

THE SUBORDINATE COURTS
OF SINGAPORE

*Towards Greater
Organisational Excellence*



1 Havelock Square
Singapore 059724



2011 SQA WITH SPECIAL COMMENDATION WINNER
EXECUTIVE SUMMARY

Mission

To provide an effective and accessible system of justice,
inspiring public trust and confidence.

Shared Vision

A leading subordinate court serving society:

With

- quality judgments
- excellent court services
- a variety of processes for timely resolution of disputes
- our people as the most valuable asset
- the innovative use of technology

Core Values

Fairness

Accessibility

Independence, Integrity, Impartiality

Responsiveness



FOREWORD



Overview

More than two decades ago, the Subordinate Courts had to grapple with the perennial challenges faced by developing judiciaries such as mounting backlog, inefficiencies, bureaucracy, lack of mission and vision, among others. Sweeping and swift changes were necessary to transform the Subordinate Courts. We adopted good business practices and dealt with the inadequacies of yesteryears head-on as we strived to be a leading subordinate judiciary. We were heartened when we were conferred the prestigious Singapore Quality Award (SQA) in 2006 for our efforts.

Despite attaining this award we have not rested on our laurels. This award has instead spurred us to do better as we have to be worthy of such award.

International Framework for Court Excellence

The Subordinate Courts are highly regarded both locally and globally. The attainment of the SQA gave us the confidence and encouragement to design an International Framework for Court Excellence (IFCE), with the cooperation of our international partners from Australia, USA, the World Bank, as well as Spring Singapore, among others. The IFCE mirrors the 7 categories in the SQA framework with modifications and refinements to suit the judiciary. The IFCE was eventually launched in Singapore last year by Chief Justice Chan Sek Keong at the Asia Pacific Courts Conference hosted by the Subordinate Courts.

The Conference was a resounding success. More than 200 delegates from 55 countries including USA, Australia, UK, China, India, Russia, Japan, Hong Kong, Europe, Middle East, Africa and the ASEAN nations attended the conference. They included many Chief Justices. The IFCE captured the enthusiasm of the global judiciaries which showed keen interest in implementing

the IFCE in their respective countries. We were humbled by the overwhelming response and positive feedback. At the same time, we were delighted that the Subordinate Courts played a leading role among the many leading judiciaries of the world in the business of court excellence.

International Commitments

Our court excellence journey has increased our international commitments. We have been asked by our foreign counterparts to share our insights and success story on numerous occasions. Recently, we were invited by the International Association of Court Administrators and the Supreme Court of Indonesia to speak on access to justice and the IFCE at a conference in Bogor. Separately, the US Agency for International Development and the Ukraine judiciary have also invited us to share the importance of leadership and the IFCE at their Court Excellence Conference.

International Recognition

We have performed well on the international stage and continue to receive high ratings by many independent world organisations such as the Fraser Institute, the Institute for Management Development, the Political and Economic Risk Consultancy Ltd, the World Economic Forum, and the World Bank.

In fact, the transformation of the Subordinate Courts has caught the attention of the World Bank, which has chronicled our court excellence journey in a publication entitled "Judiciary-led Reforms in Singapore: Framework, Strategies and Lessons" and holds us out as a role model for our successful judicial modernisation efforts.

Commitment to the People of Singapore

Locally, we remain committed to deliver quality justice to the people of Singapore. We seek to ensure that there is access to quality justice for all manner of people.

Two HELP Centres have also been established to offer assistance to court users on court processes, procedures and practices. Pro bono lawyers also run legal clinics at the Centres and offer free legal advice to indigent court users. We have also revamped our brochures and refreshed our corporate website to assist lay people to better understand court proceedings.

Although the saying goes, "If it ain't broke, don't fix it", we at the Subordinate Courts are constantly improving and innovating even when the system is working fine. This is so that we can provide the best possible level of service and the highest quality of justice to the public.

Leadership and Management

Quality leadership at all levels of the organisation is vital for the growth of the Subordinate Courts. The traditional hierarchical and top-down leadership model was replaced with collective and consultative leadership. We went through a major reorganisation so as to serve the needs of our court users, stakeholders and partners better. The new organisation structure gives greater autonomy and empowerment to each justice division. A New Justice Statement with a more focused mission, shared vision and core values was also developed following the reorganisation.

A Strategic Planning and Training Division was also established to assist the Chief District Judge and the Leadership Team to chart the strategic direction of the Subordinate Courts in line with her new Justice Statement. This Division is also in charge of developing a quality training curriculum for Judicial Officers and Court Administrators.

A Quality Bench

Our people are our most valuable asset. This is embodied in our shared vision. The key to a quality bench is to invest in relevant training that is aligned with our strategic objectives. There is a high-level Judicial Education Board chaired by a Supreme Court Judge with very eminent representation from the various stakeholders of the justice system, including Senior Counsel, leading law academics, senior District Judges and the Deputy Solicitor-General.

In addition, we grow our intellectual capital and share knowledge amassed over the years with one another through robust and sustained efforts in knowledge management. This is in line with the KM strategy roadmap, which is driven by our Knowledge Management Unit. We also tap on the collective wisdom of our people by adopting the practice of Learning Organisation as espoused by Peter Senge in his book "The Fifth Discipline". The learning organisation culture enables us to learn and grow as an organisation.

Leveraging on Advanced Information Technology

We constantly harness relevant and the latest information technology (IT) to better serve the needs of our court users. We have more than 40 IT projects this year, two of which will change the litigation and justice landscape. The first is the Integrated Electronic Litigation System,

which is the next-generation case management system for civil cases that will replace the Electronic Filing System that heralded an era of paperless litigation. The second is a similar system for criminal cases called the Integrated Criminal Case Filing and Management System.

Lean Management

To ensure the prudent use of public funds and to maximise such use, we constantly ensure that our management is lean and productivity remains high. We continually challenge, review and refine existing processes and practices. To this end, we have institutionalised the *kaizen* methodology to ensure that our operations are lean, efficient and effective. Since the introduction of this methodology about 2½ years ago, we have implemented more than 200 (out of more than 230 suggested) *kaizen* initiatives.

Results

It is vital that the Subordinate Courts have the trust and confidence of the people whom she serves. In this regard, we have the affirmation of the people of Singapore. In the latest independent Public Perception Survey conducted in 2010 with over 1,000 respondents, 100% of them agreed that the courts independently carried out justice according to the law and 99% of them agreed that the courts provided user-friendly services. In the latest independent Court Users Survey conducted in 2010 with over 2,000 actual court users, 96% of them agreed that the courts provided an effective system of justice and 98% of them were satisfied with the quality of our court services. These results have inspired and motivated my colleagues and I to strive for higher benchmarks in our journey of court excellence.

Conclusion

Since being conferred the Singapore Quality Award in 2006, the Subordinate Courts have scaled greater heights of business excellence and have demonstrated sustainable global judiciary leadership, which eventually led us to the conferment of the prestigious SQA with Special Commendation in 2011. We are proud to be a beacon of inspiration for many aspiring judiciaries, which have travelled far and wide to learn from our excellence journey and to seek solutions to improve their systems.

Despite being a subordinate judiciary in a small city state, we have served our people with distinction by delivering quality justice fairly and impartially. We are also recognised as an international model for others to emulate. Court excellence is not a destination but a never ending journey. Our shared vision is to deliver quality justice which inspires and maintains the public trust and confidence of our people.

Tan Siong Thye

CHIEF DISTRICT JUDGE

GLOSSARY OF ABBREVIATIONS

| | | | |
|------------------------|--|--------------------|--|
| AAR | After Action Review | DPP | Deputy Public Prosecutor |
| ACRA | Accounting and Corporate Regulatory Authority Singapore | DWO | Division Welfare Officer |
| ACLS | Association of Criminal Lawyers of Singapore | ECS | Employee Climate Survey |
| ADR | Alternative Dispute Resolution | eRBS | Electronic Room Booking System |
| AGC | Attorney-General's Chambers | EFS | Electronic Filing System |
| AGO | Auditor-General's Office | FAMS | Family Application Management System |
| APP | Assistant Public Prosecutor | FIPS | Fine Instalment Payment System |
| ATOMS | Automated Traffic Offence Management System | FIDReC | Financial Dispute Resolution Centre |
| AVA | Agri-Food & Veterinary Authority of Singapore | FJJD | Family and Juvenile Justice Division |
| BCMS | Bailiff Case Management System | FMS | Finance Management System |
| BCP | Business Continuity Planning | FRC | Family Resolutions Chambers |
| BCA | Building & Construction Authority | GD | Grounds of Decision |
| BE | Business Excellence | GM | Group Manager |
| BPR | Business Process Reengineering | HDB | Housing & Development Board |
| CA | Court Administrator | HELP Centre | Helping to Empower Litigants-In-Person Centre |
| CAF | Civil Advisory Forum | HRM | Human Resources Management |
| CAPS | Counselling and Psychological Services | IAG | Internal Audit Group |
| CCSD | Corporate and Court Services Division | ICCE | International Consortium for Court Excellence |
| CDJ | Chief District Judge | IFCE | International Framework for Court Excellence |
| CDR | Court Dispute Resolution | IM | Instruction Manual |
| CEP | Currently Estimated Potential | IMPRESS | Information Management of Precedents Resource System |
| CLAS | Criminal Legal Aid Scheme | IO | Input Officer |
| CII | Central Inventory of Initiatives | IT | Information Technology |
| CMPIMA | Concurrent Management of Personal Injury Motor Accident Claims Programme | ITD | Information Technology Department |
| CoPs | Communities of Practice | IRAS | Inland Revenue Authority of Singapore |
| CHILD Programme | Children's Best Interest, Less Adversarial Programme | iELS | Integrated Electronic Litigation System |
| CPF | Central Provident Fund | JCEAC | Judicial Conduct/Ethics Advisory Committee |
| CPPG | Criminal Practice & Policy Group | JEB | Judicial Education Board |
| CReST | Centre for Research and Statistics | JO | Judicial Officer |
| CSR | Corporate Social Responsibility | JOELS | Judicial Officers Electronic Leave System |
| DOP | Director of Personnel | JRC | Judiciary Recreation Club |

| | | | |
|----------------------|---|----------------------|---|
| JURIST | Judges Resource and Information System | PPO | Personal Protection Order |
| KPI | Key Performance Indicator | QSM | Quality Service Manager |
| KM Unit | Knowledge Management Unit | ROMS | Regulatory Offences Case Management System |
| LT | Leadership Team | ROSe | Roster Management System |
| LO | Learning Organisation | RRC | Research and Resource Centre |
| LNA | Learning Needs Analysis | SARS | Severe acute respiratory syndrome |
| LSC | Legal Service Commission | SCRIMS2 | Subordinate Courts Case Recording and Information Management System 2 |
| LTA | Land Transport Authority | SCT | Small Claims Tribunals |
| LTA - WEU | Land Transport Authority – Warrant Enforcement Unit | SCDF | Singapore Civil Defence Force |
| MCA | Mental Capacity Court | SCPA | Sentencing & Criminal Practice Advisory |
| MCYS | Ministry of Community Development, Youth and Sports | SD | Senior Director |
| MDA | Media Development Authority | SDJ | Senior District Judge |
| MI | Merit Increment | SDR | Senior Deputy Registrar |
| MLP | Master Learning Plan | SOP | Standard Operating Procedures |
| MVV | Mission, Vision and Values | SPF | Singapore Police Force |
| NEA | National Environment Agency | SPF-WEU | Singapore Police Force – Warrant Enforcement Unit |
| NLB | National Library Board | SPTD | Strategic Planning and Training Division |
| NPL | No Pay Leave | SMU | Singapore Management University |
| NUS | National University of Singapore | SQA SC | Singapore Quality Award with Special Commendation |
| OEU | Organisational Excellence Unit | SRU | Service Relations Unit |
| PB | Performance Bonus | SSS | Staff Suggestion Scheme |
| PDRC | Primary Dispute Resolution Centre | START | Sentencing Tariffs and Research Tool |
| PDS | People Developer Standard | SUBCTs | Subordinate Courts |
| PEST Analysis | Political, Economic, Social and Technological Analysis | SWC | Staff Welfare Committee |
| Project HEART | Project Healing and Reconciliation Therapeutic Programme | SWOT Analysis | Strengths, Weaknesses, Opportunities and Threats Analysis |
| Project HOPE | Project Helping Our People Early | TICKS | Tickets and Summons System |
| Project SAVE | Project Substance Abuse and Violence Elimination | TELCO | Telephone Company |
| PM2S | People Matters Management System (Personnel & Payroll System) | TP | Traffic Police |
| PSD | Public Service Division | TP-WEU | Traffic Police – Warrant Enforcement Unit |
| PUB | Public Utilities Board | URA | Urban Redevelopment Authority |
| PTC | Pre-Trial Conference | | |
| PTF | Protocol for Tracking of Feedback | | |

COMPLIMENTS

"Extraordinary court with extraordinary people!"
CENTER FOR LEGAL AND COURT TECHNOLOGY



"It was a wonderful one-day experience, getting to know you all and the impressive set-up that you have and the work that your Court is doing."

DATIN YEOH WEE SIAM
Judicial Commissioner
Family Court
High Court Malaya, Kuala Lumpur

"Thank you for the excellent information presentation from Court Registrar. We hope we can enhance our relationship in advance. We are impressed for the performance of the E Court of Subordinate Courts Singapore!"

THAI DELEGATION
(Criminal Justice Process of Thailand)

"I have been impressed by the range of services provided by the Subordinate Courts of Singapore, especially the Small Claims Tribunal and the PDRC. The success rate of PDRC is outstanding. Visit to the Subordinate Courts has inspired us in the path of reforming the judiciary in Seychelles"

CHIEF JUSTICE
Seychelles



"During our visit we have examined your judicial system and we have seen that you have reached a premium level in the administration and adjudication of case, an example to follow on the international level. We look forward to follow the same path"

AHMED AL ZAABI
Judge, Abu Dhabi Judicial Department



"It was a wonderful experience to be in the Judicial Symposium (organised by the SUBCTs) and to have an opportunity to learn the legal system of other countries especially of Singapore. I am really amazed with the hospitality offered by the organisers of the Symposium. Thanks."

JUDGE BELA TRIVEDI
Judge, India

"The Subordinate Courts of the Republic of Singapore provide a useful modernisation experience for developing and developed countries pursuing judicial improvement programs. This view has been affirmed in our continuing dialogue with Singapore Judges and Administrators. The World Bank continues to tap the resources and expertise of the Singapore Courts through facilitating knowledge interchange among judiciaries in its member countries."

THE WORLD BANK

"Blessings come in many guises and one of them is you, Your Honour. Thank you whole-heartedly for your wisdom and for putting my life back in order."

From a thank-you card written to one of our Judges



Organisational Profile

"The role of the judiciary is to serve the people of Singapore by resolving their conflicts with quality justice. A judiciary that provides just, timely and effective dispute resolution will gain the confidence of the people that the rule of law will always be upheld... The Singapore Judiciary has done very well in the delivery of justice."

Chief District Judge, Address at the Asia Pacific Courts Conference, 2010





THE SUBORDINATE COURTS' BUSINESS EXCELLENCE JOURNEY

The Subordinate Courts' business excellence journey began at a time when she was besieged with a plethora of challenges as a developing judiciary. With concerted effort and determination, the Subordinate Courts pressed ahead with her vision to be a leading subordinate judiciary, which culminated in the conferment of the prestigious Singapore Quality Award in 2006.

The Subordinate Courts have not rested on her laurels, but continue to progress and improve. New strategies are formulated to meet new challenges. Existing programmes are refined, and new ones are implemented with the aim of better serving the public by delivering higher quality justice.



ORGANISATIONAL DESCRIPTION

1. Organisational Environment

The Judiciary is one of the three constitutional pillars of the Government, alongside the Legislature and the Executive. It comprises the Supreme Court and the Subordinate Courts (SUBCTs). The SUBCTs consist of the District Courts, the Magistrates' Courts, the Juvenile Court, the Coroner's Court and the Small Claims Tribunals (SCT). Some of the District and Magistrates' Courts are designated as specialist courts. The SUBCTs handle more than 95% of all cases in Singapore.

Delivery of Justice

The SUBCTs' main product or service is the justice she delivers. Justice is delivered by the three Justice Divisions through a variety of dispute resolution mechanisms, including adjudication, court-led mediation, conciliation and counselling:

- The Criminal Justice Division seeks to ensure that those accused of crime are dealt with fairly, justly and without undue delay, as well as to protect the public against crime.
- The Civil Justice Division seeks to ensure the fair, timely and cost-effective resolution of civil disputes.
- The Family and Juvenile Justice Division seeks to uphold family obligations, as well as exercise restorative justice in respect of juvenile offenders.

Apart from the three Justice Divisions, the Corporate & Court Services Division provides critical support services such as corporate communications, human resource management, finance, infrastructure development, records management and court interpretation. The Strategic Planning & Training Division (SPTD) is responsible for strategic and scenario planning, training and development, target-setting and performance monitoring, data-mining and statistical analysis, information technology services, knowledge management, as well as research and resources services. The SPTD also spearheads organisation-wide initiatives and programmes.

Mission, Vision and Values

The SUBCTs' mission is:

To provide an effective and accessible system of justice, inspiring public trust and confidence

Her shared vision is:

A leading subordinate court serving society with

- quality judgments
- excellent court services
- a variety of processes for timely resolution of disputes
- our people as the most valuable asset
- the innovative use of technology

Her core values are:

- Fairness
- Accessibility
- Independence, Integrity, Impartiality
- Responsiveness

Core Competency

The core competency of the SUBCTs is the ability to administer quality justice without fear or favour, affection or ill will by faithfully upholding the rule of law.

Regulatory Environment

The SUBCTs are governed by the Constitution of the Republic of Singapore, as well as the Subordinate Courts Act. The following are also instructive:

- Evidence Act
- Criminal Procedure Code 2010
- Penal Code
- Women's Charter
- Children and Young Persons Act
- Rules of Court
- Probate and Administration Act
- Small Claims Tribunals Act
- Mental Capacity Act
- Practice Directions and Registrar's Circulars

The Government Instruction Manuals (IMs) and directives by the Legal Service and Public Service Commission also provide guidance on administrative, financial and personnel matters.

2. Organisational Relationships

Relationship with Parent Organisation

The SUBCTs, together with the Supreme Court, form the Judiciary. Both operate autonomously of each other. The Chief District Judge is directly accountable to the Honourable the Chief Justice for the running of the SUBCTs.

Relationship with Customers

The customer base of the SUBCTs and their requirements can be segmented as follows:

| Segment | Requirement |
|-----------------------------------|--|
| General Public | <ul style="list-style-type: none"> An effective and accessible system of justice |
| Criminal Justice users | <ul style="list-style-type: none"> Swift and just punishment that befits the crime and offender Timely acquittal of the innocent |
| Civil Justice Division users | <ul style="list-style-type: none"> A variety of processes for timely and cost-effective resolution of disputes |
| Family and Juvenile Justice users | <ul style="list-style-type: none"> Preserve and strengthen family ties Rehabilitate and reintegrate juvenile offenders |

Ultimately, court users seek a just outcome based on the notions of fairness, impartiality, independence, responsiveness and accessibility.

Relationship with Suppliers and/or Partners

The SUBCTs identify and select suppliers through an open, fair and transparent system in strict accordance with procedures prescribed by the IMs. The SUBCTs identify suitable suppliers in the market through market scanning, experience, as well as general public sector sentiments. The SUBCTs' processes are reviewed periodically and partners are identified and engaged for existing and new initiatives.

ORGANISATIONAL CHALLENGES

1. Competitive Environment

The Judiciary has no direct competitors due to the nature of its work. The SUBCTs compare and benchmark against leading judiciaries in the world to maintain and improve herself in the fair administration of justice and the delivery of quality justice.

2. Strategic Challenges

The strategic challenges that the SUBCTs face include:

- Meeting rising public expectations and demands
- Dealing with growing complexity
- Attracting and retaining talent

3. Organisational Directions

In addressing the key strategic challenges facing the SUBCTs, seven key strategic thrusts have been identified:

- Deliver quality judgments
- Provide excellent court services
- Put in place a variety of processes for timely resolution of disputes
- Collaborate more actively with key stakeholders and strategic partners
- Developing and maximising the potential of our people
- Manage and leverage on the effective creation and sharing of knowledge
- Encourage the innovative use of technology

4. Performance Improvement System

The key elements of the SUBCTs' performance improvement system are:

- **Justice Scorecard:** Key Performance Indicators (KPIs) are reviewed and tracked regularly to monitor performance so that any inadequacies can be promptly identified and addressed.
- **Learning Organisation:** The SUBCTs strive to grow as an organisation by promoting continuous learning both at an individual level as well as collectively as an organisation, enabling the SUBCTs to tap on the strength of collective wisdom. The SUBCTs seek to work as a cohesive team where employees have a shared vision such that they are able to see the organisation as a whole as well as where they fit in and how they impact one another's work.
- **Kaizen** – *Kaizen* methodology was introduced in the SUBCTs to streamline systems and eliminate unnecessary processes to make the workplace more efficient, productive and less bureaucratic. By nurturing a culture that focuses on continuous improvement at all levels of the organisation, the SUBCTs seek to foster a collegiate environment where every employee and his or her ideas for improvement are valued.

Leadership

"A capable leadership is key to achieving organisational excellence. A proactive and effective leadership is vital to steer the organisation. The leaders themselves must believe in the organisational excellence journey, and convince his fellow colleagues that the changes are necessary and crucial to attain excellence."

Chief District Judge, Address at the 2nd Business Excellence Global Conference, 2010



1.1 SENIOR LEADERSHIP

In 2009, the SUBCTs overhauled its organisational structure to meet the growing needs of court users as well as new challenges in a constantly evolving legal landscape. This reorganisation enables the SUBCTs to better respond to the needs of her stakeholders and users. It also empowers the newly formed Justice Divisions and better addresses the individual and specific needs of the respective Divisions and those of their stakeholders.

The SUBCTs are headed by the Chief District Judge (CDJ) and the Deputy Chief District Judge. There are five Divisions within the SUBCTs, each headed by a Senior District Judge (SDJ) or Senior Director (SD), namely the:

- Criminal Justice Division
- Civil Justice Division
- Family and Juvenile Justice Division
- Corporate and Court Services Division (CCSD)
- Strategic Planning and Training Division (SPTD)

1.1a Developing the SUBCTs' Mission, Shared Vision and Values

The Leadership Team (LT) adopted a consultative approach to develop and enshrine ideals which all employees would subscribe to in the new Justice Statement. Initiated over a two-day corporate retreat, the JOs and senior CAs put their heads together in intensive sharing and brainstorming sessions.

The ideas and concepts derived from the collective intelligence of the SUBCTs was distilled by a representative team of JOs and CAs and then further refined by the LT. Focus groups were held to seek feedback on initial versions of the Statement. The final Justice Statement was then proudly unveiled by the Chief Justice during the SUBCTs' Workplan 2010.

1.1b Communicating, Demonstrating and Reinforcing the mission, vision and values

The LT made use of all opportunities to communicate, demonstrate and reinforce the mission, vision and values (MVV) in the Justice Statement to all employees and stakeholders. Some examples are shown in the next page, in Table 1.1.1.



Figure 1.1.1: The New Justice Statement

1.1c Evaluating and Improving Leadership Effectiveness

The effectiveness of the LT is constantly evaluated by using the "360 degree ++" evaluation model, as shown:



Figure 1.1.2: 360 degree++ evaluation model of leadership effectiveness

The Chief Justice provides guidance and feedback to the LT on its management of the SUBCTs. The effectiveness of the LT is measured by both quantitative and qualitative data as well as external and internal feedback. External

Communication of MVV by the LT

- When each JO takes office, the JO takes a solemn oath before the CDJ to uphold the fundamental and core values of the SUBCTs.
- Each new employee is presented with a copy of the Justice Statement and it is clearly explained to them during their orientation programme.
- The LT engaged all JOs and CAs when the new Justice Statement was formulated. The LT also communicated and explained the purpose, ethos and meaning of the new Justice Statement to the employees through various dialogue sessions and divisional meetings.
- The LT sought advice and approval for the new Justice Statement from the Chief Justice, who unveiled it.

