-judicial-college/judicial-executive-programme> periodically.

1.2. Competency framework and Key learning outcomes

- 1.2.1. This programme addresses the following under the SJC's Judicial Competency Framework ('JCF'):

Key Responsibilities	Adjudicative & Systemic Functions
Competency Categories	<ul style="list-style-type: none"> • Leadership • Reform and Innovation • Socio-legal and Public Policy Perspectives • Legal Knowledge, Research and Analysis • Collaboration • Communication • Judicial and Legal Ethics • Learning and Adaptation

Learn more about the JCF at: <https://www.judiciary.gov.sg/singapore-judicial-college/competency-framework>

- 1.2.2. By the end of the programme, learners will be able to:

Learning Outcomes
<ol style="list-style-type: none"> 1) Analyse the key factors having an impact on the administration of justice as part of strategic leadership of a team, department or organisation within the court system. 2) Apply creative problem-solving approaches such as design thinking to initiate and execute justice system reform at various levels within the court system. 3) Appreciate the intersection between law, governance and public policy, and trends affecting society, for insights to inform initiatives by the courts to facilitate access to justice for all. 4) Reflect on the development of substantive laws in response to emerging technologies and environmental sustainability, and the role of the courts in contributing to such developments.

- 5) Reflect on the need to establish and maintain a co-operative relationship with internal, external, local and international stakeholders to advance the rule of law and the administration of justice.
- 6) Analyse what it means for courts to communicate effectively the role of the court and judges to a range of audiences and in a manner that addresses associated judicial risks.
- 7) Reflect on what it means to uphold the dignity of judicial office and promote ethical conduct within the judiciary and the broader legal profession.
- 8) Appreciate a range of approaches to becoming adaptive lifelong learners as a means of maintaining continuing judicial competence.

2. Learning Programme

DAY 1: 24 NOV 2025, MONDAY
VENUE: State Courts of Singapore

Theme 1:
Judge as Learner and Adjudicator

Time	Activity
0900 – 0930	Registration & Welcome Breakfast
0930 – 0945	Welcome Address
0945 – 1100	Opening Lecture <i>followed by</i> Panel Discussion with Senior Judges of the Supreme Court of Singapore <u>Provisional synopsis:</u> <p>Traditional approaches to learning situate the expert and expertise as termination points. The complexification of our world, accelerating pace of change and disruptive forces on traditional institutions and relationships requires a conception of learning and expertise that is premised on expertise being a more dynamic and continuing process of 'becoming'. What are the implications of this for how judges learn and to what end? This session unpacks what it means to be a 'learning judge' and why it is imperative that judges adopt a continuing, proactive and self-directed approach to their learning and professional development.</p>
1100 – 1115	Tea Break
1115 – 1215	<i>Conversation Circle Activity</i> Judge as Learner – Continuing Competence <u>Provisional synopsis:</u> <p>This interactive group discussion invites learners to critically engage with what it means to be a judicial learner within the context of their own judicial practice. Learners will be invited to each share a quote or an image (or both) that sums-up their approach to, or view of, or feelings about continuous learning and professional competence. The quote/image can be an original one reflecting their thoughts on the matter or be a third-party</p>

one that resonates with them. The talking points for the session will then be grounded in their quotes/images.

1215 – 1345	Welcome Lunch
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1345 – 1500	<i>In Perspective Plenary</i>
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Judge as Adjudicator – Conversations with the Bench

Provisional synopsis:

Deliberation and decision-making are the means by which a judge enables access to justice through the adjudicative function. In discharging this function, a judge proceeds from fact-finding, to sense-making, to deciding (deliberating) what the just outcome under the law is. In this session, senior judges share their adjudicative journeys and unpack the skillsets required in order to serve substantive and procedural justice in the foreseeable future, and reflect on future challenges to the adjudicative function and possible solutions.