Demonstration of MVV by the LT

“Quality judgments”

- The LT is committed to continuing judicial education to enhance the JOs’ knowledge, skills and attitudes to deliver consistently high quality judgments.

“Excellent court services”

- The LT initiated the setting up of the HELP Centres to enable litigants-in-person to conduct their own cases by providing them with relevant information and knowledge on court procedures, services and facilities.
- The LT initiated the setting up of the Service Relations Unit (SRU) to especially focus on ensuring consistently high service standards in all interactions with court users.
- The LT initiated the enhancement of existing infrastructure (eg sheltered walkway, refurbished washrooms, more user-friendly directional signage) to improve user experience.

“A variety of processes for timely resolution of disputes”

- The LT continues to promote and emphasise alternative dispute resolution (ADR) forums for civil and family cases.
- The LT is extending ADR to criminal cases through the Criminal Case Resolution programme. It is also exploring how this forum can facilitate plea-bargaining.

“Our people as the most valuable asset”

- The LT has put in place more comprehensive training plans and programmes, including leadership and executive programmes for officers. It has also endorsed flexible employee working arrangements.
- The LT adopts a ‘servant leadership’ management style that always strives to address the needs and concerns of the employees.

“The innovative use of technology”

- The LT has constantly encouraged the innovative use of technology to deliver services efficiently and effectively. Recent examples include the development of the Regulatory Offences Management System, the integrated criminal case filing and management system for criminal cases, the digital audio recording and transcription system, as well as e-calendar.

Reinforcement of MVV by the LT

The LT is highly visible. It conducts periodic personal ground visits to courtrooms and offices within the SUBCTs, focus group discussions and “brown-bag” lunches with employees to reinforce the MVV.

Table 1.1.1: Communication, demonstration and reinforcement of mission, vision and values

feedback is obtained through the use of various public perception and user surveys, most notably the Public Perception Survey and the Court Users Survey. International rankings by independent agencies and regular dialogues with foreign strategic partners and justice community experts also translate into external feedback on the LT.




Feedback via employee climate surveys is crucial in this 360++ degree evaluation model of leadership effectiveness. Employees are asked to evaluate their superiors and the results enable the LT to assess the effectiveness of its leadership as well as identify areas of improvement. To address areas of improvement that have

been identified, appropriate changes are implemented to ensure that leadership is constantly highly effective.

1.2 ORGANISATIONAL CULTURE

The SUBCTs aim to serve society by delivering consistently high quality justice in a timely manner. The SUBCTs therefore strive towards an organisational culture of service to the public through the fair administration of justice by, first, treating her people as the most valuable asset; second, embracing the spirit of innovation; third, capitalising on the strength of collaboration; fourth, maintaining service excellence; and finally, promoting continuous learning, sharing and growth.

1.2a Translating values into policies, practices and behaviours

|  POLICIES |  PRACTICES |  BEHAVIOURS |
|--|--|---|
| FAIRNESS | | |
| <ul style="list-style-type: none"> To be impartial and unbiased in dealings with litigants, other court users, partners, stakeholders and suppliers | <ul style="list-style-type: none"> Clear articulation of reasoned decisions in all cases by delivering quality judgments Clear and transparent court procedures and processes, as well as procurement guidelines and standard operating procedures | <ul style="list-style-type: none"> Recognise bias, prejudice, and perceptions that can affect how we perform our work Treating each individual litigant, court user, partner, and supplier as equally important |
| ACCESSIBILITY | | |
| <ul style="list-style-type: none"> To provide timely delivery of justice through early availability of hearing and trial dates and prompt issuance of judgments and grounds of decision To provide court users with affordable solutions to legal problems | <ul style="list-style-type: none"> HELP Centres/ Litigants-in-Person related initiatives to assist unrepresented parties Free mediation and counselling services; free legal clinics; 1800-Justice hotline Small Claims Tribunals – simplified rules and low filing fees for lodging low value claims | <ul style="list-style-type: none"> Actively assisting court users Showing empathy to court users Being passionate in seeking out alternative options or solutions |
| INDEPENDENCE, INTEGRITY, IMPARTIALITY | | |
| <ul style="list-style-type: none"> To ensure that all judgments, procedures and processes are aligned with the Justice Statement To ensure that all dealings with court users, partners and suppliers are carried out honestly and transparently | <ul style="list-style-type: none"> Code of Conduct and Ethics for CAs Internal directives, aide memoires, Oath of Allegiance, Revised Code of Conduct for JOs | <ul style="list-style-type: none"> To be honest and truthful at all times Serving colleagues and members of the public in an honest and open manner |
| RESPONSIVENESS | | |
| <ul style="list-style-type: none"> To provide court users with timely solutions to legal issues To anticipate future demand and emerging trends | <ul style="list-style-type: none"> Setting up of specialised courts, such as the Community Court (2006), the Bail Court (2007), the CHILD Court (2008), the Mental Capacity Court (2010), the Community Sentencing Courts and the Drug Courts (2011) Setting up of the Maintenance Mediation Chambers (2007) | <ul style="list-style-type: none"> Focus on service-centricity To constantly explore ways to address service gaps Being proactive in seeking out new learning opportunities |

1.2b How the organisation creates and permeates a culture consistent with its values, and which encourages and supports learning, innovation and achievement of organisation's objectives.

The SUBCTs' desired culture is the commitment to the fair administration of quality justice for the community. Such a culture is created and permeated as shown in Figure 1.2.1.

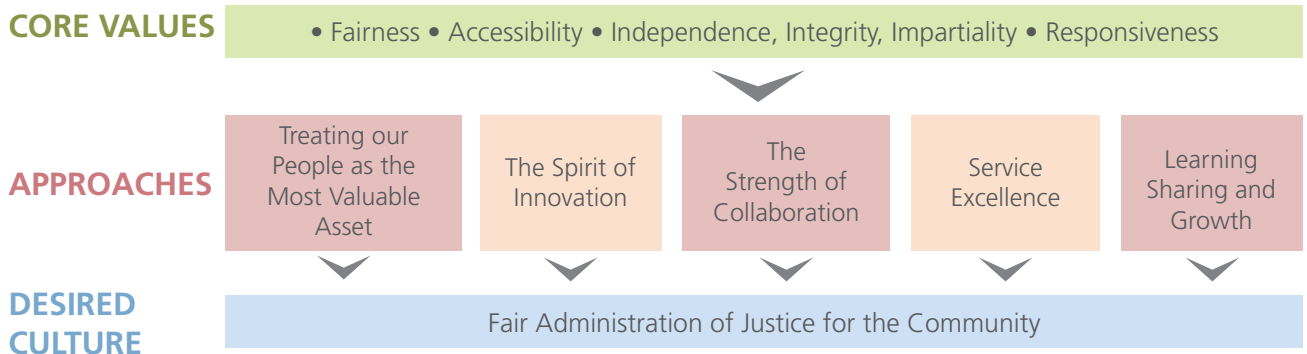


Figure 1.2.1: Core values, approaches and desired culture

1.2c Overcoming Culture Differences

The core values of the SUBCTs are set out in the new Justice Statement. All new CAs are issued with the Employee Handbook and the Code of Conduct for CAs. All JOs are also bound by the Code of Conduct for JOs. These, together with the induction programme for new employees, set out the desired culture and values expected of the SUBCTs' employees. The desired culture and values are reinforced by various means. Gaps between the current and the desired culture are identified through:

- Employee Climate Survey
- Dialogue sessions with the CDJ
- CDJ's Walkabout
- Court users survey, public perception survey
- Other external feedback
- Monitoring of Management Indicators and Key Performance Indicators (KPIs)

Gaps between the current and desired culture are bridged by:

- Leadership by example
- Instituting practices and policies that promote the desired culture
- Focusing on employee training, learning and development
- Challenging and changing current mindsets as well as encouraging paradigm shifts during regular divisional meetings, LO sessions, dialogue sessions, corporate retreats, divisional retreats, and annual Workplans
- Setting of goals and targets for the JOs and CAs
- Focus on the concept of service in the context of the administration of justice and service-centricity

1.3 CORPORATE SOCIAL RESPONSIBILITY

As a responsible corporate citizen of Singapore and a member of the global judicial community, the SUBCTs have gone beyond the traditional role of adjudicating disputes and are actively involved in fulfilling social responsibilities.

The SUBCTs' approach to corporate social responsibility (CSR) serves the goal of strengthening the community. This is achieved through four thrusts:



Figure 1.3.1: The CSR framework

The SUBCTs communicate the CSR policies and goals to employees by way of constant reinforcement by the LT at planning and staff meetings as well as via email. The Annual Workplan is also an avenue for communicating these policies and goals. On the external front, where appropriate, the Justice Divisions will work closely with their partners and community agencies and groups to achieve the CSR objectives.

Community-based Programmes**Goal: Helping the community beyond providing legal solutions**

- Maintenance Mediation Chambers: Dedicated to assist parties to resolve maintenance disputes and to arrive at a mutually agreed and workable solution
- Counselling and Psychological Services (CAPS): Staffed by full-time social workers, counsellors and psychologists, CAPS provides a host of programmes to assist families and individuals to manage their emotions and resolve conflicts at every stage of the legal process before the courts
- Community Courts Conferencing: These conferences give the offenders an opportunity to recognise the impact of his or her offending behaviour on the victim/s, their family and the community at large. The offender will be counselled and encouraged (in appropriate cases) to seek reconciliation with victims/ family members. Appropriate treatment/ counselling programmes will be explored and rendered for suitable offenders
- HELP Centres: Provide services and assistance to litigants-in-person
- Divorce Information Session: A regular lunchtime public education and outreach session to provide an avenue for the public to better understand the relevant court processes pertaining to divorce
- Youth Family Care Programme: Volunteer families are matched with children and young persons under Juvenile Court Orders to act as positive role models for them and their families

Corporate Philanthropy**Goal: Assisting the less privileged in the society**

- Annual carnival to raise funds for the Children's Cancer Foundation
- Contribution to Community Chest (Share Programme)
- Japan Earthquake Donation Drive

Environmentally Friendly Practices**Goal: To reduce waste and carbon footprint**

- An environmental policy is in place and communicated to employees
- Setting goals for environmental programmes
- Implementing programmes that support energy conservation and recycling, which include displaying posters to remind all of the importance of saving water and electricity, having recycling bins; being certified as a water/ energy efficient building, and participation in Earth Day
- Green and environmentally friendly designs will be featured in the new SUBCTs Complex
- Green Projects to raise funds for the Children's Cancer Foundation - Donating the proceeds from the sale of recycled materials from the SUBCTs to the Children's Cancer Foundation.

International Responsibility**Goal: Sharing the SUBCTs' best practices and experiences with the global community**

- International Framework for Court Excellence
- Asia-Pacific Judicial Reform Forum
- Regional Judicial Symposiums

Table 1.3.1: Select CSR framework of strategies

1.3c Corporate Governance

To ensure transparency and accountability in the management of public resources, the SUBCTs comply with guidelines prescribed in the Government IMs in respect of the following areas:

- Office administration
- Personnel management
- Financial and asset management
- Procurement
- Contract administration and
- IT management.

Regular independent audits are also conducted by the Auditor-General's Office (AGO) to ensure compliance with the IMs in areas including procurement, contract administration, revenue collection, expenditure, asset management and IT systems.

The SUBCTs Internal Audit Group (IAG) formed in 2005 further strengthens the SUBCTs' procedures and processes. The IAG has progressively reviewed and tightened critical and relevant internal procedures and processes so that the SUBCTs are in full compliance with the requirements of the Auditor-General and to ensure that observations reported in the AGO's previous annual reports are looked into and any gaps addressed and plugged.

Planning

"In this day and age, the only certainty is unpredictability and change. The key to strategic planning is the ability to respond quickly and effectively to a fast-changing landscape... You must lead change and be social agents of change."

The Honourable the Chief Justice,
Address at the Subordinate Courts' 12th Workplan, 2003

Civil Division Updates

- Attendance of lawyers and parties dispensed with for consent matters without compromising the integrity of the judicial process

SUBORDINATE COURTS
WORKPLAN 2010



2.1 STRATEGY DEVELOPMENT AND DEPLOYMENT

In 2008, to further improve the SUBCTs’ planning capabilities, the Strategic Planning and Training Division (SPTD) was established. The SPTD’s mandate is to enable the SUBCTs to prepare for the future by taking the lead in strategic planning, research and analysis, focused and coordinated training and development of the JOs and CAs, innovative technology adoption and deployment, and proactive knowledge management.

Pursuant to its mandate, the SPTD aims to ensure that the SUBCTs are responsive to the challenges and opportunities arising out of changes in society, the economy and the nation. It identifies driving forces and trends of the socio-political landscape, such as increasing numbers of foreign nationals and a greater willingness to litigate over perceived rights. The Division charts the strategic thrusts, goals, focus areas and action plans of the SUBCTs so that the organisation will be able to respond and adapt to these changes and challenges. Towards this end, the SPTD plans and proposes processes and mechanisms that the SUBCTs should put in place not only to address such challenges, but to proactively use the opportunities which these challenges bring to develop a better administration of justice, as well as a better workplace. In addition, the SPTD works to ensure that the SUBCTs have the flexibility and resources to deal with unexpected situations and contingencies.

In order for the SPTD to have the necessary resources to fulfil its mandate in relation to strategic planning, the following departments and units are placed under its charge:

- Centre for Research and Statistics (CReST), which is responsible for all statistical data collection and analysis in the SUBCTs
- Information Technology Department (ITD), which is responsible for the use of technology in the SUBCTs
- Research and Resource Centre (RRC), which is responsible for horizon scanning and research, as well as maintaining a current repository of legal knowledge and developments for the SUBCTs

In addition to these three departments, the Organisational Excellence Unit (OEU) was also set up and placed under the SPTD’s charge to spearhead and maintain the SUBCTs’ drive towards organisational excellence. The Knowledge Management (KM) Unit, established in 2010 in the SPTD, has as its mission the enhancement of knowledge management and intellectual capital in the SUBCTs, a key strategy to ensure that the delivery of quality and timely justice in the SUBCTs can be maintained and improved.

By tapping on these departments and units, the SPTD has immediate access to the latest research, technological innovations and updated analyses on the SUBCTs’ performance, and consequently if in a position to propose strategic short-term and long-range plans, policies and programmes for the SUBCTs in the immediate, mid and long term.

2.1a How the organisation determines its strategic challenges, and how it develops its strategy and strategic objectives to address these challenges. Include how the organisation adopts a global perspective in its planning. Summarise the organisation’s key strategic short-term and long-term objectives and goals.

The SUBCTs adopt a systematic and proactive approach to strategic planning, as shown in Figure 2.1.1.

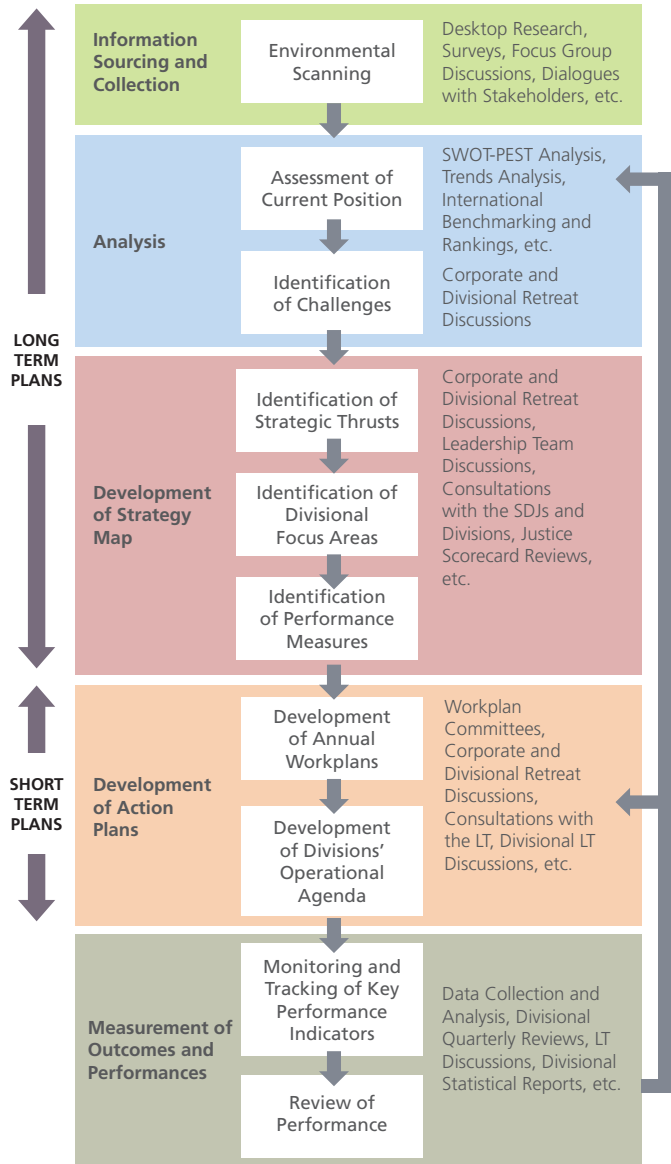


Figure 2.1.1 Approach to strategic planning

The challenges that the SUBCTs will face should not be and is not identified by a small select group as the perspectives of all the SUBCTs’ employees, from the top leadership to the officer at the frontline counter are taken into account for a comprehensive and thorough examination and analysis to be undertaken. The SUBCTs adopt the position that such identification and determination ought to be made by consensus of a critical mass, so that the whole organisation is in agreement as to the challenges that need to be met.

The SUBCTs have a high concentration of highly qualified JOs and CAs. In order to harness this collective intelligence, the SUBCTs, in its inaugural corporate retreat attended by all the JOs and the Senior CAs, conducted a SWOT-PEST exercise to identify the challenges that the SUBCTs would have to meet and the developments that would affect the SUBCTs in the future. These would include local, regional and global factors. The results of that SWOT-PEST exercise were then used by the SPTD to identify short, medium and long term challenges and to develop a strategy map to deal with those challenges that had been identified.

In the second corporate retreat held in 2010, the JOs and CAs were provided with the SWOT-PEST analyses of the previous year, the strategy map that had been developed and the plans that had been put into place. They were invited to critique, comment, and make new suggestions. The results were then collated by the SPTD and formed the basis for the revised strategy map for both short and long term planning, as shown in Figure 2.1.2.

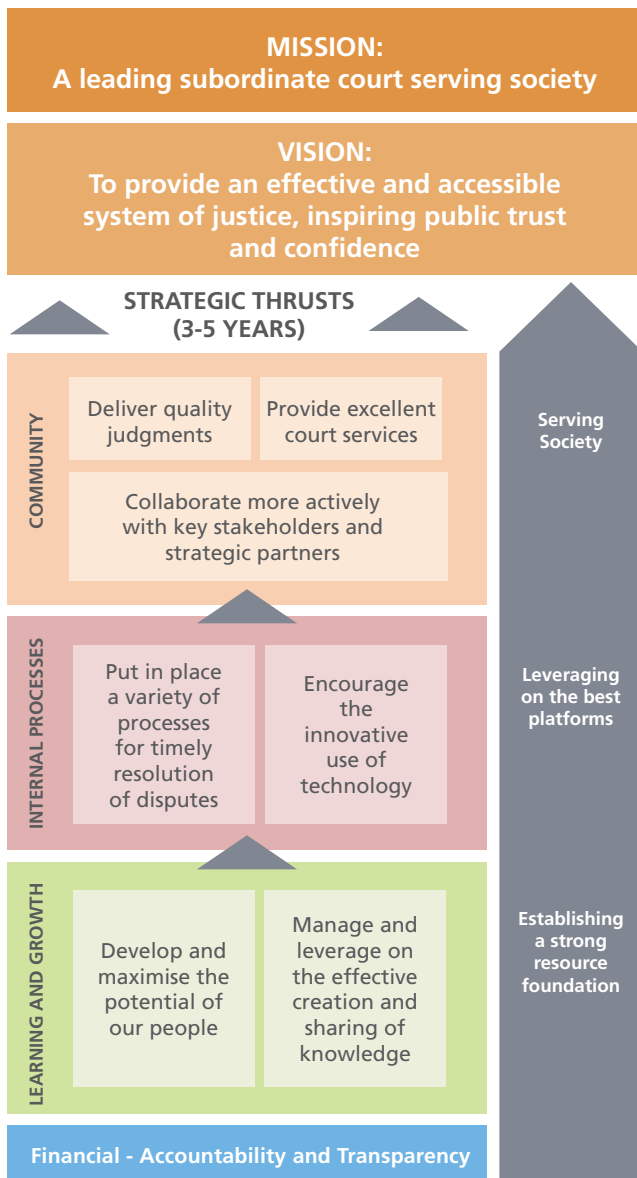


Figure 2.1.2: Strategy map of the SUBCTs

The challenges which have been identified and the strategic thrusts set out in the strategy map form the premise for the development of each annual Workplan. The 1–3 years strategic focus areas for each Division are then prepared accordingly.

2.1b How the organisation converts its strategic objectives into action plans. Include how the financial and other risks associated with the plans are managed and how resources are allocated to support the plans.

Based on the strategy map and the strategic thrusts set out therein, the organisation’s short-term focus areas, goals and action plans for the year are identified.

A Workplan Committee is formed to facilitate the workplan development process in collaboration with the SPTD. Short-term focus areas are translated into divisional objectives at Divisional Retreats, where actionable programmes and initiatives are identified for further development at the working level. The Workplan Committee then gathers the inputs from each Division and consolidates the programmes to be incorporated into the draft workplan.

The programmes are evaluated by the LT for feasibility, risk and overall contribution to the administration of justice in Singapore. Manpower, financial and other resources will then be allocated accordingly.

Deliverables and KPIs for each programme are selected. Stretch targets are also set for each programme. All these KPIs are captured and regularly reviewed.

The finalised Workplan is then presented to the Chief Justice for review and endorsement. Upon endorsement, the Workplan Committee commences preparations for the Workplan Seminar, which is attended by all the SUBCTs’ employees and invited stakeholders.

At the Workplan Seminar, the Chief Justice, in his keynote address, reports on the work done by the SUBCTs for the past year and sets out the short-term focus areas and key programmes for the new work year. This is followed by an internal Workplan session, at which the the CDJ will address the SUBCTs’ employees on the operational priorities for the new work year.

Following the Workplan Seminar, Divisional Workplan Briefings are organised by each Division, during which the SDJs will communicate the divisional agenda for the work year to the employees in their respective Divisions so they are aware of and understand the plans and deliverables moving forward.

2.1c How the organisation reviews its performance relative to its plans, and how it establishes and deploys modified plans in a timely manner.

| Platform | Frequency | Remarks |
|--------------------------------------|--------------|--|
| LT meeting | Once a month | All LT members are involved. Meeting to discuss key strategic plans and key corporate KPIs, etc |
| Divisional LT meeting | Once a month | The CDJ meets each Division once a month. Key personnel in each Division are involved to review performance for operational programmes within the Division |
| Regular updates to the Chief Justice | Regularly | The Chief Justice is updated regularly on the key programmes and new initiatives for the SUBCTs |

Table 2.1.1: How performance is reviewed

2.1d How the organisation evaluates and improves its strategic planning process.

At the end of each Corporate Retreat and Workplan Seminar, the Corporate Retreat Committee and Workplan Committee, together with the SPTD, will conduct an After Action Review (AAR) to identify the merits and areas of improvement in the strategic planning process with a view towards refinement and enhancement for the following year.

During the dissemination of the final workplan operational agenda, the SPTD will also seek feedback and input from the LT on whether the strategic planning process needs to be modified or fine-tuned to reflect environmental changes. The Divisions’ input is sought on changes in either the court users’ or stakeholders’ expectations and requirements, as well as those of the JOs and CAs so that these can be used to tweak the planning process to accommodate the changes.

The SUBCTs also learn from and benchmark against other organisations, including other SQA winners and leading overseas judiciaries, in the area of strategic planning. Strategic collaboration and partnership with overseas judicial and relevant non-judicial counterparts are established and maintained to learn best practices, which can be adapted for the SUBCTs. Over the years, the SUBCTs have made improvements to the strategic planning process as shown in Table 2.1.2.

| Improvements made | Details |
|-------------------------------|--|
| Formation of the SPTD | The SPTD was formed in 2008 for more coordinated and structured planning and development of programmes |
| Corporate Retreat | The annual Corporate retreat introduced since 2009 taps on the collective intelligence and experience of the JOs and CAs |
| Divisional Retreats | Since 2009, every Division conducts a divisional retreat, in which actionable programmes and initiatives are identified for further development at the working level |
| Divisional Workplan Briefings | Divisional Workplan Briefings are organised by each Division, during which the respective SDJs will communicate the divisional agenda to all officers |
| Revamp of Justice Scorecard | With the new Justice Statement, the re-organisation of the corporate structure and the identification of the strategic challenges, strategic thrusts and divisional focus areas for the new decade, the Justice Scorecard was revamped to enable the LT to monitor the performance of the organisation as a whole and of its constituent Divisions, which is a barometer of the effectiveness of strategic planning. |

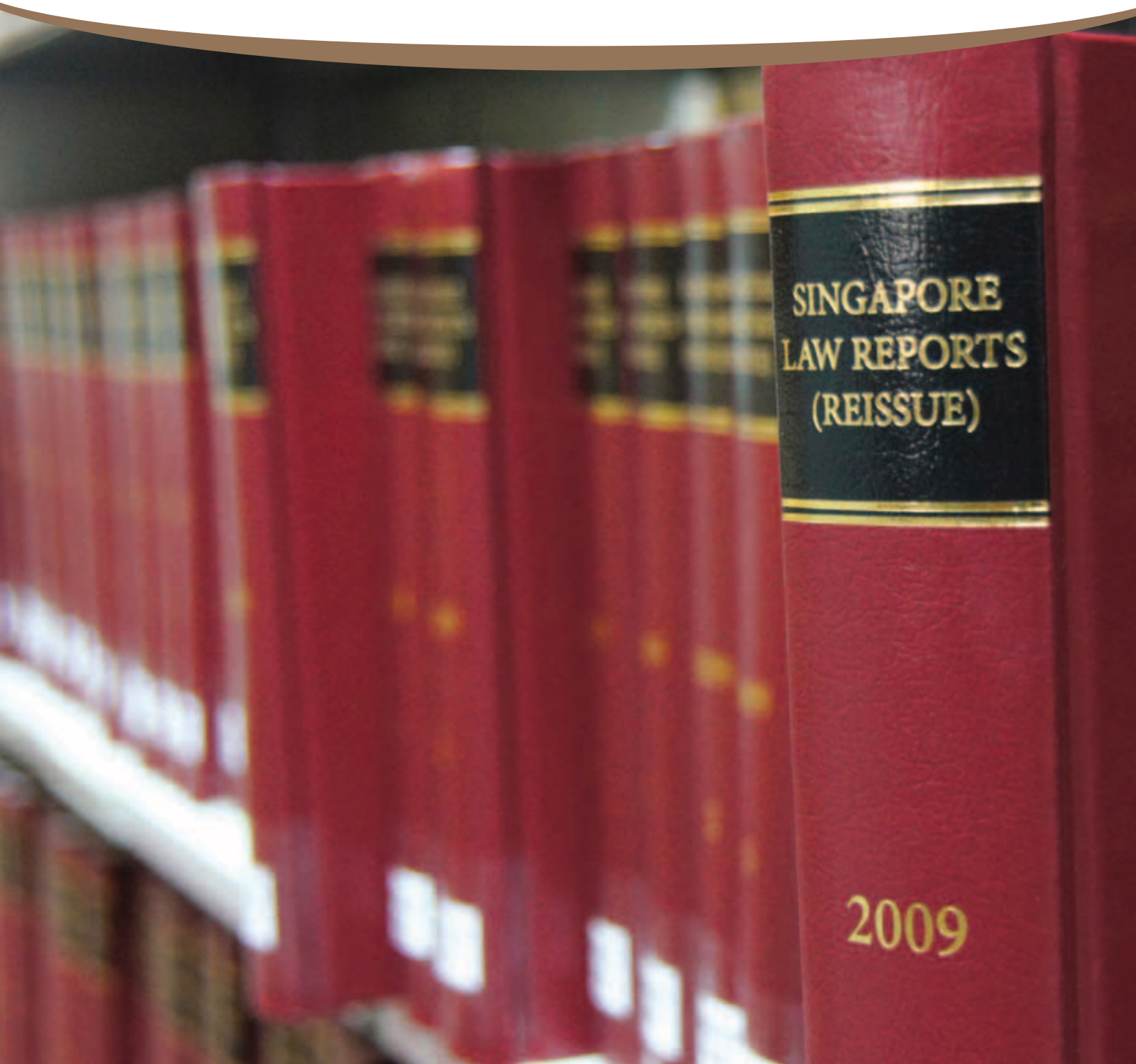
Table 2.1.2: Improvements made to the strategic planning process



Information

"The harnessing of technology is becoming an indispensable component... Technology will not only improve the processes significantly but enable the courts to render quality first class service to the court users... In serving the community, we cannot afford to lag behind in the technology revolution"

Chief District Judge, Address at the 2nd Business Excellence Global Conference, 2010



3.1 MANAGEMENT OF INFORMATION AND KNOWLEDGE

The information residing within the SUBCTs is a key resource which is effectively captured and harnessed towards the fulfillment of her mission, vision and values.

3.1a How information needed to drive planning, day-to-day management and improvements to the organisation’s performance is selected and collected. List the key types of information and describe how they are related to the organisation’s performance objectives and goals.

The SUBCTs operate and maintain a variety of information systems, such as case management and tracking systems, human resource and financial

systems, each of which contains different categories of information. As each information system was conceived and developed, the Divisions involved would decide what categories of information should be collected by that information system for planning and day-to-day management. CReST would also provide input as to what additional information needs to be captured in order to measure performance.

Additional information that may be required for planning or performance management is also obtained from surveys. The survey questionnaires, which measure and ascertain public confidence and user satisfaction with the SUBCTs, are developed by CReST with input from all the Divisions. The SUBCTs also obtain information from external stakeholders and partners for the purposes of planning, day-to-day management, benchmarking and research.

| Category | Type of Information | Owner | Source |
|-------------------------|---|---|--|
| Planning | <ul style="list-style-type: none"> Case management information Management Indicators and KPIs Caseload and workload indicators Survey results HR information Financial information (budget and revenue) Comparative and benchmarking studies Feedback from court users, partners and stakeholders, and suppliers | All Divisions | <ul style="list-style-type: none"> The SUBCTs’ information systems Management Indicators, KPIs and statistical reports Public Perception Survey Court Users Survey Employee Climate Survey Complaints/ compliments management reports Court users, partners, and stakeholders and suppliers Environmental scans Focus group discussions |
| Day-to-Day Management | <ul style="list-style-type: none"> Case management information Auxiliary support processes information | Criminal Justice Division Civil Justice Division Family and Juvenile Justice Division CCSD | SCRIMS2, TICKS/ ROMS ROSe, E-calendar (in progress) Integrated Criminal Case Filing and Management System (in progress) EFS/ iELS, SCT2, BCMS FAMS, EFS/ iELS, SCRIMS2 E-calendar (in progress) JOELS, FIPS/ FMS, SSS system PM2S, eRBS |
| Performance Improvement | <ul style="list-style-type: none"> Disposition rate Clearance rate Waiting period Settlement rate Public perception surveys Court users surveys Judicial rankings Key and supporting processes results Suppliers and partners results CSR results Corporate governance results People results Innovation results | All Divisions | Internal and external sources |

Table 3.1.1: Types of information, owners and source

3.1b How the organisation ensures that information is reliable and accessible and how it is disseminated quickly to employees, suppliers/partners and customers. Include how the organisation shares information to encourage learning and innovation.

In the SUBCTs, the following measures are put in place to ensure that information is reliable, accessible and readily disseminated to various stakeholders.

| Ensure Reliability | |
|--|--|
| Automated Means | Non-Automated Means |
| <ul style="list-style-type: none"> • Systems are within the Singapore Government Network which are not accessible by external parties or non-public sector agencies • Firewall and anti-virus software are put in place • System validation checks for sentencing data to prevent erroneous entries • Only authorised employees are allowed to create, update or delete records • Regular user account data and audit checks by the System Administrators of the respective systems to ensure that information is up-to-date | <ul style="list-style-type: none"> • Each information system has an owner • Regular reviews to ensure reliability (eg START database, which contains all sentencing guidelines and benchmarks. Those that are more than 3 years old are reviewed) • Government Instruction on IT Security • ITD IT Security Standards • Data is regularly backed up to ensure immediate availability for restoration • Warrants of Commitment are subjected to five levels of checks |
| Ensure Accessibility | |
| <ul style="list-style-type: none"> • Case management information for each Division is accessible by that Division over the Intranet • Caseload and workload data are accessible over the Intranet • KPIs and statistical reports are circulated to senior management • Internal sentencing benchmarks are accessible to the Supreme Court Bench and all JOs • Selected information on hearing schedules, applicable statutes and the Rules of Court are available to the public on the SUBCTs' website • Enquiry Access to SCRIMS2 granted to partners including the Singapore Prisons, the Attorney-General's Chambers (AGC) and the Singapore Police Force (SPF) • Enquiry Access to FAMS maintenance and protection case information granted to partners including MCYS and SPF • Data exchange through TICKS/ROMS between the SUBCTs and partners including AVA, ACRA, NEA, MDA, PUB, BCA, CPF Board, HDB, URA, TP, TP-WEU, LTA, LTA-WEU, SPF-WEU, IRAS and SCDF | |
| Ensure Prompt Dissemination | |
| <ul style="list-style-type: none"> • Case alerts on key decisions of the Court of Appeal and the High Court on sentencing, procedure and substantive law are circulated by emails to all JOs within 24 hours of the release of the decision • Latest judgments and grounds of decision issued by the JOs are made available on the SUBCTs' website upon publication • Information is typically disseminated via emails or briefings • Important information is maintained on the Intranet • News Alerts and horizon scanning analyses are circulated to the Supreme Court Bench, JOs and senior CAs via email • Up to date information on hearing schedules, applicable statutes and the Rules of Court are available to the public on the SUBCTs' website • Meetings • Regular dialogues with partners including AGC, the Law Society etc • Workplan Seminars | |

Table 3.1.2: Reliability, accessibility and dissemination of information

3.1c How information is analysed and used to support organisational planning and review.

The SUBCTs have a dedicated team of statisticians in CReST, which is responsible for compiling and analysing quantitative data relating to organisational and operational performance. CReST studies statistical trends, identifies patterns and any issues for further analysis. CReST also analyses caseload trends as part of performance tracking to assist the Divisions in resource allocation.

3.1d How the organisation manages knowledge to create value. Include how knowledge is used or acted upon for business improvements.

Knowledge in the SUBCTs can be divided into legal knowledge and non-legal knowledge.

Legal knowledge comprises case law, statutes, rules and regulations, as well as the judicial expertise of the JOs. Case law, statutes, rules and regulations are available online and in hardcopy at the RRC. The SUBCTs are presently in the process of transcribing the JOs’ accumulated judicial expertise in the form of Bench books and guides, internal judicial guidelines, internal sentencing benchmarks, practice circulars and aide memoires, into electronic form.

Non-legal knowledge comprises, for example, analyses of operational and organisational information and analyses of the standing of the SUBCTs, locally and internationally. All these are also maintained in electronic form.

| | IT PLATFORMS | NON-IT PLATFORMS |
|-----------------------|---|--|
| For Judicial Officers | <ul style="list-style-type: none"> JURIST – Legal papers and compendiums written by the JOs START – Benchmarks and sentencing guidelines IMPRESS – Supreme Court and Subordinate Courts Judgments Comparative Law Research Database eLibrary – Research Database, including LAWNET2 and Lexis Nexis Skeletal Arguments – Collation of High Court judgments, counsel submissions and all relevant case documents for Magistrate’s Appeals Criminal Practice and Policy Group (CPPG) – Updating and indexing of circulars relating to judicial policy and practice in criminal matters | <ul style="list-style-type: none"> Internal JO Refreshers SCPA Forum CAF JCEAC CPPG Court Craft Excellence Programme |
| For all employees | <ul style="list-style-type: none"> CDJ’s Blog HRM Portal – Policies and SOPs Security and Operations Portal – Policies and SOPs Finance and Procurement Policies and SOPs K:\ Drive – Sectional Protocols, Checklists and Forms, SQA programme information, Central Inventory of Staff Initiatives, Committee Databases, Divisional Minutes of Meeting with the CDJ CReST Statistics Digest SRU Service Protocol Alerts Legislation Kaizen Initiatives Annual Reports Courts Charter Government Intranet Government IMs News Alert – Daily news update RRC Sharepoint Portal – incorporating local and international trends, daily news alert, and updates on foreign cases and articles The Brief (RRC Newsletter), which includes thea Horizon Window and an index of foreign cases | <ul style="list-style-type: none"> RRC (open to the public, with more than 30,000 number of books, 90% of which are legal related) Technology Awareness Programmes Learning Journeys CDJ Dialogues Annual Workplan Seminar, Corporate Retreat, and divisional retreats Learning Organisation sessions and talks CoPs JOs’ and CAs’ involvement in various committees JOs’ and CAs’ involvement in various conferences and seminars Regular books display topics on leadership and management, court administration and the law |

Table 3.1.3: Knowledge sharing platforms

In addition, internal refreshers are conducted for the JOs to learn, discuss and share legal and relevant extra-legal knowledge such as socio-economic context knowledge, which is critical as the law is applied not *in vacuo* but within the operating environment and forces of society. An added benefit of these internal refreshers is the fostering of greater collegiality in the SUBCTs. All internal refreshers are recorded and stored electronically. The JOs and CAs also attend educational site visits and strategic learning journeys to better understand and experience the processes and workings of our partners. These experiences are captured in reports which are stored electronically for future reference and follow-up where appropriate.

Further, to ensure that the experience of senior JOs is passed on, the SUBCTs have also established CoPs to provide yet another platform for the JOs to learn and share their knowledge with one another.

3.1e How the organisation evaluates and improves its management of information and knowledge.

The SUBCTs operate many independent information and knowledge systems, not all of which are compatible with one another. To boost the management of and to harness all the knowledge and information that has been accumulated over the years, it was decided in

2010 that a comprehensive strategy roadmap would be developed to enhance knowledge management (KM) in the SUBCTs so that the delivery of quality and timely justice in the SUBCTs can be maintained and improved. The KM strategy roadmap points the SUBCTs along a path that will ultimately result in a court system where the JOs can focus on justice and the CAs can focus on processes. A dedicated KM unit was also established to implement the KM strategy and to plan, develop and coordinate KM initiatives in the SUBCTs.

3.2 COMPARISON AND BENCHMARKING

3.2a How comparative and benchmarking information is selected to improve the organisation’s performance.

Despite her achievements, the SUBCTs continue to benchmark her performance against other leading judiciaries and organisations, which are models of business excellence. In addition, the SUBCTs adopt relevant best practices and processes of these leading judiciaries and organisations.

The SUBCTs utilise a four-stage approach in her comparative and benchmarking projects. The approach enables the SUBCTs to identify the area for comparative study or benchmarking, analyse and develop action plans, and monitor implementation.



Figure 3.2.1: Approach to benchmarking and comparative studies

3.2b How comparative and benchmarking information is used to improve processes and to set stretch goals and/or encourage breakthrough improvements. Include a summary of comparative and benchmarking activities and studies done.

| Area of work | Comparative study done |
|---|---|
| Complaint/Compliments Management Framework | To ensure that all complaints and compliments are carefully processed, considered and tracked, the SRU established a framework to maintain consistency in timeliness and standard in treatment. A refinement was introduced to the framework, with comparisons made with other service excellence organisations. |
| Concurrent Management of Personal Injury Motor Accident Claims ('CMPIMA') Programme | A study was conducted in Norway on how the criminal and civil justice systems can provide more expeditious justice to parties who are victims of crimes and are also seeking civil compensation. As a result of the study, the Civil and Criminal Justice Divisions collaborated to establish the CMPIMA programme to help the next-of-kin of accident victims obtain civil compensation by providing pre-writ settlement facilities. |

Table 3.2.1: Select comparative studies

| Area of work | Benchmarking done |
|------------------------------|---|
| CHILD Programme | Having identified the less-adversarial trial models of Australia, New Zealand and United Kingdom as successful models of dealing with child related disputes, Judges and Counsellors from the Family Justice Division went on study trips and attachments to the Family Court of Australia (Sydney and Western Australia), the Federal Magistrates' Courts of Australia, and the Family Courts of New Zealand (Auckland and Tauranga). The programme has since changed the way the SUBCTs approach child-related disputes and is used where appropriate and where resources permit. |
| HELP Centre | The SUBCTs launched the HELP Centres in 2010 to enhance access to justice and empower the litigants-in-person to make more informed decisions about their cases, appreciate the court's processes better and to participate effectively in those processes. Similar centres in judiciaries in the UK and US were studied and benchmarked before the launch of the HELP Centres. |
| Mental Capacity Courts (MCC) | Prior to the setting up of the MCC, a study trip was made to the Court of Protection in the UK's Court of Protection. The MCC was modelled closely after the UK Act and the best practices of the UK courts were examined and eventually adapted. Channels of communication were opened between the SUBCTs and her UK counterparts so that they could share their experience in this field. |

Table 3.2.2: Select benchmarking studies

3.2c How the organisation evaluates and improves its overall process of selecting and using comparative and benchmarking information.

| Improvements made | Details |
|---|--|
| Increase regularity of benchmarking and comparative studies | Benchmarking and comparative studies are now undertaken more regularly. Each month, a few judiciaries are selected for study and the results are presented to the CDJ together with any recommendation for adoption or more in-depth study of the practices and processes of that judiciary. |
| International Framework for Court Excellence | The framework provides several benchmark indicators for achieving court excellence. |

Table 3.2.3: Improvements to comparison and benchmarking process

People

"The physical structure of the Subordinate Courts building in itself is unable to administer justice. It is the people working in this building who, in one way or another, dispense justice and discharge our statutory functions. The judicial officers and court staff are the most important and valuable asset of this organisation"

Chief District Judge, The Subordinate Courts Annual Report, 2008



4.1 HUMAN RESOURCES PLANNING

The SUBCTs' Human Resources (HR) department is responsible for the HR planning and management of CAs. HR matters pertaining to the JOs are mainly dealt with by the Legal Service Commission which is responsible for postings, appointments and the career development of Legal Service Officers, including the JOs. The SUBCTs' HR department also plays a role in the engagement and well-being of all JOs and CAs.

4.1a How the organisation develops its human resource strategies, policies and plans. This includes how the human resource strategies, policies and plans are aligned to the strategic plans.

To support the SUBCTs' strategic thrusts and directions, the following HR strategies have been adopted:

(a) Employer of Choice: The vision of the SUBCTs is to be a leading subordinate court serving society with "our people as the most valuable asset". Besides developing and maximising the potential of our people, the SUBCTs aim to be an Employer of Choice. This is to ensure that the SUBCTs attract and retain the best talent.

(b) Competent and High Performing Employees: HR policies are in place to develop the necessary skill sets to manage increased demands from the public and court users.

(c) Motivated and Engaged Employees: A culture of life-long learning, innovation and continuous improvement has been established. In addition, values of teamwork, commitment, ownership and pride in the SUBCTs are instilled through involvement in corporate programmes, events and activities.

(d) Organisational Sustainability and Renewal: The SUBCTs serve society by delivering quality judgments and providing excellent court services. The SUBCTs have in place a talent management framework to develop high potential officers and to groom them for leadership and managerial appointments.

4.1b Describe the organisation's human resource requirements and plans, based on the organisation's strategic objectives and goals.

The HR policies and plans that support the SUBCTs' strategic objectives and goals are as follows and can also be seen in Figure 4.1.1.

(a) Manpower Planning and Staffing

Effective and robust manpower planning and staffing plans are in place to meet both the short and long term needs of the SUBCTs. Short-term plans typically address operational manpower requirements, while long-term plans focus on strategic issues like succession planning and talent management. Manpower needs are determined by the demands on the SUBCTs' services in the administration of justice.

(b) Employee Engagement

Engaged employees perform better. Employee engagement plans promote and encourage involvement, participation and open communication at all levels of employees through corporate programmes and team-based activities.

(c) Employee Learning and Development

As a People Developer organisation, the SUBCTs develop and maximise her people's potential through a robust training and development strategy programme using the People Developer Standard framework.

(d) Employee Well-Being and Satisfaction

The SUBCTs have a supportive work environment that adequately caters to the well-being and satisfaction of employees through fostering a sense of belonging, building camaraderie, improving staff morale, enhancing job satisfaction and promoting work-life balance.

(e) Performance Management and Recognition

The SUBCTs strive to retain and motivate outstanding officers through timely performance-based rewards and recognition.

4.1c How the organisation uses feedback to improve human resource strategies, policies and plans.

Feedback is gathered through various platforms, such as the Employee Climate Survey (ECS), the CDJ's dialogue sessions with JOs and CAs, cross-functional group meetings, quarterly workplan updates, and divisional monthly meetings. From feedback obtained at these platforms, the SUBCTs' HR department engages the LT in the formulation, review and implementation of HR strategies, policies and plans.

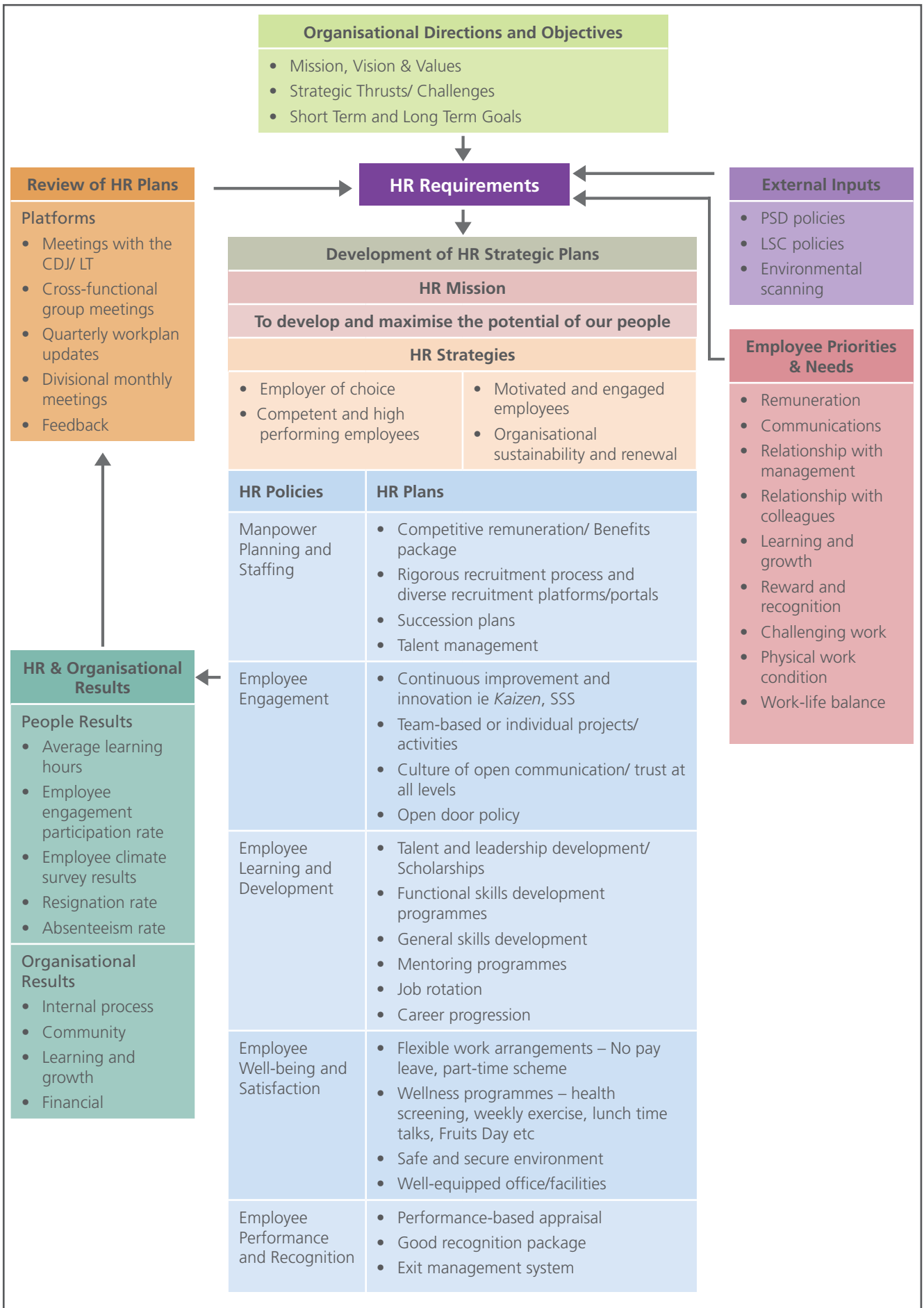


Figure 4.1.1: The SUBCTS' HR planning process

4.2 EMPLOYEE ENGAGEMENT

4.2a The strategies adopted and the mechanisms available to encourage and support individual and team participation in achieving the organisation's objectives and goals.