1500 – 1515	Tea Break
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1515 – 1630	<i>Shared Perspective Plenary</i>
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Judge as Adjudicator – Case Management

Provisional synopsis:

This session explores the range of approaches to case management within the common law tradition and initiates a discussion of the role of the judge in the adversarial dispute resolution process. How might conceptions of case management evolve to enable more judge-led dispute resolution approaches? What is the role of case management in facilitating substantive, procedural and participatory justice? What can Common Law and Civil Law jurisdictions learn from each other in how case management is understood conceptually and implemented practically? Learners are invited to critically engage with these issues and their implications on the adjudicative function of the judge.

1630 – 1700	Wrap-up
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END OF DAY 1

DAY 2: 25 NOV 2025, TUESDAY
VENUE: State Courts of Singapore

Theme 2:
Judge as System Reformer and Leader

Time	Activity
0900 – 0930	Registration
0930 – 0935	Learning Outcomes for Day 2
0935 – 1105	<p><i>In Perspective Plenary</i></p> <p>Judge as System Reformer – The SG Courts Journey</p> <p><u>Provisional synopsis</u></p> <p>In these unprecedented times of seismic change, judges must appreciate their important role as agents (team-members and team-leaders) of appropriate justice system reform. This session is designed to raise awareness of various Singapore Judiciary reform initiatives, articulate the opportunities for collaboration within and across judiciaries when conceiving of systemic reforms, and highlight how these reforms are by no means a ‘new’ ask of judges. Learners will be invited to reflect on their own role in justice system reform across the administration of justice – from court administration and operations, to procedural and substantive justice system reforms.</p>
1105 – 1120	Tea Break
1120 – 1205	<p><i>Learning Journey Activity</i></p> <p>Service Delivery at the State Courts</p> <p><u>Provisional synopsis</u></p> <p>Hosts from the SGCourts Service Excellence and Access to Justice divisions will take learners on a guided tour of a range of frontline court services and facilities at the State Courts of Singapore that have actively undertaken reform initiatives to improve court user experiences and operational efficiency. Among the services that are part of this learning journey are the State Courts Help Centre, Bail Centre, Service Hub and Business Centre.</p>
1205 – 1305	Lunch

1305 – 1420 *Learning Journey Activity*

Service Delivery at the Family Justice Courts

Provisional synopsis

Hosts from the Family Justice Courts ('FJC') will take learners on a guided tour of a range of frontline court services and facilities at the newly-renovated FJC building known as the 'Octagon' after its unique shape. The FJC hosts will share insights into the design of court spaces and services that are an important complementary aspect of the FJC's model of Therapeutic Justice.

1420 – 1550 **Keynote Lecture by The Honourable Chief Justice Sundaresh Menon**

followed by

Judge as Leader – A Conversation with Chief Justice Sundaresh Menon

1550 – 1620 **Photo-taking**

1620 – 1700	Tea Reception with Chief Justice Sundaresh Menon
END OF DAY 2	

DAY 3: 26 NOV 2025, WEDNESDAY
VENUE: Supreme Court of Singapore

Theme 3:
Judicial Risks and Futures

Time	Activity
0900 – 0930	Registration
0930 – 0935	Learning Outcomes for Day 3
0935 – 1035	<i>In Focus Plenary</i> Mis/Disinformation and Judicial Risks <u>Provisional synopsis</u> <p>In this session, our experts demystify the nature and challenges of misinformation and disinformation across three dimensions: Truth, Technology, and Trust. First, the session explores the ways in which the notion of objective truth and fact in public discourse is eroding and why is this happening. Second, we examine the emerging technologies that are enabling the scale and sophistication of mis/disinformation, and discuss how these technologies may also present solutions to mis/disinformation. The session concludes with an examination of the risks posed to judicial systems from misinformation and disinformation by examining the impact on public perceptions of trust and trustworthiness of courts and judges.</p>
1035 – 1050	Tea Break
1150 – 1220	<i>In Focus Plenary</i> Mitigating Public Communications Risks in the Courts <u>Provisional synopsis</u> <p>Social and new media are changing how information is created and disseminated at scale. Courts around the world are engaging with the public through these media formats in addition to traditional media. What characterises communication on social and new media platforms? What are the features of citizen journalism? What are the opportunities and challenges facing courts as they communicate with the public through these channels? How do courts manage the attendant risks? These are just some of the burning issues explored in this session.</p>
1220 – 1320	Lunch