The strategies adopted to encourage and support individual and team participation in achieving the organisation's objectives and goals as shown in Table 4.2.1.

| Strategy | Mechanism | Objective | Champion | Participant |
|---------------------------------------|--|--|------------------------|---------------------------|
| Continuous Improvement and Innovation | SSS | Encourage process innovation and continuous improvement. | CCSD | All CAs |
| | <i>Kaizen</i> – Continuous Improvement Initiatives | Streamline operational and other work processes to make operations more efficient for court users. | LT | All employees |
| | Technology Awareness Programme | Promote technology awareness to further enhance operational efficiency and effectiveness. | ITD | All employees |
| | Learning Organisation (LO) sessions | To tap on collective experience and wisdom to find solutions. | SPTD | All employees |
| | Lunch time talks | For the professional and personal development of the employees. | SPTD | All employees |
| Team-based projects/ activities | Cross-functional committees, eg: <ul style="list-style-type: none"> • Staff Welfare Committee (SWC) • All cohesion events committees | Promote teamwork and encourage continuous innovation and improvement through cross training. | Committee Chairpersons | All employees |
| Leadership Involvement | Divisional LT Meetings | Promote communication among the CDJ, SDJs, GMs and supervisors in relations to the operation of the respective division. | LT | All SDJs/GMs/ Supervisors |
| Open Communication | CDJ's dialogues | Promotes open communication between the CDJ and employees on their concerns. | CDJ | All employees |
| | CDJ's Blog | Additional channel for the CDJ to engage employees directly. | CDJ | All employees |
| | Open door policy | All LT members, including the CDJ, have an open door policy for staff engagement. | LT | All employees |
| | Employee Climate Survey | Feedback from employees are gathered through employee climate surveys. | HRM | All employees |
| | Other Surveys | Other surveys, such as Health and Interests Surveys are periodically conducted to gather inputs from employees on specific issues. | All Divisions | All employees |

| Strategy | Mechanism | Objective | Champion | Participant |
|------------------------|---|---|------------------------|---------------|
| Corporate Events | Annual Workplan Seminar | Promote ownership and accountability for the implementation of sectional workplans to achieve goals. | Workplan Committee | All employees |
| | National Day Observance | Promote allegiance to the nation and build teamwork amongst employees. | National Day Committee | All employees |
| | Public Service Week | Imbue a sense of pride in being part of the Public Service, and help officers develop a common identity unique to the Public Service, and recognise and celebrate our achievements as a Public Service. | HRM | All employees |
| | Cohesion Day | To build camaraderie amongst employees and create a more vibrant organisation. | Cohesion Day Committee | All employees |
| Reward and Recognition | Performance-based rewards (monetary and non-monetary) | To reward and recognise deserving employees who have performed well and to reinforce and encourage good performance. | HRM/ Supervisors | All employees |
| Employee well-being | Recreation and employee welfare activities | Promote teamwork and harmonious relationships among employees. | SWC | All employees |
| | Health Activities (JRC, Sports Committee) | Promote Healthy Lifestyle | Health Committee | All employees |
| CSR | Fundraising events | To raise funds for the SUBCTs' adopted charity, the Children Cancer Foundation. | CCSD | All employees |
| | Earth Day | To engage employees to participate in CSR-related programmes. | CCSD | All employees |

Table 4.2.1: Employee Engagement strategies and mechanisms

4.2b The process of implementation of the mechanisms for employee engagement and the review of their effectiveness.

The process of implementation and review of the employee engagement mechanisms is shown in Figure 4.2.1. Champions are appointed, and the mechanisms are rolled out based on the engagement strategies. The strategies and mechanisms will be regularly reviewed through the ECS, After Action Review (AAR), employee participation rates, and other feedback channels.



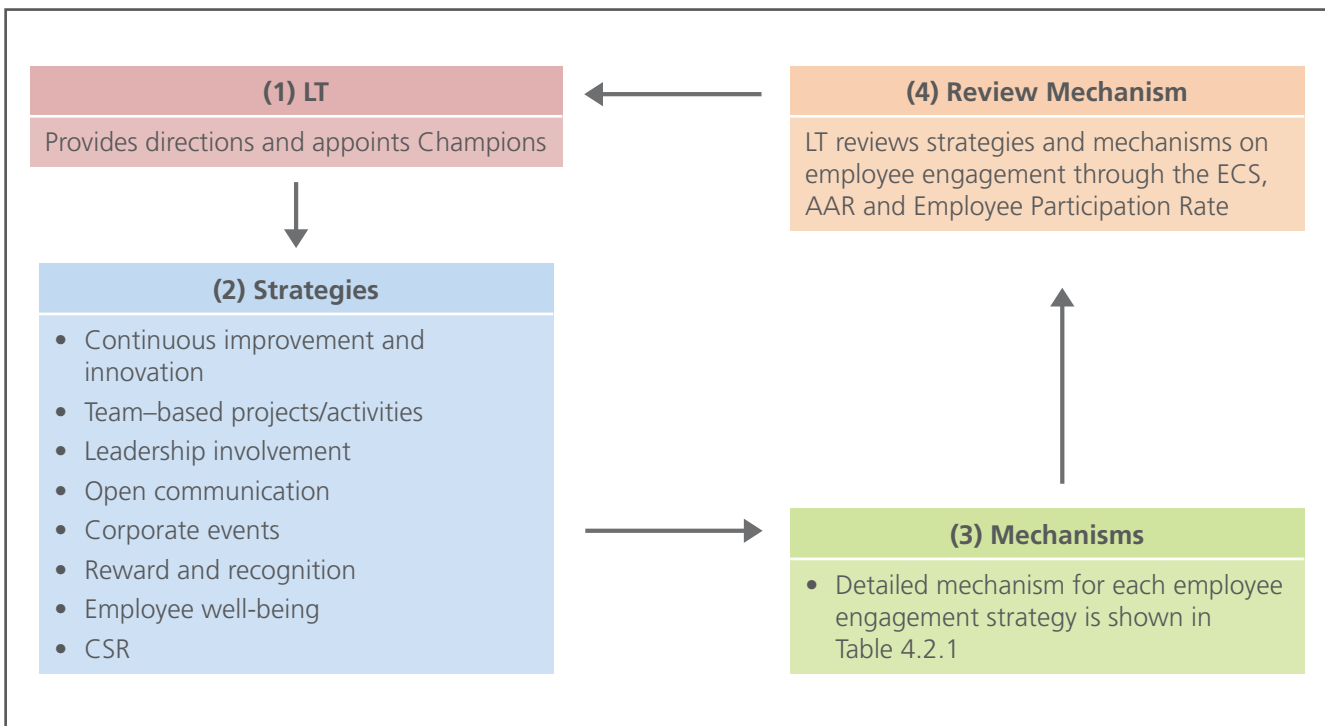


Figure 4.2.1: Process of implementing and reviewing employee engagement mechanisms

4.2c How the organisation evaluates and improves its overall employee engagement process.

The SUBCTs periodically evaluate the effectiveness of the overall employee engagement process by reviewing the results of and participation rates in the various mechanisms for employee engagement. Where necessary, the strategies and mechanisms will be reviewed and improved if the level of employee engagement is determined to be inadequate. The ECS also provides the SUBCTs with a means to gauge the success of employee engagement processes.

4.3 EMPLOYEE LEARNING AND DEVELOPMENT

4.3a How the organisation identifies the learning and development needs for all employees to support its objectives and goals.

With the reorganisation of the SUBCTs, the training, learning and development of both the JOs and CAs in the SUBCTs was also reviewed. The SPTD, in consultation with the Divisions, has identified areas of improvement and enhancement of employee competencies. Towards this end, three focus areas have been identified:

- Organisational excellence
- Creating a service-centric culture
- Building a learning organisation

With these focus areas in mind, the Master Learning Plan (MLP) (Core Programmes) was formulated and disseminated to all officers. The MLP (Core Programmes) is reviewed regularly with inputs from training representatives and heads of the Divisions. To better cater to the different training needs of respective division, the SPTD has formulated division-specific programmes as an enhancement of the MLP.

In addition, the Judicial Education Board (JEB), chaired by a Judge of Appeal of the Supreme Court, develops strategies and charts relevant training for the JOs to equip them to better meet future challenges. JO training representatives in each Division, in consultation with SDJs, also provide input to the SPTD on learning and development needs regularly.

4.3b How learning and development opportunities are delivered, and reviewed for their contribution to individual and organisational effectiveness.

The learning and development framework, which illustrates how learning and development opportunities are delivered and reviewed, is shown in Figure 4.3.1.

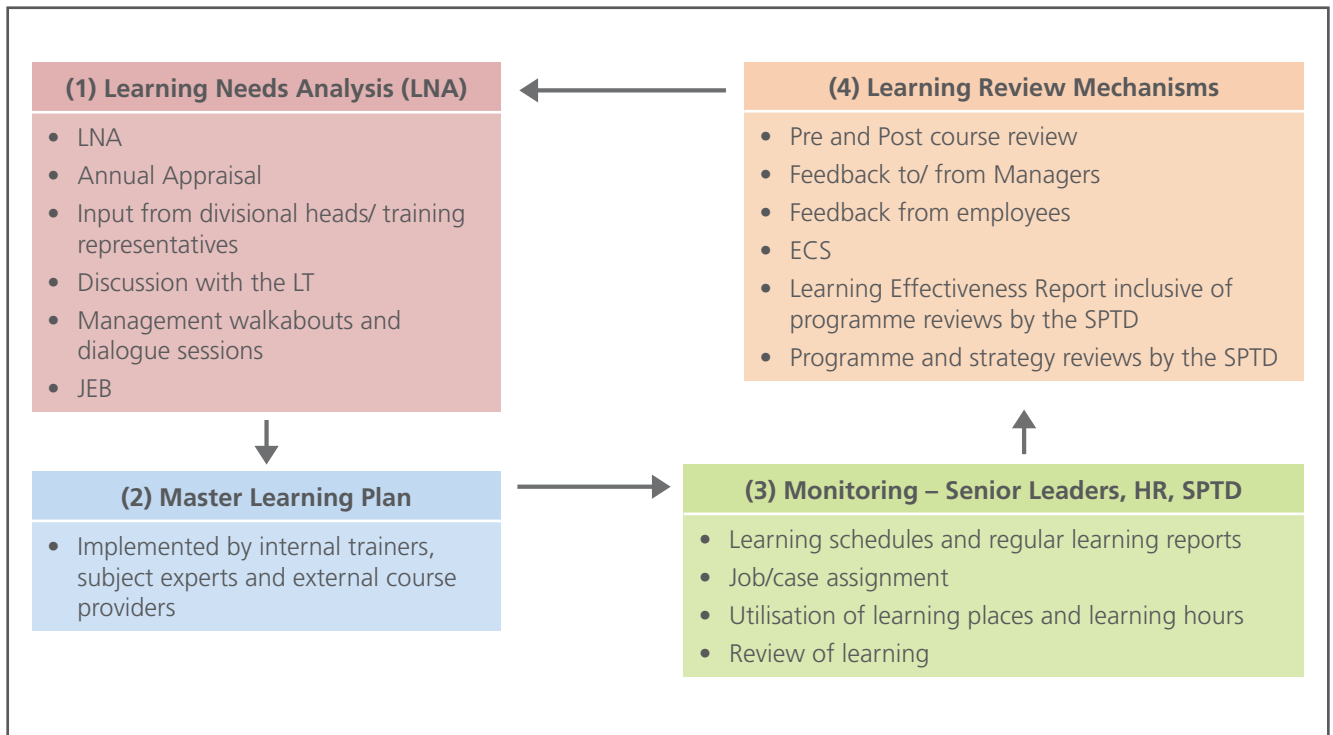


Figure 4.3.1: Learning and development framework

4.3c How the organisation evaluates and improves its overall learning and development process.

The evaluation of the overall employee learning and development process is conducted via various platforms including discussions with the LT, meetings and feedback sessions with managers, supervisors and employees. The evaluation is conducted both at the course and programme levels. For the former, feedback on courses is reviewed and improvements made accordingly. As for the latter, key learning programmes are reviewed to determine their effectiveness and impact on operational results. Areas for improvement are then identified. The overall effectiveness of employee learning and development is monitored closely by the SPTD and the HR department. The HR Key Performance Indicators (KPIs) are tied to organisational KPIs which measure overall organisational results and the extent to which our strategic objectives are met. The KPIs facilitate in evaluating the impact of learning on operational results.



4.4 EMPLOYEE WELL-BEING AND SATISFACTION

4.4a How the organisation develops a supportive work environment that enhances employee well-being and satisfaction, and promotes a harmonious relationship between management and unions/employees. Include how the organisation supports the needs of a diverse workforce.

The SUBCTs' framework for employee well-being and satisfaction is shown in Figure 4.4.1.

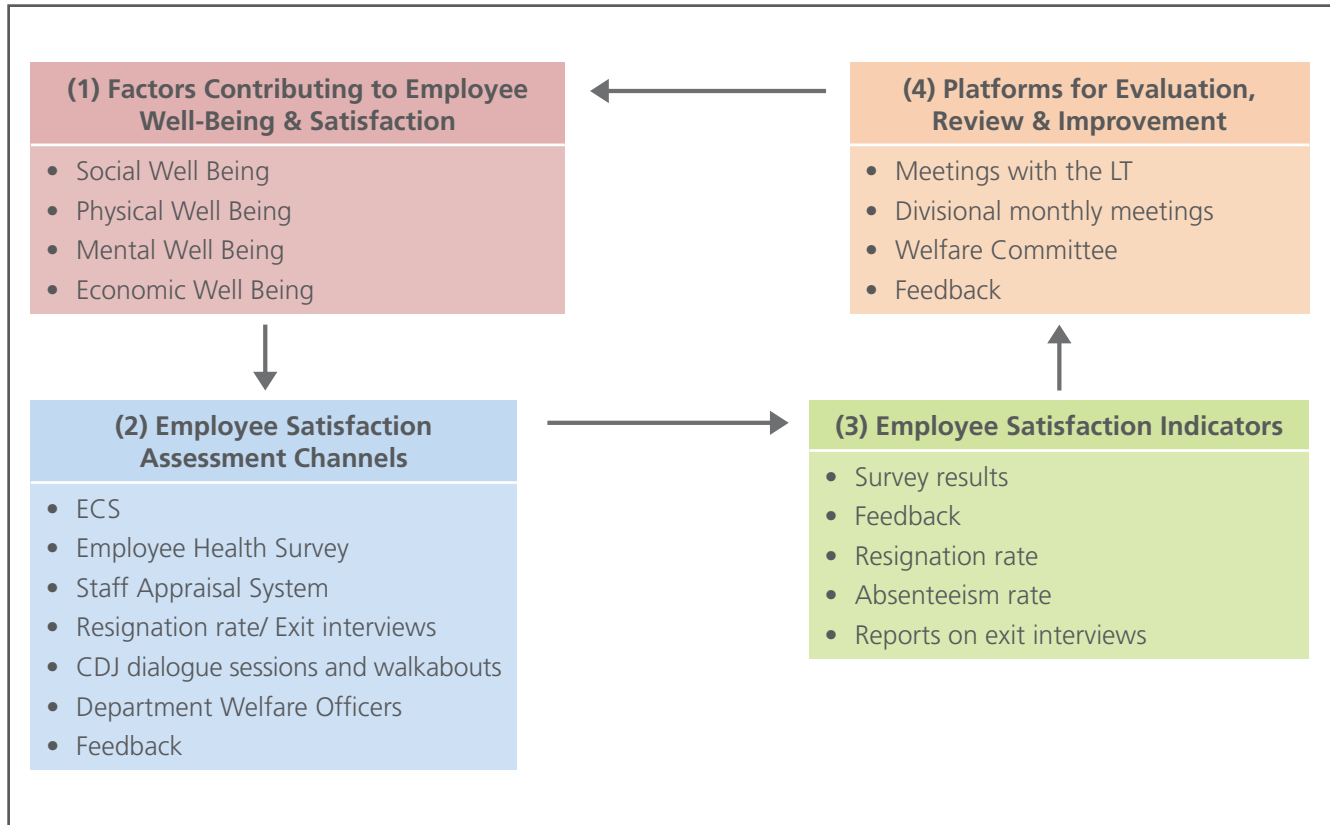


Figure 4.4.1: Employee well-being and satisfaction framework

Some of the initiatives implemented by the SUBCTs to promote the well-being and satisfaction of her employees are as detailed in Table 4.4.1.

| Social Well-Being | |
|---|---|
| Pro-family initiatives/ Work-life balance | <ul style="list-style-type: none"> • Flexible work arrangements to accommodate officers' personal circumstances, eg, part-time scheme, flexi-hours and no-pay leave • Sending hampers to employees who are hospitalised and calling/visiting them. The CDJ will personally call on employees who are hospitalised or who have given birth • Eat-with-your-family Day • Family Day |
| Recreational Activities | <ul style="list-style-type: none"> • Subsidised "Movie Nights" • Dinner & Dance • Cohesion Day |

| Physical Well-Being | |
|---|---|
| Sports and Health | <ul style="list-style-type: none"> • Health screening • Weekly exercise sessions • Lunch-time talks • Bowling Sessions • Fruits Day/ Fruits Buffet |
| Employee well-being/ conducive work environment | <ul style="list-style-type: none"> • Conducive work environment, well-equipped office and adequate facilities, safe and secure work environment, harmonious working relationships at all levels • Corporate rates for telecommunication plans and services |
| Safety and Security | <ul style="list-style-type: none"> • Security measures and protocols in place to protect employees' safety |
| Mental Well-Being | |
| Emotional Health Programme | <ul style="list-style-type: none"> • Mental health talks • Courses and talks to deal with difficult customers • Stress management talks |
| Self Improvement | <ul style="list-style-type: none"> • Learning & development – Employees are given ample opportunities for learning and development through attending courses in the MLP and other training programmes |
| Empowerment and trust | <ul style="list-style-type: none"> • The SUBCTs have a culture of empowerment and trust in which the JOs and CAs are empowered to make certain decisions pertaining to their scope of work, thus signalling to the employees that they are trusted and valued by the management |
| Open communication and staff feedback channels | <ul style="list-style-type: none"> • The SUBCTs embrace a culture of open and transparent communication. An open-door policy is adopted whereby employees are encouraged to approach their supervisors to discuss concerns and issues |
| Economic Well-Being | |
| Re-employment framework | <ul style="list-style-type: none"> • Retain employees who have reached the retirement age (health permitting) • Courses and sessions to prepare retiring employee for life during the golden years |
| Insurance | <ul style="list-style-type: none"> • Public insurance schemes |
| Rewards and Recognition | <ul style="list-style-type: none"> • Rewards and recognition – The SUBCTs have in place a fair and robust performance management framework that rewards and recognises deserving employees who have performed well. The direct link between performance and rewards serves to reinforce and encourage good performance |
| Career development and growth | <ul style="list-style-type: none"> • Employees are given opportunities for both career progression and advancement and lateral movement, which provide them with exposure and a more enriching job experience |

Table 4.4.1: Initiatives to promote employee well-being and satisfaction

4.4b How the organisation measures and assesses employee well being and satisfaction.

The SUBCTs utilise both formal and informal channels for measuring and assessing employee satisfaction and constantly improves the same, as shown in Table 4.4.2.

| Channels | Objectives | Improvements made |
|---|---|--|
| Employee Climate Survey | To gather employee feedback on their areas of work and work environment (conducted annually since 2000 and revised to once in 2-3 years since 2004) | Following feedback in the 2007 survey, more relevant in-house courses were created to enhance technical competencies of the employees |
| Employee Health Survey | To seek information on employee health practices and to thereafter design health activities to further promote healthy lifestyle | A survey was conducted in 2009 to collate inputs of various activities that employees are interested in. Activities were organised after studying the results of the survey. |
| Resignation rate/ exit interviews | To track the attrition rate and to gather feedback from exiting employees on areas for improvements/reasons for leaving. | Based on feedback obtained, improvements were made to areas highlighted |
| CDJ dialogue sessions/ HRM interaction sessions | To gather feedback and sentiment from the ground, assess overall employee satisfaction levels and promote engagement. | Feedback obtained through this channel is documented and tracked for follow up actions. Improvements were implemented eg improvements to the physical work environment have been made. |
| Appeals rate | To track appeal rate for Performance Bonus/ promotion | The SUBCTs continue to ensure that grounds for appeal in these cases are carefully looked into. |
| Division Welfare Officer (DWO) scheme | DWOs from each Division to work closely with the HR department and provide ground feedback on employee matters. | Improvements were made to improve employee welfare, eg, gift hampers for employees who are hospitalised, introduction of Fruits Day etc. |
| Feedback | To seek feedback/comments from employees on any issues | Feedback on issues ranging from areas of work to physical work environment is gathered and improvements implemented. |

Table 4.4.2: Channels for measuring and assessing employee satisfaction

4.4c How the organisation evaluates and improves its approach to enhancing employee well-being and satisfaction.

The SUBCTs constantly strive to enhance employee well-being and satisfaction. The effectiveness of the employee well-being and satisfaction framework is evaluated and reviewed through the following platforms:

- Meetings with the CDJ/ LT – This is an important platform whereby feedback is gathered from the employees and management is able to get a feel of the sentiments on the ground.
- Divisional monthly meetings with divisional heads – The HR department continuously strives to improve its service levels to its internal customers, ie, all employees. Valuable feedback is gathered from internal surveys and the results are discussed during monthly meetings with divisional heads.
- DWO scheme – Through the DWO scheme, feedback from the ground is obtained and information on employee matters is shared to further the understanding and appreciation of HR policies and procedures.
- Feedback from employees – Both formal and informal feedback gathered from employees serves as an indication of their well-being and satisfaction level. Through feedback gathered, the SUBCTs constantly review and improve on her employee well-being and satisfaction framework to meet the diverse and changing needs of all employees.

4.5 EMPLOYEE PERFORMANCE AND RECOGNITION

4.5a How the organisation’s employee performance management and recognition systems support high performance, innovative and creative behaviors and achievement of objectives and goals.

In line with the HR strategy to position the SUBCTs as an Employer of Choice, the SUBCTs seek to retain and motivate competent and high performers by providing them with timely performance-based rewards and recognition. An overview of the SUBCTs’ performance management framework is shown in Figure 4.5.1.

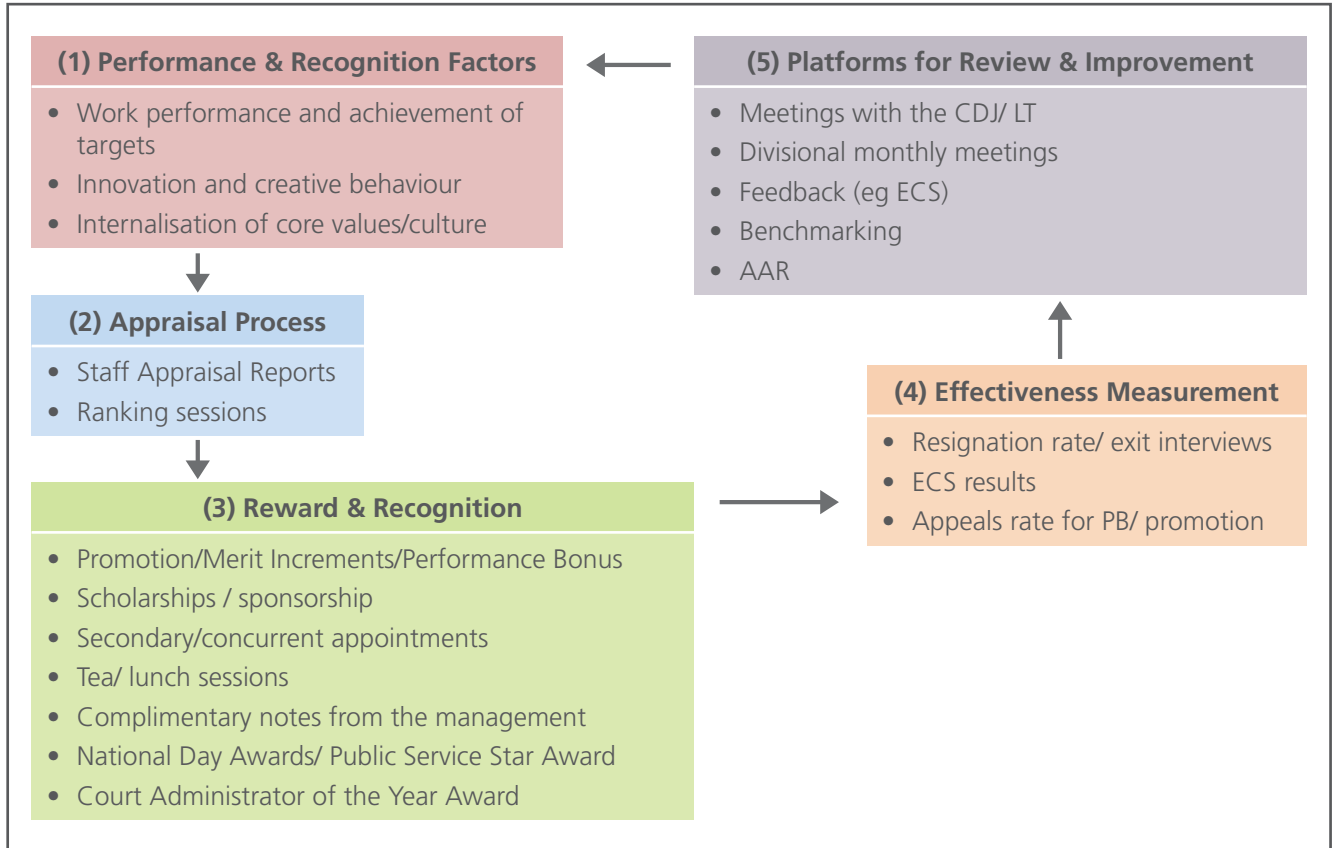


Figure 4.5.1: The performance management framework

4.5b How the organisation evaluates and improves its employee performance management and recognition systems.

As part of the Civil Service, the SUBCTs adopt the LSC/ PSD’s policies and guidelines pertaining to salary, promotion, mid-year/ year-end bonus, MI, PB and other performance-based payments. LSC/PSD regularly reviews its policies and guidelines against changing economic conditions to ensure that they remain competitive.

While these broad policies are centrally established, there are flexibilities when offering compensation packages to selected candidates upon recruitment. The SUBCTs are also given some flexibility in the allocation of monetary rewards such as higher MI and PB for good performers.

The effectiveness of the SUBCTs’ performance management framework can be measured through the following channels:

- Resignation rate/ exit interviews - Resignation rate (one of the employee satisfaction indicators) and feedback gathered from employees who resign/ retire can provide an indication of whether the performance and recognition systems are adequate.
- ECS results – Both quantitative and qualitative feedback gathered can provide an overall picture of how employees view the SUBCTs’ performance and recognition systems.

STAFF ACTIVITIES



Processes

“We shall not be entrenched in the way we perform our routine work. Instead, we are on a constant lookout for ways to improve.... Kaizen is one of the many tools to drive business excellence in the Subordinate Courts. Since its introduction and institutionalisation, we have seen significant improvements in our processes”

Chief District Judge, Address at the 2nd Business Excellence Global Conference, 2010



5.1 INNOVATION PROCESSES

5.1a How innovation management processes support value creation. Include how creative ideas are harvested, evaluated and implemented.

Creative ideas come from employees at all levels and on different occasions. Recognising this, the SUBCTs have many channels by which ideas are gathered.

| Channel | Gathering of Ideas | Evaluation of Ideas | Implementation of Ideas |
|--|--|--|--|
| LO sessions | Brainstorming sessions of small focus groups called for the purpose of addressing specific issues. | The focus groups collectively review the issues and, by consensus, agree on an approach/ solution, which is then submitted to the management for approval. | If approved, the approach/ solution will be implemented by the relevant Division/ department |
| <i>Kaizen</i> | All employees are encouraged to examine the operational processes of the SUBCTs and to submit suggestions for streamlining such processes. | All ideas are submitted to the relevant supervisors for endorsement. | |
| SSS | All employees are encouraged to participate in the SSS by submitting suggestions to improve any aspect of the work environment. | The ideas are forwarded to the relevant Division/ department for evaluation and approval. | |
| Workplan | Ideas are generated by the Workplan Committee together with officers of the Divisions during the Corporate Retreat and divisional retreats. | Ideas are submitted to the relevant SDJs and/or the CDJ for evaluation and approval. | |
| Ideas crucible | Ideas are generated by the SPTD from environmental scans of practices and processes in other jurisdictions. | Ideas are vetted by SD (SPTD) and submitted to the CDJ for approval. | |
| Central Inventory of Initiatives | Ideas are gathered during the CDJ's dialogue with employees. | Ideas are evaluated, and workable ideas will be tracked in the Central Inventory of Initiatives for implementation. | |
| Informal channels | Any employee with an idea can raise it with his supervisor, GM, SDJ or the CDJ at any time. | Depending on the nature of the idea, the supervisor, GM or SDJ may either approve its implementation or submit it to their superior for approval. | |
| Dialogues with external partners/ stakeholders | Ideas and suggestions are gathered from the SUBCTs' partners and stakeholders through dialogue sessions as part of the strategy to better engage them. | Depending on the idea, the supervisor, GM or SDJ may either approve its implementation or submit it to their superior for approval. | |

Table 5.1.1: Gathering, evaluation and implementation of ideas

5.1b How new products and services and their related production and delivery systems are designed and introduced. Include how employees, customers and suppliers/ partners are involved in the design process.

The work flow for implementing new ideas is shown in Figure 5.1.1.

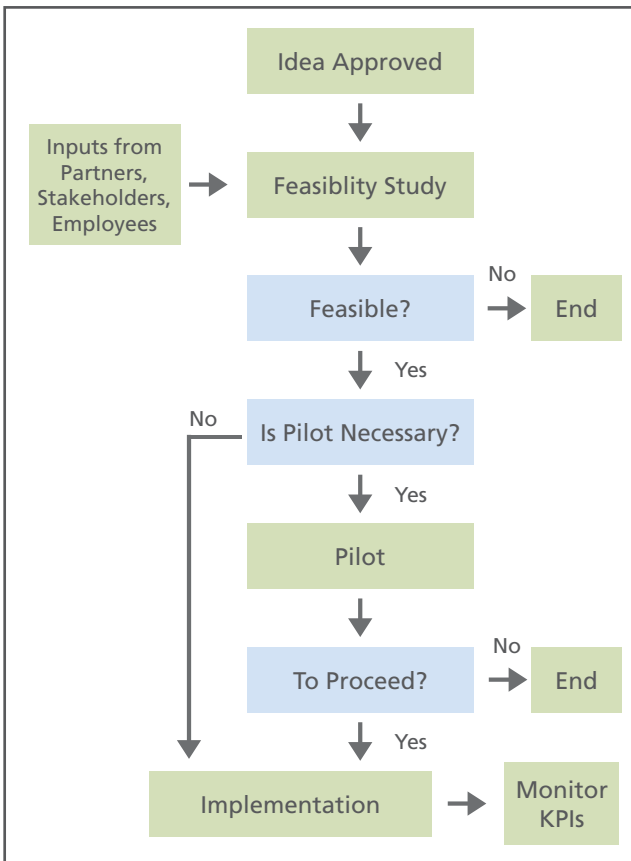


Figure 5.1.1: Workflow for implementing new ideas

A recent example of a new idea that was implemented is the establishment of the HELP Centres in 2010.

In the course of developing initiatives for Workplan 2010, the Justice Divisions proposed ideas aimed at assisting litigants-in-person. From those ideas, the concept of a centre dedicated to providing litigants-in-person with the necessary assistance to enable them to conduct cases on their own was born. To determine what services this centre should provide, a survey on litigants-in-person was conducted to identify the reasons why they were unrepresented and what assistance they felt they needed. Discussions were then held with the SUBCTs' stakeholders and partners including CLAS, ACLS and law firms to obtain their support and agreement to run legal clinics at the Centres. Two HELP Centres were set up - one at the Havelock Complex to cater to criminal and civil cases, and another at the Family Court Complex to cater to family cases.

5.1c How the organisation evaluates and improves these innovation processes

The SUBCTs monitor the results from all innovation processes. The effectiveness of these innovation processes are evaluated on the basis of these results and when necessary, improvements to these innovation processes will be made or new innovation processes introduced.



5.2 PROCESS MANAGEMENT AND IMPROVEMENT

5.2a Define the key production and delivery processes of products and services and the support processes. Include a description of their requirements and performance measures or indicators.

The key and support processes of the SUBCTs are shown in Figure 5.2.1.

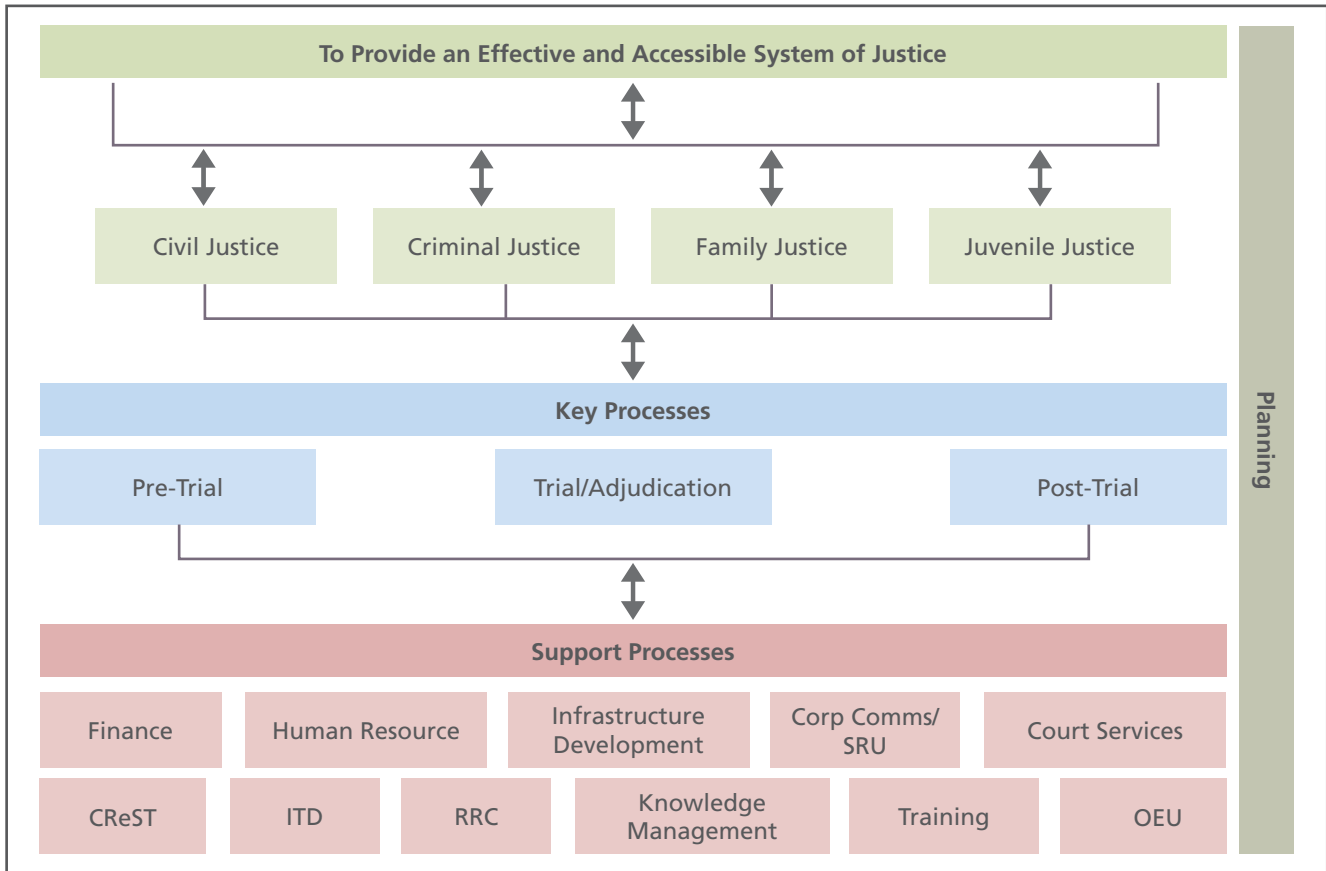


Figure 5.2.1: Key and support processes

The key requirements for the key processes of the various Divisions are set up accordingly. Table 5.2.1 and 5.2.2 illustrate examples of the key requirements, KPIs and improvements made for one of the key processes (the Criminal Justice Process), as well as for the support processes.



Key Process I: Criminal Justice Process (an example)

| Process | Description | Key Requirements | Measurement /KPIs | Improvements made (Examples) |
|------------|---|--|---|---|
| Pre-Trial | An accused person is produced at a Mentions Court where he is formally charged If an accused person decides not to plead guilty and to claim trial, the case is fixed for a pre-trial conference to ascertain that parties are ready for trial before trial dates are allocated. | To avoid unnecessary delay in case processing up to the trial stage | <ul style="list-style-type: none"> Registration and fixing of criminal charges for mentions within 2 hours from tendering of the charges by the police Processing of bail within 1 hour Percentage of bail applications processed within timeline Fixing of cases for trial within 4 weeks from last PTC to first hearing | <ul style="list-style-type: none"> Reduction of bail processing time to 15 minutes since 2009 Reduction of percentage of trial cases which spent more than 3 months at PTC, from 63% in 2009 to 60% in 2010 |
| Trial | Once a matter is ready for hearing, the case is fixed for hearing before a district judge or magistrate. | To minimise time taken for hearing and avoid undue protraction of hearings. | <ul style="list-style-type: none"> Clearance rate Disposition rate | <ul style="list-style-type: none"> The clearance rate has improved from 83% in 2009 to 88% in 2010 |
| Post-Trial | Parties may appeal against the judgment made. | To minimise the time taken for release of Grounds of Decision (GDs) and preparation of the Record of Appeal. | <ul style="list-style-type: none"> Preparation of GDs within the prescribed timelines. | <ul style="list-style-type: none"> The overdue GD rate has shown a declining trend in spite of the rising number of appeals in 2009 and 2010 |

Table 5.2.1: Criminal Justice process

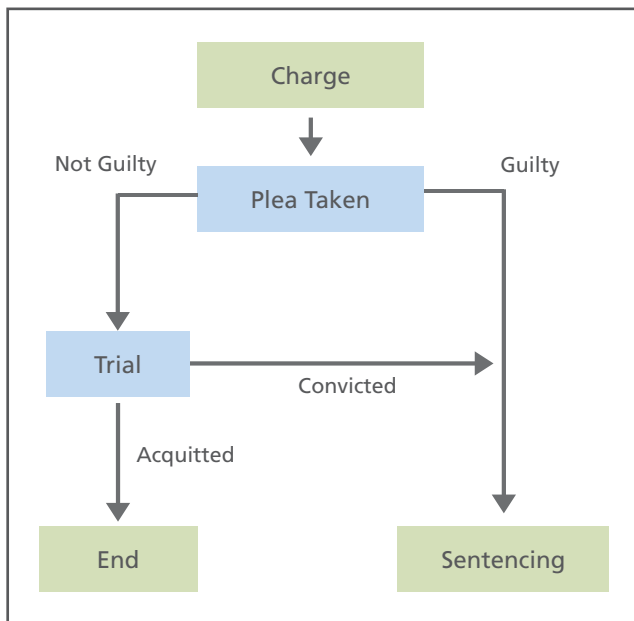


Figure 5.2.2: Criminal Justice workflow



Supporting Processes

| Supporting Process | Requirement | KPIs measured (Examples) |
|----------------------------|---|--|
| Finance | Manage the SUBCTs' budget, revenue collection, payments, salary administration, and ensures adequate financial resources to sustain a high-quality justice system | Budget utilisation |
| HRM | Manage the recruitment of CAs, human resource planning, staff training/ development and staff performance management and recognition. | Turnaround time taken to possess no-pay leave |
| SRU | Manage the service standards of the SUBCTs | Percentage of feedback sent through "SUBCT_QSM" mailbox replied to and closed within 7 working days |
| Corporate Communications | Communicate the role of the SUBCTs to the public | Percentage of updates uploaded to corporate website within 3 working days, upon receipt of request from the respective Divisions |
| Interpreters | Manage the provision of translation and interpretation services in the course of the hearing | Percentage of interpreters reporting to court for interpretation 10 minutes before commencement of proceedings |
| Infrastructure Development | Manage the physical infrastructure and environment and provide office equipment and supplies | Percentage compliance to response time to critical building faults within 15 mins (eg power failure, lift breakdown) |
| ITD | Manage the IT support to enhance the quality of court services, improve efficiency and increase accessibility to the justice system | Percentage of IT services availability |
| RRC | Manage the provision of a vast, comprehensive and expanding range of legal, management and general materials with extensive array of online research facilities | Time taken to fulfil requests |
| CRest | Manage the collation, generation and analysis of statistics and conduct statistical research and survey projects for the SUBCTs | Number of statistical surveys and research projects conducted per year |
| OEU | Develop initiatives to pursue higher benchmarks in the SUBCTs' organisational excellence journey | Score for Business Excellence Framework |

Table 5.2.2: Support processes

5.2b Describe how the organisation manages these key processes to meet process requirements and maintain process performance to ensure that products and services meet customer and operational requirements. Include how the organisation is able to sustain its operations in emergencies and disasters for business continuity.

The SDJs of the respective Justice Divisions, assisted by the GMs and senior CAs, oversee the management and further improvement of the key processes. The key processes are managed with the support of IT case management systems to ensure timely progression of cases. In addition, process performance is monitored by way of Management Indicators, KPIs and user feedback

to ensure that the justice delivery process meets the service standards in the Courts Charter.

Business Continuity

A feasible business continuity plan is critical to ensure that justice continues to be administered in times of crises. A Business Continuity Planning (BCP) Committee was formed in 1995, to develop and oversee business continuity. This Committee coordinates and implements key exercises internally and with strategic partners such as the Singapore Prison Service, Singapore Police Force, the Supreme Court, as well as conducting scenario planning in tandem with new threats.

The SUBCTs have established disaster recovery sites at both the Havelock and Family Court Complexes. This

ensures that critical IT applications can continue to run from the disaster recovery sites and allow the critical functions of the SUBCTs to continue operating.

Robust emergency planning and crisis management plans are in place to ensure business continuity. Relevant officers are trained in emergency preparedness and crisis management. An Emergency Planning Group has been set up to address matters related to home-front security which will impact the SUBCTs during peacetime and national emergencies.

5.2c Explain how the organisation evaluates and improves these key processes to achieve better process performance and improvements to products and services.

The SUBCTs constantly monitor the Management Indicators and KPIs of all key and support processes. If analysis shows a trend towards less than desirable performance, steps will be implemented to ensure that they are improved. These may include increasing the resources deployed for the affected processes or undertaking business process re-engineering to improve the process in question. On the other hand, if the performance targets are consistently met, the LT would set higher targets by recalibrating performance indicators.

5.3 SUPPLIER AND PARTNERSHIP MANAGEMENT

5.3a How the organisation identifies and selects its suppliers and partners. Include a description of the key performance requirements for suppliers and/or partners and how the relationship and partnership fit into the overall strategy of the organisation.

The SUBCTs identify and select suppliers through an open, fair and transparent system in strict accordance with procedures prescribed by the IMs. The SUBCTs identify suitable suppliers in the market through market scanning, experience, as well as general public sector sentiments. The SUBCTs' processes are reviewed periodically and partners are identified and engaged for existing and new initiatives.

The performance requirements for the SUBCTs' key suppliers and partners, and how the relationship and partnership fit into the SUBCTs' overall organisational strategies, are shown in Tables 5.3.1 to 5.3.3.

| Key Supplier | Performance Requirement | KPIs measured (Examples) |
|-----------------------------|--|---|
| Hewlett Packard | All servers are to be available and accessible to end-users for their work. | Percentage of IT services availability each month. |
| Certis Cisco | To safeguard the employee and property of the SUBCTs by delivering comprehensive and effective security solutions. | Percentage of compliance in conducting of security audits on security officers' performance on a monthly basis Percentage of critical faults/security systems that were attended to within 2 hours |
| Keppel FMO | To provide integrated facilities management service to the SUBCTs so that infrastructure remains operational. | Percentage of critical faults that were attended to within 3 hours Percentage compliance to submission of three daily building readiness reports |
| Employment Service Agencies | To recruit and supply contract officers to the SUBCTs in a timely manner. | Percentage of contract officers with diploma qualifications |

Table 5.3.1: Performance requirement and KPIs for key suppliers of the SUBCTs

| Key Strategic Partners (Crime) | Performance Requirement |
|--------------------------------|--|
| Prisons | To ensure the timely and safe escort of inmates to and from the SUBCTs. |
| Singapore Police Force | To maintain order during court proceedings. |
| AGC | To conduct prosecutions (by DPPs/ APPs) and to oversee prosecutions conducted by the Police Prosecution Unit and other agencies. |

Table 5.3.2: Performance requirements for key strategic partners of the Criminal Justice Division
(Note: Partners for the Civil Justice Division, as well as for the Family & Juvenile Justice Division are not shown in this Executive Summary)

| Key Networking Partners | Performance Requirement |
|---|---|
| The World Bank | To support the promotion of the International Framework for Court Excellence (IFCE). |
| International Consortium for Court Excellence | To collaborate in order to promote the IFCE. |
| Other Judiciaries | Examples include: The Judicial Studies Board of England and Wales – to facilitate the SUBCTs’ Judicial Officers to attend at least one training conference annually. Royal Courts of Justice, England and Wales – to facilitate at least one dialogue session with the Senior Master annually |

Table 5.3.3: Performance requirements for key networking partners of the SUBCTs

5.3b How the organisation communicates and ensures that its requirements are met by suppliers and/or partners and how timely and actionable feedback is provided to suppliers and/or partners.

In addition to performance requirements stated in tender documents, monthly meetings are conducted to ensure suppliers’ compliance. Monitoring measures adopted include periodic checks, performance audits and submission of daily/monthly status reports. Feedback is also obtained from managers and supervisors on the suppliers’ performance and such feedback is conveyed to the suppliers through regular meetings, site inspections and joint audits.