1320 – 1450 *In Focus Plenary***Climate Justice – Tackling Climate Change Through the Justice System**Provisional synopsis

In this session, participants are introduced to the science of climate change and the scientific evidence for urgent action to be taken by the public and private sectors. Against this backdrop, the role of the legal system in ensuring just climate outcomes will be explored with specific reference to a growing number of climate litigation cases being heard by courts. Learners will be invited to reflect on what climate justice means as practical actions by courts. The discussion will conclude with an innovative take on Therapeutic Justice and its applications to issues of environmental sustainability.

1450 – 1505 **Tea Break**1505 – 1715 *Experiential Learning Activity***A Walk Through Singapore Environmental Law @ Woodlands Botanic Gardens****Bridging Last Mile Access to Justice in the Heartlands**Provisional synopsis

In this session, we explore Environmental Law on the one hand and Law in the Environment on the other. We kick-off with a delightful guided-tour of Woodlands Botanic Gardens while our hosts share insights into Environmental Law in Singapore and how Singapore is addressing climate change. Then we pay a visit to a Community Law Centre run by Pro Bono SG, an access to justice partner of the Singapore Courts, to experience how last mile justice needs are met in the local environment by the justice system community.

1715 – 1730 **Wrap-up**1730 – 1800 **Return to Supreme Court of Singapore****END OF DAY 3**

DAY 4: 27 NOV 2025, THURSDAY
VENUE: Supreme Court of Singapore

Theme 4:
Technology and Courts of the Future

Time	Activity
0900 – 0930	Registration
0930 – 0935	Learning Outcomes for Day 4
0935 – 1050	<p><i>Tech Futures Plenary</i></p> <p>Emerging Technologies – Regulatory Responses</p> <p><u>Provisional synopsis</u></p> <p>How are emerging technologies challenging and problematising traditional regulatory regimes across areas such as intellectual property, privacy, security, and finance? Where are the regulatory gaps and how can these gaps be addressed at the levels of users/consumers; producers/owners; and public institutions? In this session, we examine what is on the regulatory horizon from a range of vantage points.</p>
1050 – 1105	Tea Break
1105 – 1220	<p><i>Tech Futures Plenary</i></p> <p>Emerging Technologies – Judicial Responses</p> <p><u>Provisional synopsis</u></p> <p>This session takes a deep dive into cases involving novel or complex issues of fact and law arising from a range of emerging technologies that have found their way to courts in a variety of jurisdictions. How have courts dealt with these issues in the absence of a clear regulatory position? What are some of the inherent tensions that act on courts operating in this ambiguity? How do judicial responses to these issues inform law reform and regulatory responses? Judges with deep experience hearing such cases discuss these issues through specific case examples.</p>
1220 – 1320	Lunch
1320 – 1435	<p><i>Tech Futures Plenary</i></p> <p>Harnessing Technology for Justice System Resilience</p>

Provisional synopsis

In this session experts turn to how technology tools are being harnessed to improve how the courts administer justice. This session begins with exploring the technology possibilities by discussing various use cases for AI-powered CourtTech and inviting discussion of whether they are 'fit for justice' in various jurisdictions. The session then moves into a sharing of the practical considerations that inform justice system technology priorities, and what it takes to develop an innovative technology idea into a value-adding technology solution. The session showcases a range of technology projects by the SG Courts to ground the discussion.

1435 – 1535

Tea Break and Visit to Heritage Gallery

1535 – 1705

*Experiential Learning Activity***AI Prompt Engineering for Judges**Provisional synopsis

Generative AI tools are changing the way people work independently. Agentic AI will transform how people delegate and collaborate. The justice system is not immune to these changes and must understand and embrace such technologies appropriately. In this session, learners will get hands-on with the skills required to write effective AI prompts for a range of AI chat engines. Learners will then be invited to share their thoughts for how such skills can be brought to bear on work undertaken in their courts, and the ethical challenges associated with such uses.