As for strategic partners, requirements and feedback are communicated to them during regular meetings, dialogue sessions and briefings. The SUBCTs communicate with networking partners through visits, email and letter correspondence, participation at conferences and through membership activities such as the International Consortium for Court Excellence (ICCE). Indeed, the SUBCTs hosted the inaugural Asia-Pacific Courts Conference in October 2010 under the auspices of the ICCE membership.

5.3c How the organisation works with suppliers and/or partners to understand their needs, and the plans and processes established to help suppliers and/or partners improve their goods and services, as appropriate.

The SUBCTs have in place feedback mechanisms such as regular meetings, dialogue sessions and working discussions that provide a platform for understanding and assisting the needs of the suppliers and partners. Site offices are also allocated to respective suppliers and partners to enable them to carry out their work more efficiently and effectively. Moreover, the SUBCTs take the lead to enhance their performance through customised training programmes. As the suppliers are experts in their field, the training is aimed at enabling them to better understand the unique characteristics of requirement of the SUBCTs.

To affirm the efforts made by the partners, the SUBCTs hosted an inaugural Volunteers’ Appreciation Dinner in 2009, which honoured outstanding volunteers in the SUBCTs. Appreciation lunches were also organised for the SUBCTs’ suppliers such as building maintenance and security personnel.



Customers

*"Courts should not be feared but must earn the respect of the people...
A service-oriented culture will go a long way to achieving our mission to
provide an effective and accessible system of justice, inspiring public trust
and confidence"*

Chief District Judge, Address at the 2nd Business Excellence Global Conference, 2010



6.1 CUSTOMER REQUIREMENTS

It should be borne in mind that many of the direct users of the SUBCTs are not users by choice. More importantly, given the nature of the judicial process, there will always be a party who may be aggrieved by the outcome of the case.

6.1a How the organisation segments its customers and/or markets. State the customer /market requirements for each segment.

The customer base of the SUBCTs can be segmented by customer requirements as shown in Table 6.1.1. It can be said that users generally seek a just outcome anchored on the notions of fairness, accessibility, independence, impartiality and responsiveness.

6.1b How the organisation uses different listening and learning strategies to analyse current customer/market needs and anticipate future ones.

The SUBCTs have in place external and internal listening strategies to obtain a comprehensive understanding of customer and market needs. This is shown in Table 6.1.2. In addition, the SUBCTs also have in place learning strategies to help anticipate the future needs of our court users. This is shown in Table 6.1.3.

| Segment | Requirement |
|-----------------------------------|--|
| General Public | <ul style="list-style-type: none"> An effective and accessible system of justice |
| Criminal Justice Division users | <ul style="list-style-type: none"> Swift and just punishment that befits the crime and offender Timely acquittal of the innocent |
| Civil Justice Division users | <ul style="list-style-type: none"> A variety of processes for timely and cost-effective resolution of disputes |
| Family and Juvenile Justice users | <ul style="list-style-type: none"> Preserve and strengthen family ties Rehabilitate and reintegrate juvenile offenders |

Table 6.1.1: Customer segments and requirements

| Customer Segment | External Listening Strategies | Internal Listening Strategies |
|--|--|--|
| Criminal Justice Division users | <ul style="list-style-type: none"> Face-to-Face feedback at various touch points such as the Registries of the Justice Divisions, the HELP Centres and the Information Counter Quality Service Manager (QSM) hotline and email, public enquiry emails, letters | <ul style="list-style-type: none"> Feedback session with the Crime Registry Feedback raised during LT sessions, divisional meetings and the CDJ's annual dialogues with the JOs and CAs |
| Civil Justice Division users | <ul style="list-style-type: none"> 1800-JUSTICE hotline Feedback via the SUBCTs' website Public Perception Survey Court Users Survey Counter feedback forms Focus group discussions and dialogues with key strategic partners, such as the: <ul style="list-style-type: none"> Attorney-General's Chambers Singapore Police Force Singapore Prisons The Law Society MCYS | <ul style="list-style-type: none"> Feedback session with the Civil Registry Feedback raised during LT sessions, divisional meetings and the CDJ's annual dialogues with the JOs and CAs |
| Family and Juvenile Justice Division users | | <ul style="list-style-type: none"> Feedback session with the Family Registry Feedback raised during LT sessions, divisional meetings and the CDJ's annual dialogues with the JOs and CAs |
| General Public | | <ul style="list-style-type: none"> Kaizen SSS The CDJ's annual dialogues with the JOs and CAs |

Table 6.1.2: Listening strategies

| Learning Strategy | Details |
|---|--|
| Environmental Scans | The SUBCTs employ environmental scanning to determine current and future requirements of court users on a macro level. Environmental scanning of the international legal landscape and judicial developments, and benchmarking in areas of the administration of justice are conducted to learn about court users' needs. |
| Exchange of ideas with partners | Partners are regularly invited to brief officers on crime and social trends. Visits from foreign counterparts facilitate exchange of ideas and experiences, and provide networking opportunities to better understand court users' needs. |
| Learning Organisation (LO) sessions | LO sessions are conducted whenever necessary, at which officers come together to find solutions to existing or anticipated problems or needs. |
| Brainstorming at annual corporate retreat and divisional retreats | The SUBCTs inaugurated the corporate retreat and divisional retreats in 2009. Brainstorming sessions are conducted to better understand court users' needs during these retreats. |
| Statistical Reports and Surveys Reports | Numerous statistical reports and surveys reports are produced by CReST, which provides information that are useful to understand the needs of customers better according to their profiles. Some of these reports include the HELP Centre Statistical Report, Write-in Enquiries Statistical Report, Small Claims Tribunal Statistical Report, Family Justice Division Statistical Report. |

Table 6.1.3: Learning strategies

6.1c How the organisation incorporates customer requirements and future market needs into strategic and improvement plans.

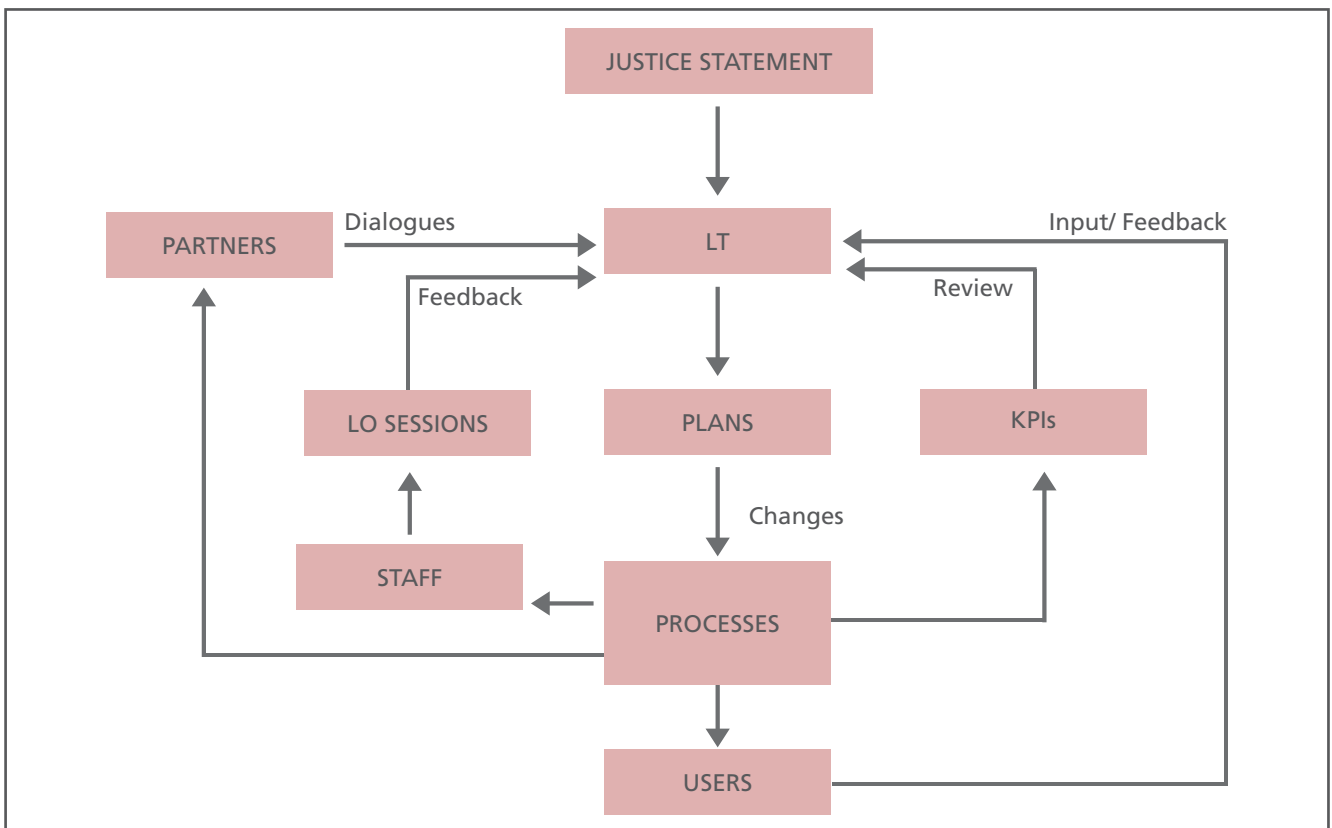


Figure 6.1.1 How court user requirements and future market needs are incorporated into strategic and improvement plans

Figure 6.1.1 depicts how the SUBCTs consolidate inputs from court user requirements and future market needs and incorporate these into strategic and improvement plans. A recent example of how the SUBCTs incorporated customer requirements and future needs into its strategic and improvement plans can be seen in the setting up of the HELP Centres.

In late 2009, the Justice Divisions reported a rising trend in unrepresented litigants. While most were unrepresented because they were financially unable to engage counsel, an increasing number chose to represent themselves. Although many in the latter group were articulate and capable of self representation, they were not familiar with the procedural requirements of the legal process.

Independently of each other, the Justice Divisions proposed different measures to avoid a situation where a claim or defence with merit was not heard due to procedural errors arising out of a layperson's ignorance of technical procedural requirements.

The Workplan Committee in 2010 collated the proposals from the Justice Divisions and after discussions, combined the various proposed measures into a single proposal - the HELP Centres, which would provide procedural assistance and advice to all litigants-in-person.

To signal the commitment to the HELP Centres, the Justice Divisions assigned valuable and experienced registry personnel to man the HELP Centres so that litigants-in-person could be assured of getting information from those who are thoroughly familiar with the adversarial litigation process.

6.1d How the organisation evaluates and improves its processes for determining current and future customer requirements.

The SUBCTs evaluate the processes for determining court user requirements using criteria such as the usage of channels, ease of usage by court users, and also court user feedback. By using comparative studies and benchmarking, the SUBCTs constantly benchmarks itself against the best practices and new technologies used by other judiciaries worldwide and by other organisations.

6.2 CUSTOMER RELATIONSHIP

6.2a How the organisation provides easy access for customers to conduct business, seek assistance and information, and make complaints. Describe key customer contact requirements and how these requirements are determined and deployed to everyone in the response chain.

Access to justice in the SUBCTs is made easy for all court users through different platforms. At the same time, the SUBCTs have put in place various touch points, so that court users can contact the SUBCTs to give their feedback and complaints conveniently. The SUBCTs' commitment to the court users is captured in the Courts Charter. The SUBCTs' employees are trained and reminded of the importance of serving court users well, and are empowered to provide the best services to court users.

Table 6.2.1 sets out some of the means implemented by the SUBCTs to facilitate easy access by court users.

Court User Contact Requirement

The key requirement that all court users want is to have their matters dealt with as quickly as possible, in a fair and just manner. To meet these requirements, the SUBCTs have a Courts Charter which sets out the timelines for various processes to ensure that matters are dealt with expeditiously without other delay. The Courts Charter is publicly available on the internet. This is shown in Figure 6.2.1.



| Access to court services | |
|---|--|
| Means | Description |
| Night Courts | In operation for more than 18 years since its inception in 1992, the Night Courts deal with a high volume of regulatory and departmental offences. For the convenience of court users, the Night Courts operate from 6 pm onwards - Monday to Fridays - so that court users can come to court after office hours instead of having to take leave. From 2011, the Family Court will also convene a Night Court once a week. |
| ATOMS | The SUBCTs' ATOMS allows minor traffic offenders to pay their fines at the 730 self-service kiosks island-wide without the need to attend court. |
| Extension of operating hours | Operating hours for the Chamber Magistrate, Duty Registrar, Family Duty Judge, interpreters and officers from the Finance Section were extended to accommodate court users who wish to use their lunch hours – rather than to take leave from work - to attend their matters in court. |
| Administrative Adjourment Protocol | An Administrative Adjourment Protocol for Night Court matters was instituted on 1 June 2009 to reduce waiting time for court users. Pursuant to this protocol, all uncontested applications for adjournments are no longer mentioned individually before the presiding judge. They are dealt with administratively instead and this has reduced the waiting time for many court users. |
| Physical facilities | A sheltered walkway linking the Havelock Complex to the Family Court Complex and the neighbouring People's Park Centre allows court users easy access to the courts even in inclement weather conditions. Ramps are also built to allow the wheel-chair bound to access the buildings easily. |
| Language | The SUBCTs provide interpreters to litigants not conversant in English, and also translation services to members of the public who need to have their legal documents translated. |
| Video link services | To provide better service to lawyers, a video-link facility was set up in collaboration with Singapore Prisons so that lawyers do not have to go to the prisons to take their clients' instructions, specifically those in remand. |
| Access for court users to seek assistance | |
| Means | Description |
| HELP Centres | The HELP Centres assist litigants-in-person in the conduct of their cases by providing them with information on court processes, procedures and practices, as well as additional avenues - such as legal clinics - through which they can seek legal advice and assistance. The centres are manned by experienced staff drawn from the Justice Divisions and the facilities, services and resources at the Centres are tailored to the specific profiles of litigants-in-person. |
| Access for court users to information | |
| Various channels | The SUBCTs' internet website, her Information Counter, HELP Centres, 1800-JUSTICE hotline, annual reports, brochures and in-house newsletters provide a wealth of information about the courts, from general ones such as the functions of the various divisions to specific instructions on how to go about filing the various types of complaints and cases. Legal information is also available from the RRC. |
| Access for court users to provide feedback | |
| Various touch points | Feedback forms placed at various convenient locations in the buildings and on the SUBCTs' website, the QSM hotline and email, public enquiry emails and its 1800-JUSTICE hotline are the various channels through which court users can give their feedback or file a complaint about service-related matters. The JCEAC looks into complaints lodged against the JOs. |

Table 6.2.1: Means of facilitating easy access for court users

| TYPE OF PROCEEDINGS | TIMELINES |
|---|--|
| FAMILY AND JUVENILE JUSTICE DIVISION | |
| Family Violence | |
| Processing of Complaints in respect of Family Violence, including service - With EO - Without EO | Within 1 working day Within 1 – 3 working days |
| From Filing of Complaint to First Mention - With EO - Without EO | Within 1 week Within 1 – 2 weeks |
| Hearing of Family Violence Cases | Within 2 – 3 weeks |
| Family Maintenance | |
| From Filing of Complaint to First Mention | Within 3 weeks |
| Hearing of Maintenance Cases | Within 3 – 4 weeks from last mention / PTC |
| Divorce | |
| Status conference of cases involving proposed parenting plan or where no parenting plan is required to be filed | Within 6 weeks from filing of petition |
| PTC for contested petitions | Within 3 weeks from setting down |
| PTC for ancillary matters | Within 3 weeks from the hearing of petition |
| Mediation | Within 2-4 weeks from court's direction |
| Counselling | Within 2-3 weeks from court's direction |
| Hearing of uncontested divorce petitions | Within 3-4 weeks from setting down |
| Hearing of contested divorce petitions | Within 3-4 weeks from last PTC |
| Adoption | |
| From Filing of Petition to 1st Hearing | Within 4 weeks |
| Juvenile | |
| Hearing of Juvenile Arrest Cases (JAC) | Within 2 weeks from last PTC |
| Hearing of Beyond Parental Control Cases (EPC) | Within 4 weeks from filing |
| Hearing of Child Protection Order Cases (CPO) | Within 3 weeks from filing |
| Family Conferencing | 2 weeks from submission of probation report / social work report |

Figure 6.2.1: The Courts Charter

Employee Training and Empowerment

In the SUBCTs, employees are constantly reminded of the importance of service. Awards are given to employees who demonstrate good services to court users, and compliments are broadcasted to all employees via email on a monthly basis. Copies of the Service Standards and Protocols detailing service standards have been distributed to all officers. In addition, frontline officers have undergone training to ensure that they are equipped with the necessary skills to handle court users. A service mentoring programme is also in place for the CAs at the Registries for them to further develop their service skills.

6.2b How the organisation ensures that complaints are resolved effectively and promptly, and how complaints received are aggregated and analysed for use in overall improvement.

Complaint Management

The SUBCTs receive feedback/complaints from various sources. These include email, letters, telephone calls, feedback forms and complainants in person. The SUBCTs have in place a Protocol for Tracking of Feedback on Service-related Lapses for managing feedback and complaints.

The SRU has, since September 2009, promulgated the protocol that all feedback/complaints would be acknowledged within one working day by the SUBCTs, and a full response within seven working days or, for complex matters, a response within seven working days providing an interim reply and an estimate of when a complete reply can be expected.

When feedback on specific issues are received, these are referred to the relevant Divisions for their investigation. The replies are copied to the SRU to enable them to monitor compliance with the protocol, and to close any identified gaps. Where complaints are received, those deemed “substantiated” after investigations are completed will be subject to follow-up action by the Divisions.

The JCEAC was set up to investigate complaints against the JOs. Feedback/complaints about the outcome of hearings are dealt with by the appellate process, and complainants who are dissatisfied with the decisions made by judges would take it up through the proper appellate process laid down by the law.

6.2c How the organisation evaluates and improves its customer relationship management.

All feedback and complaints received by the SRU are consolidated and reviewed monthly by the QSM and the LT. Some improvements made by the SUBCTs in terms of customers relationship management include the formation of SRU, implementation of service mentoring programme, and better enhancement of customer feedback etc.

6.3 CUSTOMER SATISFACTION

6.3a How the organisation determines customer satisfaction.

The SUBCTs determine court user satisfaction through various means which include surveys, focus groups, dialogue sessions, feedback forms, QSM hotline/ email, and the SUBCTs’ website. The SUBCTs constantly monitor mainstream and internet media to ascertain the general tenor of public perception of the organisation and carry out, at regular intervals, surveys - both of court users and of the general public - to obtain a more detailed understanding of the level of satisfaction with the SUBCTs’ services. In addition, the SUBCTs also monitor Management Indicators and KPIs to ensure that timelines are adhered to. The SUBCTs also benchmark the court user satisfaction results through public perception surveys and court users’ surveys with overseas judiciaries and local business excellence organisations to ensure high standards of customer satisfaction.

6.3b How the organisation translates user satisfaction feedback into strategic and improvement plans.

The LT receives user satisfaction feedback from the public and court users on processes put in place in the SUBCTs and, where necessary, makes changes or improvements to existing plans which are then translated into the operational processes of the SUBCTs. The Strategic Planning Coordination Committee also reviews the results of the public perception survey and the court users survey, and makes recommendations for further improvement to the programmes and processes of the SUBCTs.

Results

"The Subordinate Courts of the Republic of Singapore provide a useful modernisation experience for developing and developed countries pursuing judicial improvement programs. This view has been affirmed in our continuing dialogue with Singapore Judges and Administrators. The World Bank continues to tap the resources and expertise of the Singapore Courts through facilitating knowledge interchange among judiciaries in its member countries."

The World Bank, 2007



7.1 CUSTOMER RESULTS

The SUBCTs' customers are segmented into 4 groups, namely the general public, and the court users of the 3 Justice Divisions.

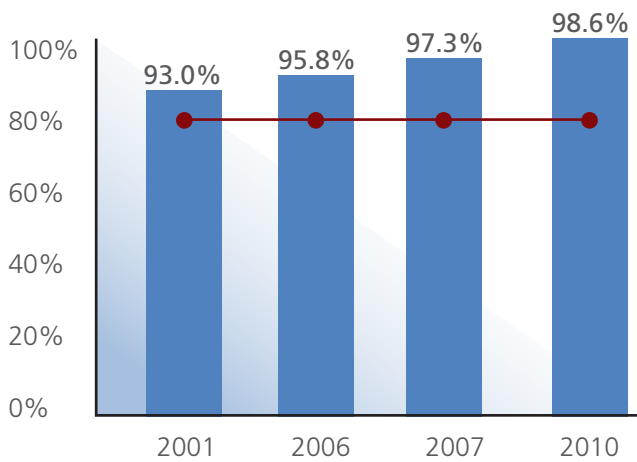
A. General Public

The SUBCTs gauge general public satisfaction using 5 indices, namely (a) public trust and confidence; (b) fairness; (c) accessibility; (d) independence; and (e) timeliness, through public perception surveys. Very high ratings are registered and an improving trend is observed for all 5 indices over the years.

Public Trust and Confidence

The ratings for public trust and confidence have not only exceeded the 80% target over the years but have steadily improved over time. The ratings leaped from 93% in 2001 to an all-time high of nearly 99% in 2010. As compared to the other judiciaries studied, the SUBCTs enjoy a significantly higher level of public trust and confidence.

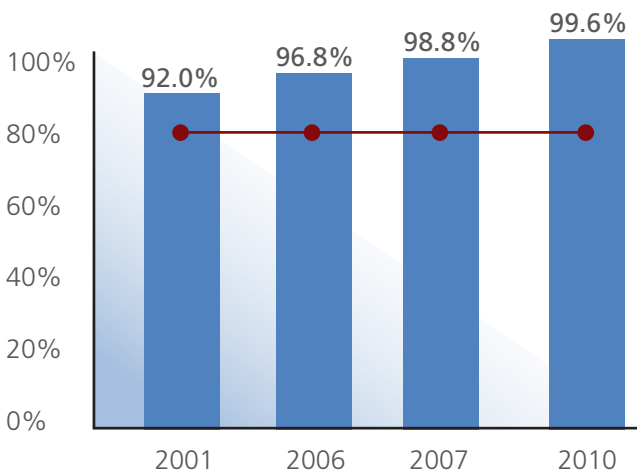
Figure 7.1a.1: Public trust and confidence in the SUBCTs



Fairness

Likewise, the ratings for fairness in the administration of justice have consistently exceeded the 80% target over the years and have steadily improved over time. In 2010, a near perfect rating was achieved as compared to 92% in 2001.

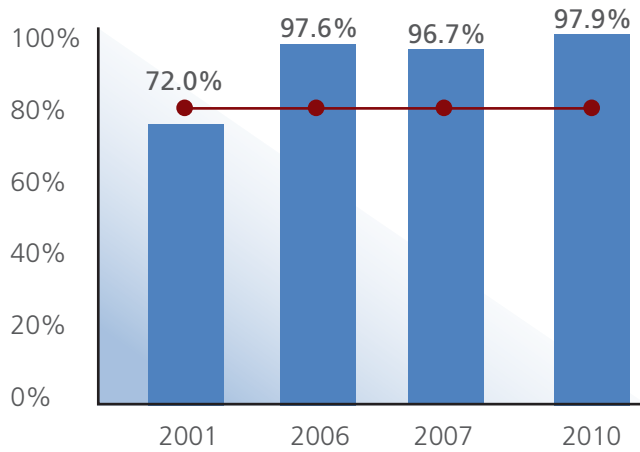
Figure 7.1a.2: Public perception of fairness in the SUBCTs



Accessibility

The ratings for accessibility have consistently exceeded the 80% target over the years and the ratings registered since 2006 have exceeded 95%. Ratings have improved dramatically from 72% in 2001 to nearly 98% in 2010.

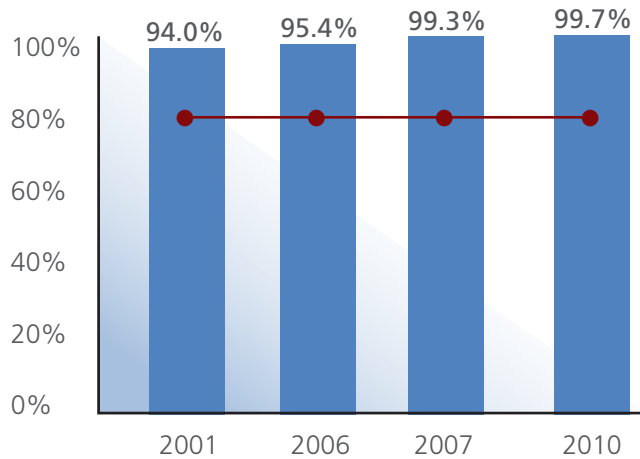
Figure 7.1a.3: Public perception of accessibility in the SUBCTs



Independence

The ratings for independence have consistently exceeded the 80% target and have improved steadily over the years from 94% in 2001 to an all-time high of nearly 100% in 2010.

Figure 7.1a.4: Public perception of independence of the SUBCTs



Timeliness

The ratings for timeliness have constantly exceeded the 80% target over the years and the ratings registered since 2006 has exceeded 90%. The ratings improved dramatically to an all time high of 98.3% in 2010 as compared to 88.0% in 2001.

Figure 7.1a.5: Public perception of timeliness in the SUBCTs

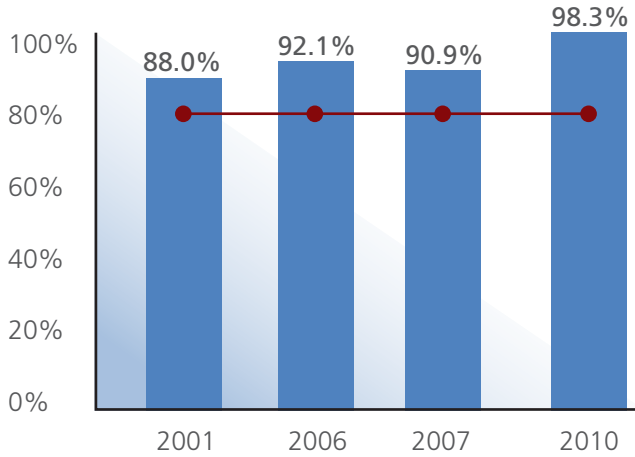
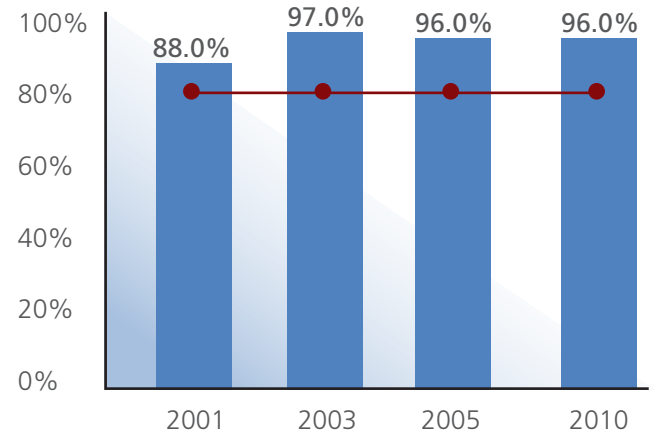


Figure 7.1a.7: Prosecutors' satisfaction levels - Criminal Justice Division



B. Court Users

The SUBCTs gauge user satisfaction from court users surveys conducted on a periodic basis, as well as the PS21 feedback forms.

It should be borne in mind that direct court users, such as accused persons and parties to a civil or family dispute, are often not users by choice. Moreover, due to the nature of legal proceedings where the court has to rule in favour of one party, or indeed where accused persons are convicted and sentenced in criminal proceedings, it is to be expected that there will always be dissatisfied parties.

Criminal Justice Division Court Users

The satisfaction ratings for criminal lawyers have consistently exceeded the 80% target over the years and have improved steadily over time from 86% in 2001 to 98% in 2010.

The satisfaction ratings for prosecutors have also exceeded the 80% target over the years. In fact, the ratings since 2003 have consistently exceeded 95% and they have remained constant at between 96-97%.

Civil Justice Division Court Users

The satisfaction ratings for lawyers have consistently exceeded the 80% target over the years and have improved from 87% in 2001 to 98% in 2010.

Figure 7.1a.8: Lawyers' satisfaction levels - Civil Justice Division

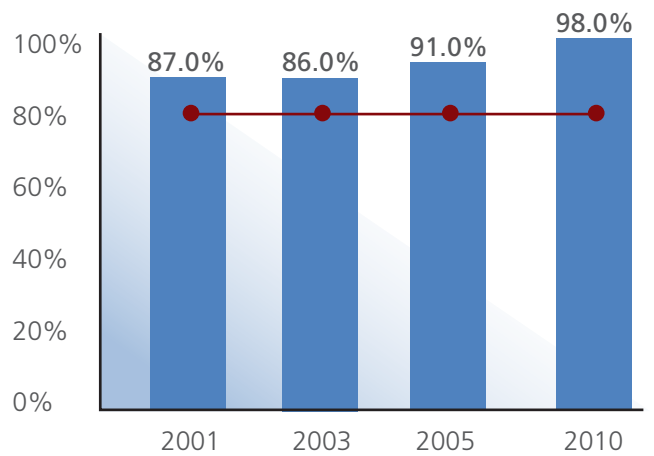
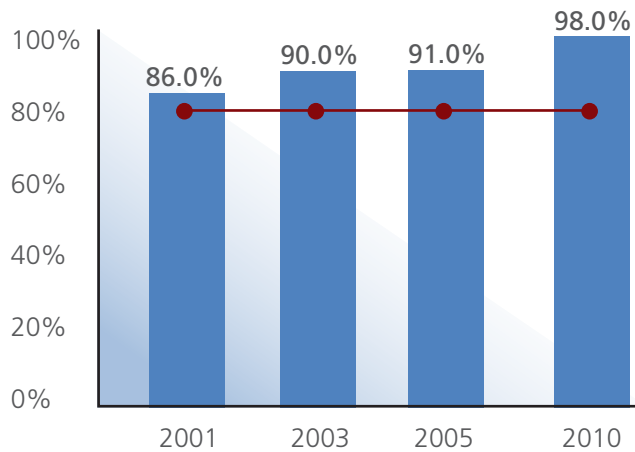


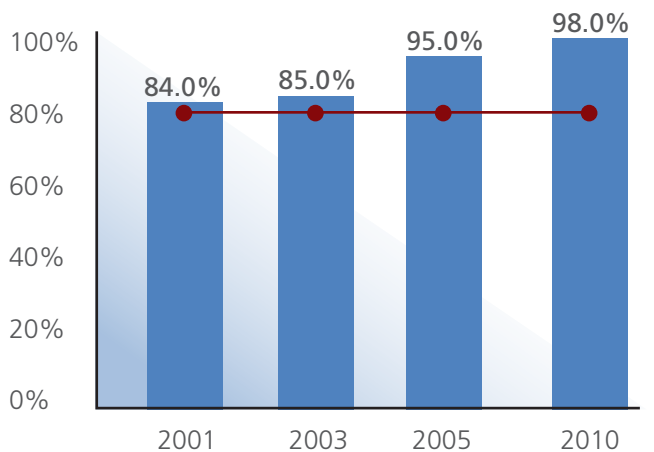
Figure 7.1a.6: Lawyers' satisfaction levels - Criminal Justice Division



Family and Juvenile Justice Court Users

The lawyers are more satisfied with improved ratings from 84% in 2001 to 98% in 2010. The ratings in respect of prosecutors have also improved from 84% to a perfect rating in 2010. Both sets of ratings have also consistently exceeded the 80% target over the years.

Figure 7.1a.9: Lawyers' satisfaction levels - Family and Juvenile Justice Division



7.2 FINANCIAL AND MARKET RESULTS

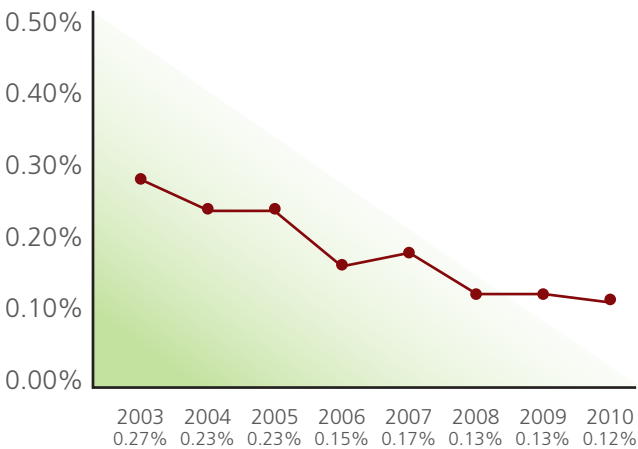
7.2a Summarise current levels and trends in key measures of financial performance, including aggregate measures of financial results and/or economic value, as appropriate. Compare results relative to competitors and/or benchmarks, as appropriate.

The SUBCTs' mission is to provide an effective and accessible system of justice, inspiring public trust and confidence. Seeking growth in profitability and market capitalisation are not priorities for the SUBCTs. Nevertheless, the SUBCTs constantly check to ensure financial prudence, and always strive to improve productivity, as well as to deliver the best value.

Operating Expenditure vs Total Government Expenditure

The SUBCTs' operating expenditure as a percentage of total government expenditure has steadily declined year-on-year from 0.27% in 2003 to 0.12% in 2010. This shows that the SUBCTs have become increasingly effective in finance resource management and in creating more value.

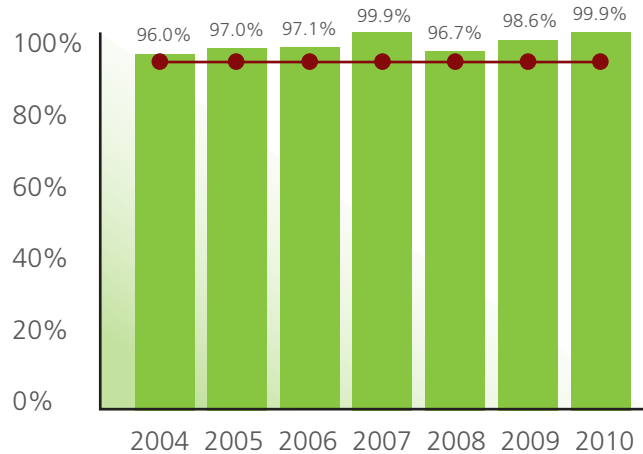
Figure 7.2a.1: Percentage of operating expenditure to total government expenditure



Budget Utilisation

The budget utilisation rate in the SUBCTs improved from 96% in 2004 to 100% in 2010, and has consistently exceeded the 95% target year-on-year.

Figure 7.2a.2: The SUBCTs' budget utilisation rate



The Economy Drive (ED)

The ED sets out to reinforce in every public officer at every level key values which the government will need to manage the public purse, and mobilise every public officer to think of more ways to stretch every dollar to maximise the social or economic benefits from their work and services for the public. The ED savings for the SUBCTs are on an increasing trend since 2006. From FY2006 to FY2010, the ED savings rose by more than 115%, from \$136,000 to \$294,000.

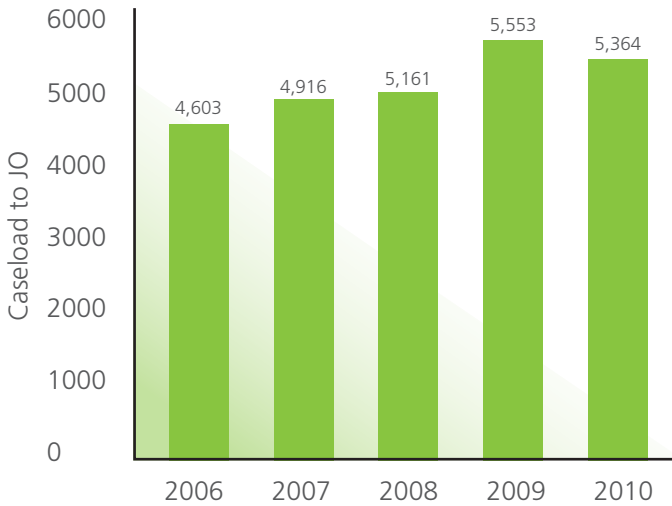
Figure 7.2a.3: ED savings



Caseload to JO

The following figure shows the ratio of caseload to JO over the years, which has hovered between about 4,600 to slightly more than 5500. Such ratio is much higher than those of the other judiciaries studied, showing that the SUBCTs' JOs are handling more cases and serving more people. As already shown earlier, the level of public trust and confidence has increased and court users are more satisfied.

Figure 7.2a.4: Ratios of Caseload to JO



7.2b Summarise current levels and trends in key measures and/or indicators of marketplace performance, including market share/position, market acceptance, business growth, and new markets entered, as appropriate. Compare results relative to competitors and/or benchmarks, as appropriate.

The SUBCTs define market results as her ranking against other judiciaries with regards to the quality of justice she delivers and other relevant rankings. CReST conducts periodic environmental scanning and reports the findings from various international surveys. This enables the SUBCTs to ascertain her international position and standing.

A. World Economic Forum (WEF)

The WEF’s Global Competitiveness Report 2010-2011 released in September 2010 ranked Singapore third for overall competitiveness among 139 countries. Singapore continues to be highly rated for the efficiency of her legal framework and the level of intellectual property protection and property rights protection.

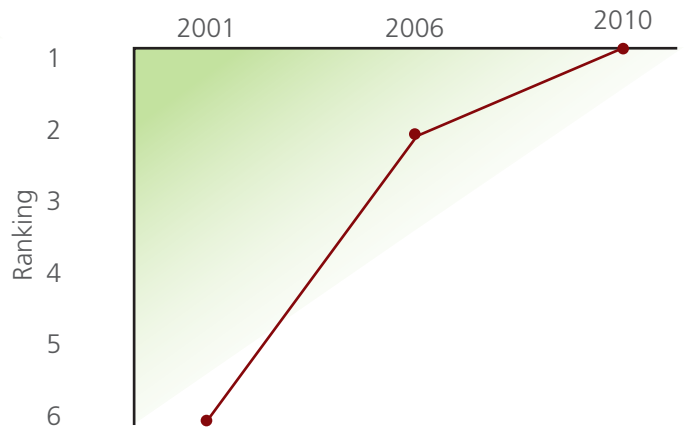
Figure 7.2b.1: Singapore’s rankings for “Efficiency of Legal Framework”, WEF



B. Institute for Management Development (IMD)

In its World Competitiveness Yearbook 2010, the IMD ranked a total of 58 nations for their competitiveness in the global market, assessing their economic performance, government efficiency, business efficiency and infrastructure. In terms of legal and regulatory framework, Singapore was ranked first ahead of Hong Kong and Malaysia among the top ten nations. In terms of whether justice is administered fairly, Singapore was the only Asian country that was ranked among the top 10 nations ahead of Japan and Hong Kong.

Figure 7.2b.2: Singapore’s rankings for “Legal & Regulatory Framework”, IMD



C. Fraser Institute

The Economic Freedom Index measures the degree to which the polices and institutions of countries are supportive of economic freedom. In its Economic Freedom of the World 2010 (presenting data up to 2008) released by Fraser Institute, a total of 141 countries were studied and ranked. Singapore was ranked second after Hong Kong. Singapore was also ranked second for “Impartial Courts” and “Legal enforcement of contracts”. She also received very high scores for “Protection of property rights” with a high rating of 9.0 (out of 10).

Figure 7.2b.3: Singapore’s rankings for “Impartial Courts”, Fraser Institute

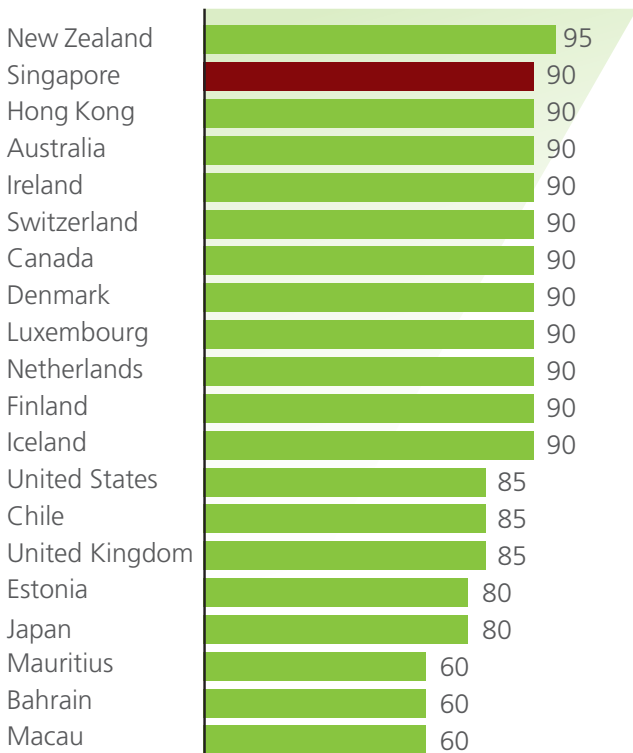


D. Heritage Foundation

The Heritage Foundation's 2010 Index of Economic Freedom Report measured the economic openness and competitiveness of countries based on 10 measures. Singapore was ranked the 2nd freest economy in the world after Hong Kong. The report also measured the degree to which a country's laws protect private property rights and the degree to which those laws are enforced.

Figure 7.2b.4: Singapore's rating and ranking for property rights protection, Heritage Foundation, 2010

In the area of property rights, the more certain the legal protection of property, the higher a country's score. Singapore attained a score of 90 for Property Freedom together with other countries and has always been graded at 90 for Property Freedom since 1995.



E. The World Bank - Worldwide Governance Indicators Report

In terms of "Rule of Law" measured in the Worldwide Governance Indicators (WGI) Report released in September 2010 by the World Bank, Singapore was in the top 10% of the 213 countries ranked, a position that Singapore has held since 2003. Singapore remained the top rated Asian country.

Figure 7.2b.5: Singapore's ratings for "Rule of Law" in WGI Report, World Bank, 2010

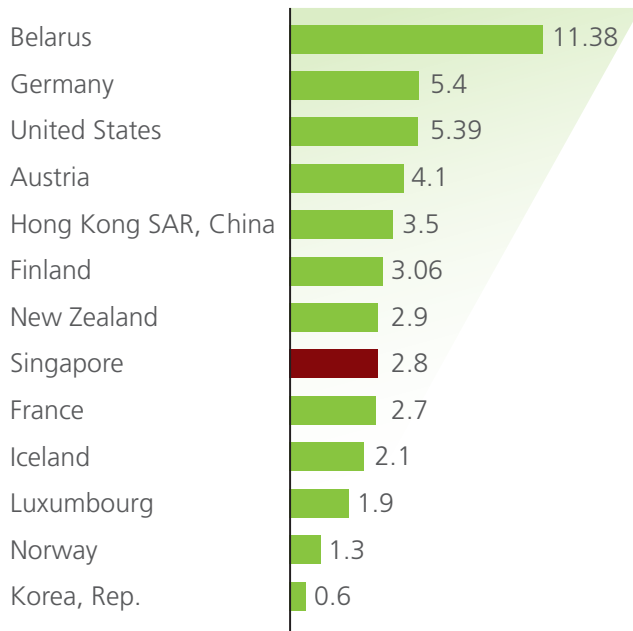
| Source | Ranking | | | |
|--|---------------------|------------------------|---------------------|------------------------|
| | 2010 | | 2009 | |
| | Singapore's Ranking | Total Countries Ranked | Singapore's Ranking | Total Countries Ranked |
| Global Insight Global Risk Service | 2nd | 146 | 1st | 144 |
| Economist Intelligence Unit | 1st | 177 | 1st | 150 |
| World Economic Forum Global Competitiveness Survey (GCS) | 2nd | 133 | 2nd | 133 |
| Gallup World Poll (GWP) | 1st | 153 | 7th | 141 |
| Heritage Foundation Index of Economic Freedom (HER) | 3rd | 179 | 4th | 179 |

F. The World Bank - Doing Business Report

The World Bank's Doing Business Report benchmarks regulations that encourage and fuel business activities, by evaluating regulations that a typical business will encounter in its life-cycle. In the area of "Enforcing Contracts", a judicial system was assessed based on its efficiency in resolving a commercial dispute between 2 local companies for a breach of a sales contract with a value which is twice the income per capita of the economy. A total of 183 economies were evaluated. Singapore was placed in the top 10% of the economies, and was also one of the best rated economies in the Asian region. It was recorded that Singapore required the shortest time to complete the contract enforcement process among all the economies, with just 150 days, well ahead of the next shortest time of 195 days. Singapore also had one of the least number of procedures.

Figure 7.2b.6 shows the percentage of court costs of the top rated countries, with Singapore's court costs at a relatively low rate of 2.8% of the claim value.

Figure 7.2b.6: Comparing of court costs, World Bank



7.3 PEOPLE RESULTS

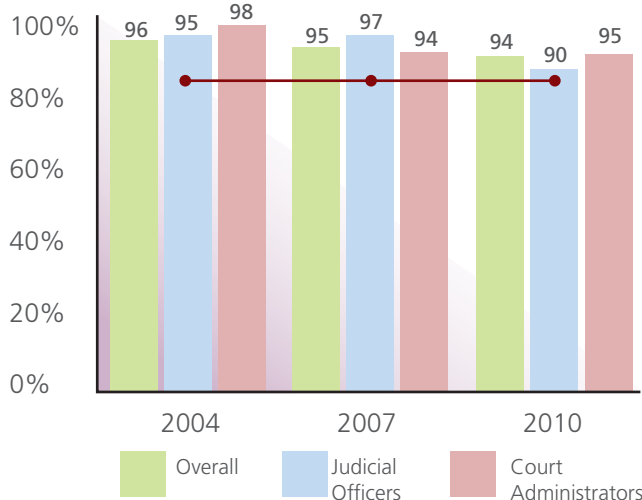
People results will be presented in terms of (a) employee engagement; (b) employee learning and development; and (c) employee satisfaction. Employees in the SUBCTs can be segmented into the JOs and the CAs. Where possible, the results will be shown by such segmentation.

7.3a Summarise the current levels, trends and impact of employee engagement. Segment results by categories of employees, and include comparative data as appropriate.

Confidence in Leadership

The level of confidence in leadership amongst employees in the SUBCTs is an important measurement of employee engagement and continues to run high. In the past 3 ECs, the overall confidence level in leadership exceeded 90%. These ratings are better than those of other organisations that have carried out similar employee surveys.

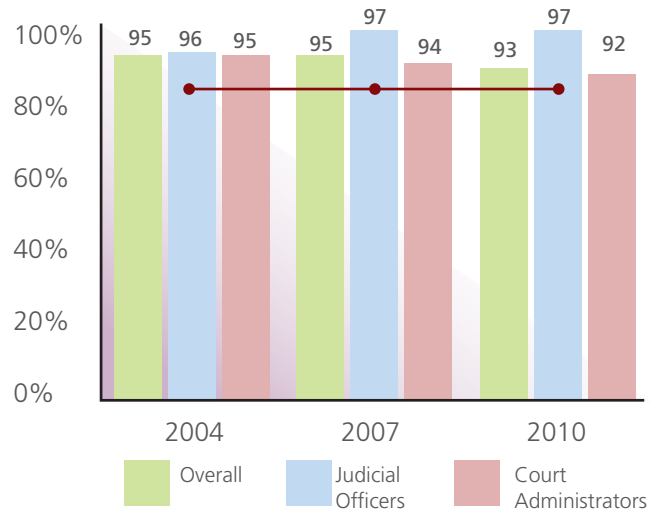
Figure 7.3a.1: Confidence in leadership



Team Climate and Management Style

Good team climate and management style fosters employee engagement and hence are helpful indicators of employee engagement. Over the years, the overall team climate and management style ratings have exceeded 90%.