1705 – 1720

Wrap-up**END OF DAY 4**

DAY 5: 28 NOV 2025, FRIDAY
VENUE: Supreme Court of Singapore

Theme 5:
Judicial Transformation and Innovation

Time	Activity
0900 – 0930	Registration
0930 – 0935	Learning Outcomes for Day 5
0935 – 1035	<p><i>Justice by Design Plenary</i></p> <p>An Introduction to Justice by Design</p> <p><u>Provisional synopsis</u></p> <p>Design thinking has gained traction in a number of sectors as a human-centred approach to solving a range of problems. In this session, we hear from an expert who is working to make design an essential feature of legal and justice sector problem-solving. The session explains the core principles of design thinking, how it can be applied to understanding complex problems and identifying solvable problems, and the practical outputs of a design process that encourages solutions to be tested and improved with the intended beneficiaries.</p>
1035 – 1105	Tea Break and Showcase of Access to Justice projects
1105 – 1220	<p><i>Justice by Design Plenary</i></p> <p>Design & Innovation: Justice System Applications</p> <p><u>Provisional synopsis</u></p> <p>From an appreciation of design thinking as a methodology, we move to appreciating design thinking as a practice within the justice system and in the wider community. Drawing on specific design-informed transformation and innovation projects, our panellists share their key takeaways and advice for those wishing to harness design thinking for their own justice system projects.</p>
1220 – 1345	Lunch
1320 – 1435	<p><i>Rapid Prototyping Activity</i></p> <p>Access to Justice Design Challenge Part 1</p>

Provisional synopsis

We learn best by doing and this activity aims to help you do just that in the form of a design challenge. Learners will be organised into teams and presented with a set of challenges to work through using the design thinking methodology. The challenge will unfold in two parts and end with an 'elevator pitch' of solutions and prototypes. The objectives are simple: Understand the challenge; Identify a solvable problem; Brainstorm a range of solutions; Select and Build the solution that is most viable; Present your prototype and get feedback. Have fun while you work your way through a design thinking cycle with your fellow learners!

1445 – 1500	Tea Break
1500 – 1630	<i>Rapid Prototyping Activity</i>
	Access to Justice Design Challenge Part 2
1630 – 1700	Closing Address
1700 – 1900	Closing Dinner
END OF PROGRAMME	

Annex:

About the Singapore Judicial College

Our Work

The College is established under the Supreme Court of Singapore. It is an institute for higher judicial learning that aspires not only to successfully impart the necessary competencies and skills required of a judge today, but also a key centre for articulating the vision of the Singapore Judiciary and its defining values.

With its family of judges, academics, as well as allied learning and development specialists, the College empowers judges to realise the judiciary's vision and operate a justice system that delivers on its ideals to all its users:

- The Institute of Judicial Excellence is the education arm of the College. Its primary responsibility is the development and delivery of tailored robust training programmes to support our judges develop and demonstrate the competencies set out in the Judicial Competency Framework. It comprises three divisions: Judicial Competence; Curriculum, Pedagogy and Innovation; as well as Systems, Processes, Planning and Resources.
- The Institute of Judicial Studies is the research arm of the College. Its primary responsibility is to undertake, lead and facilitate rigorous multi-method research on a wide range of issues relevant to the judiciary.

Central to the pedagogic identity of the College is the "Learning Judge". This refers not to a learner judge in training, but rather to one who feels duty-bound to continue to learn, educate and train oneself in the pursuit of excellence and in the quest to fulfil her mission. The Learning Judge learns how to learn and looks beyond structured avenues for learning to hone judicial competencies and skills, as well as acquire knowledge in multi-disciplinary and adjacent areas.

Visit our website to learn more (<https://www.judiciary.gov.sg/singapore-judicial-college/>) and follow us on LinkedIn (<https://sg.linkedin.com/company/singapore-judicial-college>).