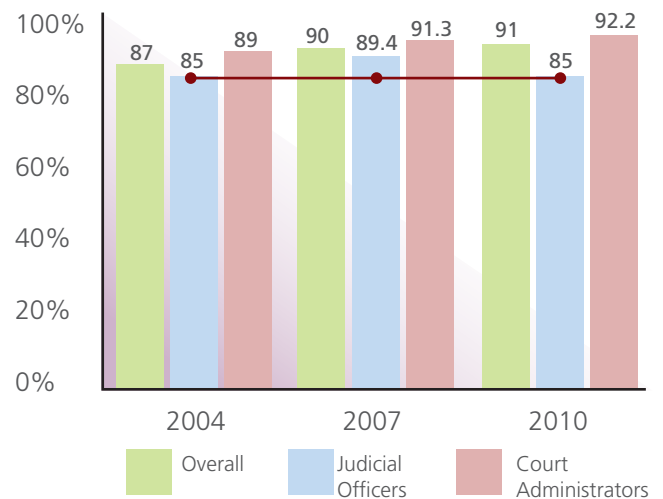
Figure 7.3a.2: Team climate and management style



Loyalty

Loyalty is also an important indicator of employee engagement. Over the years, employee loyalty has increased and remained high. The SUBCTs' ratings are also higher than those of other organisations that have carried out similar employee surveys.

Figure 7.3a.3: Loyalty



7.3b Summarise the current levels, trends and impact on learning and development of all employees. Segment results by categories of employees and include comparative data as appropriate.

The SUBCTs place strong emphasis on employee learning and development. Over the years, learning hours, budget and training opportunities have been allocated to provide the best learning opportunities for employees.

Learning Budget as Percentage of Payroll

The SUBCTs have set aside more resources for training purposes from 2007 as shown in Figure 7.3b.1 and Figure 7.3b.2.

Figure 7.3b.1: Learning budget

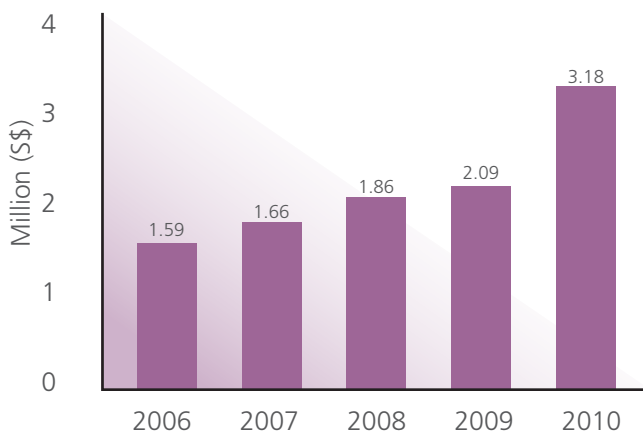
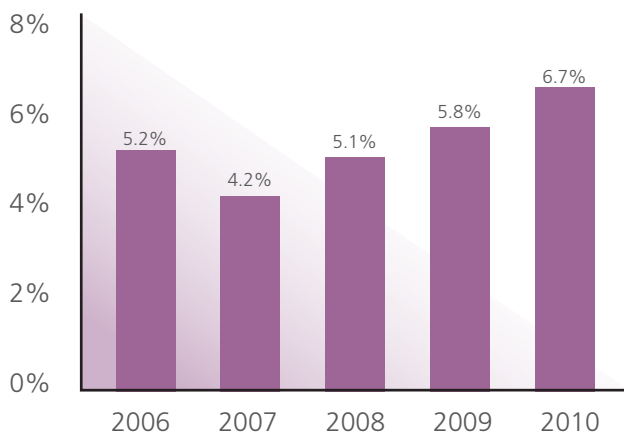


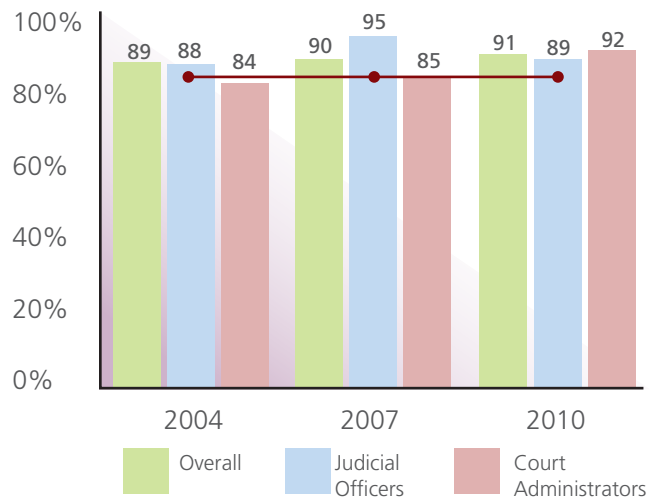
Figure 7.3b.2: Learning budget as percentage of payroll



Staff perception on training and career opportunities

Employees in the SUBCTs have become increasingly positive about training and career opportunities that are available to them.

Figure 7.3b.3: Employee perception on training and career opportunities



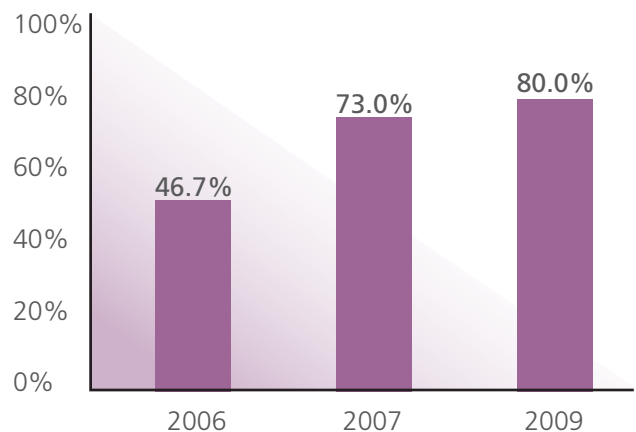
7.3c Summarise the current levels and trends of performance on employee well-being and satisfaction. Segment results by categories of employees and include comparative data as appropriate.

The SUBCTs have implemented initiatives to promote employee well-being and satisfaction by catering to their i) social well-being; ii) physical well-being; iii) mental well-being; and iv) economic well-being.

Health Screening

The participation rates for annual health screenings have improved over the years.

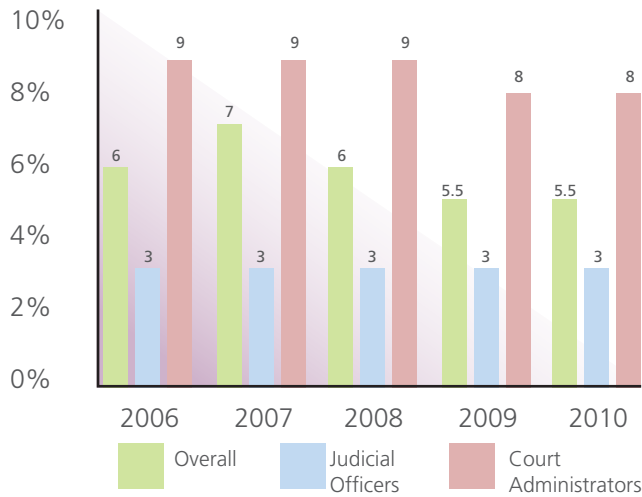
Figure 7.3c.1: Participation rates for annual health screenings



Absenteeism Rate

The average rate of absenteeism is about 8 days per CA, and 3 per JO. Comparing the JOs with other Division 1 officers in other organisations, the SUBCTs have a lower absenteeism rate.

Figure 7.3c.2: Absenteeism Rate



7.4 OPERATIONAL RESULTS

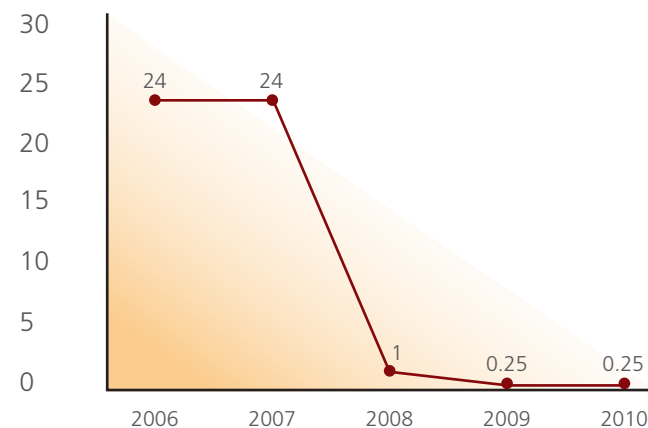
7.4a Summarise the current levels and trends in key measures of design, production, delivery, and support process performance. Include productivity, cycle time, and other appropriate measures of efficiency and innovation. Compare results relative to competitors and/or benchmarks.

A. Key Processes Results

Bail Processing

The bail processing time has been significantly reduced from 1 day in 2006 and 2007, to 1 hour in 2008, and even further to a mere 15 minutes from 2009. This was done by successfully applying the *kaizen* methodology. Despite the significant reduction in bail processing time, the Bail Centre was still able to clear all bail matters efficiently within the more stringent timeline, maintaining a perfect record since 2005.

Figure 7.4a.1 Bail processing times



B. Supporting Processes Results

The supporting processes for the SUBCTs and their KPIs are shown in Figure 7.4a.2. Most of the supporting processes have shown improvement over the past few years.

Figure 7.4a.2: List of supporting processes and their KPIs

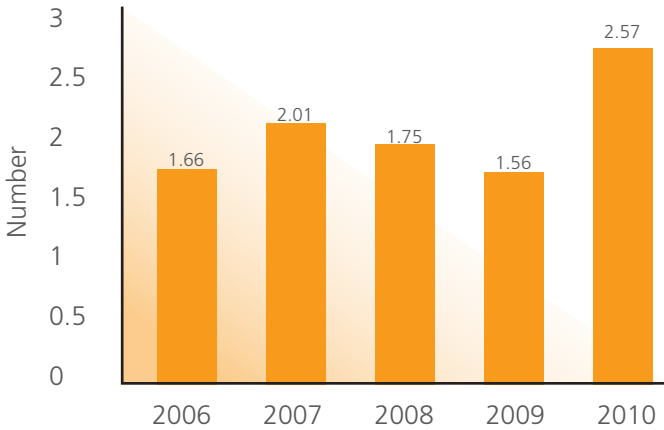
| Supporting Processes | KPIs measured |
|----------------------------|---|
| Finance | Budget utilisation (reported in Cat 7.2a) |
| HRM | Turnaround time to possess no-pay leave |
| SRU | Percentage of feedback received through "SUBCT_QSM" mailbox replied to and closed within 7 working days |
| Corporate Communications | Percentage of updates uploaded to the corporate website within 3 working days upon receiving requests from the respective divisions |
| Interpreters | Percentage of interpreters reporting for court interpretation 10 minutes before commencement of proceedings |
| Infrastructure Development | Percentage of compliance to response time to critical building faults within 15 minutes (eg power failure, lift breakdown) |
| ITD | Percentage of IT services availability (reported in Cat 7.4b) |
| RRC | Visitorship to RRC |
| CRest | Number of surveys and research projects conducted per year |
| OEU | SQC/ SQA scores |

C. Innovation Results

Staff Suggestion Scheme

The number of staff suggestions received was between 1.5 to 2 suggestions per employee for the past few years, with a significant improvement to 2.57 suggestions per employee in 2010.

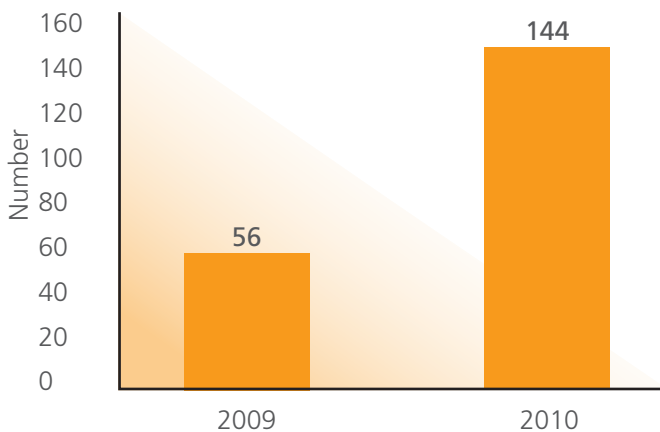
Figure 7.4a.3: Number of suggestions made per employee



Kaizen

The *kaizen* methodology has been implemented in the SUBCTs since 2009 and has since played a major role in promoting innovation at the workplace. The number of *kaizen* ideas received has more than doubled from 2009 to 2010.

Figure 7.4a.4: Number of kaizen ideas



7.4b Summarise current levels and trends in key measures and/or indicators of supplier and partner performance. Include the organisation’s results and/or cost improvement resulting from improvements in supplier and partner processes.

A. Supplier Results

The key suppliers for the SUBCTs include:

- Keppel FMO, the Building Maintenance Supplier;
- Certis CISCO, the Security Supplier;
- Hewett Packard, the IT supplier.

The performance of suppliers is measured by a set of performance indicators which include the following

- % of critical faults that were attended to within 3 hours.
- % compliance with submission of three daily building readiness report
- % compliance in conduing security audits on monthly basis
- % of critical faults/ security systems that were attended to within 2 hours
- % of availability of IT services

The SUBCTs also work with various partners and performance indicators are set and regularly monitored throughout the engagement process.

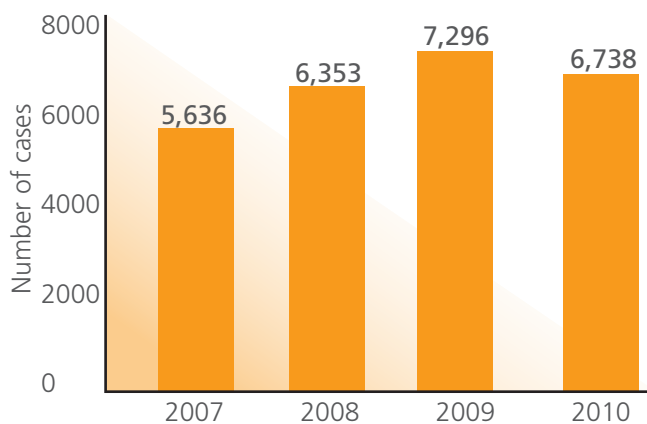
7.4c Summarise current levels and trends in key measures and/or indicators of the organisation’s contribution to the community, society and the environment.

A. Community Based Programmes

Maintenance Mediation Chambers (MMC)

The MMC is dedicated to assisting parties to resolve maintenance disputes and to arrive at a mutually agreed and workable solution. With early and amicable settlement at the MMC, a positive and desirable impact will be a reduction in the number of contested cases. The number of cases handled by MMC has increased through the years.

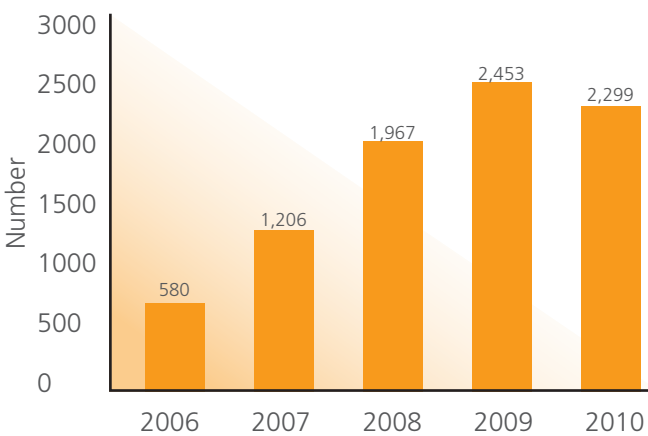
Figure 7.4c.1: Number of cases handled by the MMC



Community Court Conferences

Community Court Conferences are convened for the offender and his family, victim/s and community stakeholders. These conferences permit the offenders opportunity to recognise the impact of his or her offending behaviour on the victim/s, their family and the community at large. The offender will be cautioned and encouraged to seek reconciliation with victims/ family members. Appropriate treatment/ counselling will be explored and rendered for offenders in need. The number of Community Court Conferences has increased since its inception in 2006.

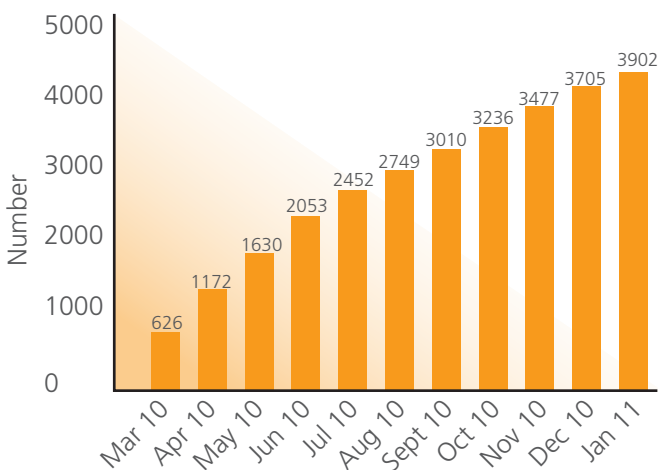
Figure 7.4c.2: Number of Community Court Conferences



THE HELP Centres

The HELP Centres are dedicated to providing litigants-in-person with the necessary assistance to enable them to conduct cases on their own. To determine precisely what services the Centres should provide, a survey of litigants-in-person (LIPs) was conducted to identify the reasons why they were unrepresented and what assistance they felt they needed. Discussions were then held with the SUBCTs' stakeholders and partners such as CLAS and ACLS before setting up the Centres. As at January 2011, nearly 4000 LIPs have been assisted by the HELP Centres.

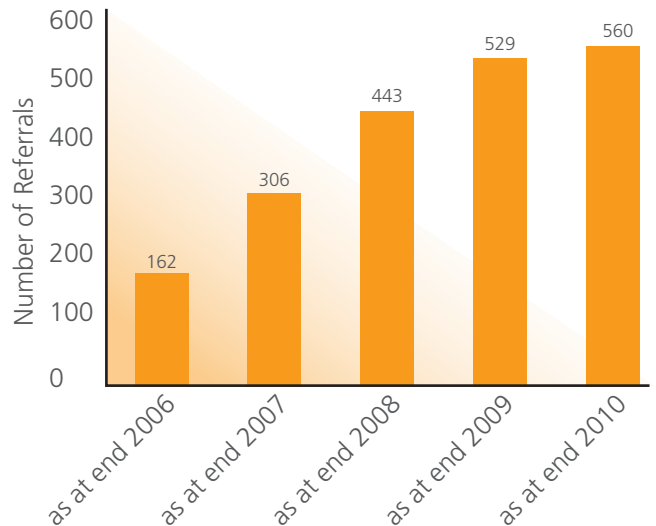
Figure 7.4c.3: Number of LIPs assisted by HELP Centres since inception in March 2010 (cumulative)



Project SAVE

This project was set up to provide counselling intervention for abusers who are also assessed to be at risk of alcohol or gambling addiction, in order to help them eliminate their addiction, in addition to tackling their use of family violence. This is especially pertinent in cases where their addiction problem might impede their ability to respond to, and benefit from, normal counselling for family violence issues under the mandatory counselling programme.

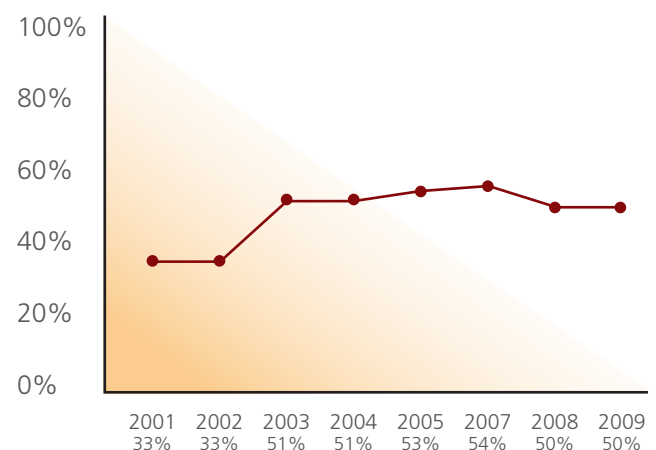
Figure 7.4c.4: Number of referrals under Project SAVE since 2006 (cumulative)



B. Corporate Philanthropy SHARE Programme

The SUBCTs' employees are very much involved in corporate philanthropy, with a high percentage of employees donating part of their salary to charity on a monthly basis. The percentage of employees who have contributed to the Community Chest has increased from 33% in 2001 to more than 50% in 2010. The actual amount contribution amount has also increased.

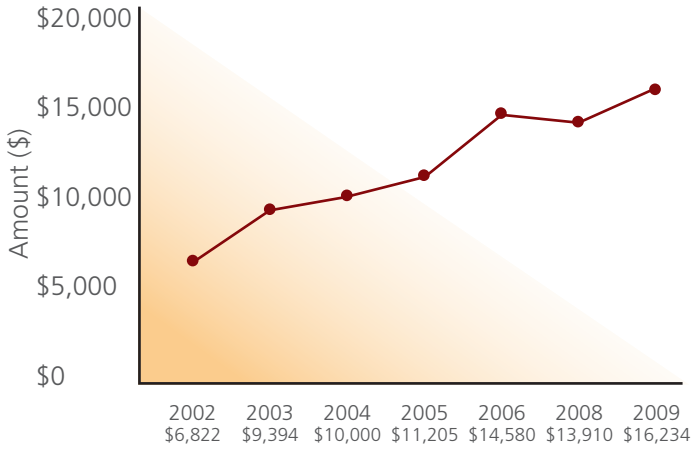
Figure 7.4c.5: Percentage of employees who have contribute to Share Programme



Donations to Children Cancer Foundation

One of the highlights of the SUBCTs' corporate philanthropy efforts is the Annual Carnival, which raises funds for the Children Cancer Foundation. The amount of funds raised for the past 10 years have been increasing.

Figure 7.4c.6: Donations to Children Cancer Foundation

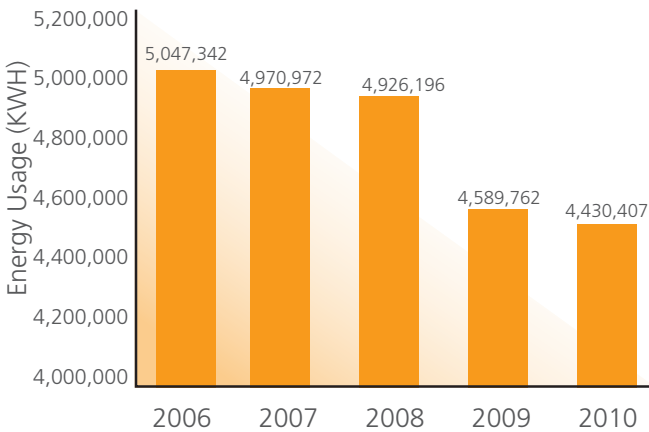


C. Environmentally Friendly Practices

Electrical Consumption

The electrical consumption by the SUBCTs has been decreasing for the past 5 years. The electricity consumed per unit area is also lower when compared against with other agencies.

Figure 7.4c.7: Electrical Consumption by the SUBCTs (kWh)/ year



D. International Responsibilities

Visits to the SUBCTs by Foreign Delegates

From time to time, delegations come to visit and learn from the SUBCTs, and the SUBCTs fulfil her international responsibilities by receiving and hosting them. The table below shows a sample of the visits that the SUBCTs have hosted for the past few years. Since 2006, the SUBCTs have hosted more than 110 distinguished overseas guests and delegates from more than 40 countries.

7.4d Summarise current levels and trends of the organisation's key measures of its governance system.

Internal Audit Group (IAG)

The Internal Audit Group (IAG) conducts financial audits regularly to ensure a good governance system in the SUBCTs. The IAG has conducted regular audits on the timeliness of payment to our suppliers and vendors.

Figure 7.4d.1: Number of audits conducted on payment by IAG



Audits by AGO

The Auditor-General's Office (AGO) conducts regular independent audits on the SUBCTs' compliance with the IMs. The areas include procurement, contract administration, revenue collection, expenditure, asset management and IT systems. No major negative findings have since been recorded. The SUBCTs work closely with the AGO and have put in place initiatives to better facilitate the work of the AGO.