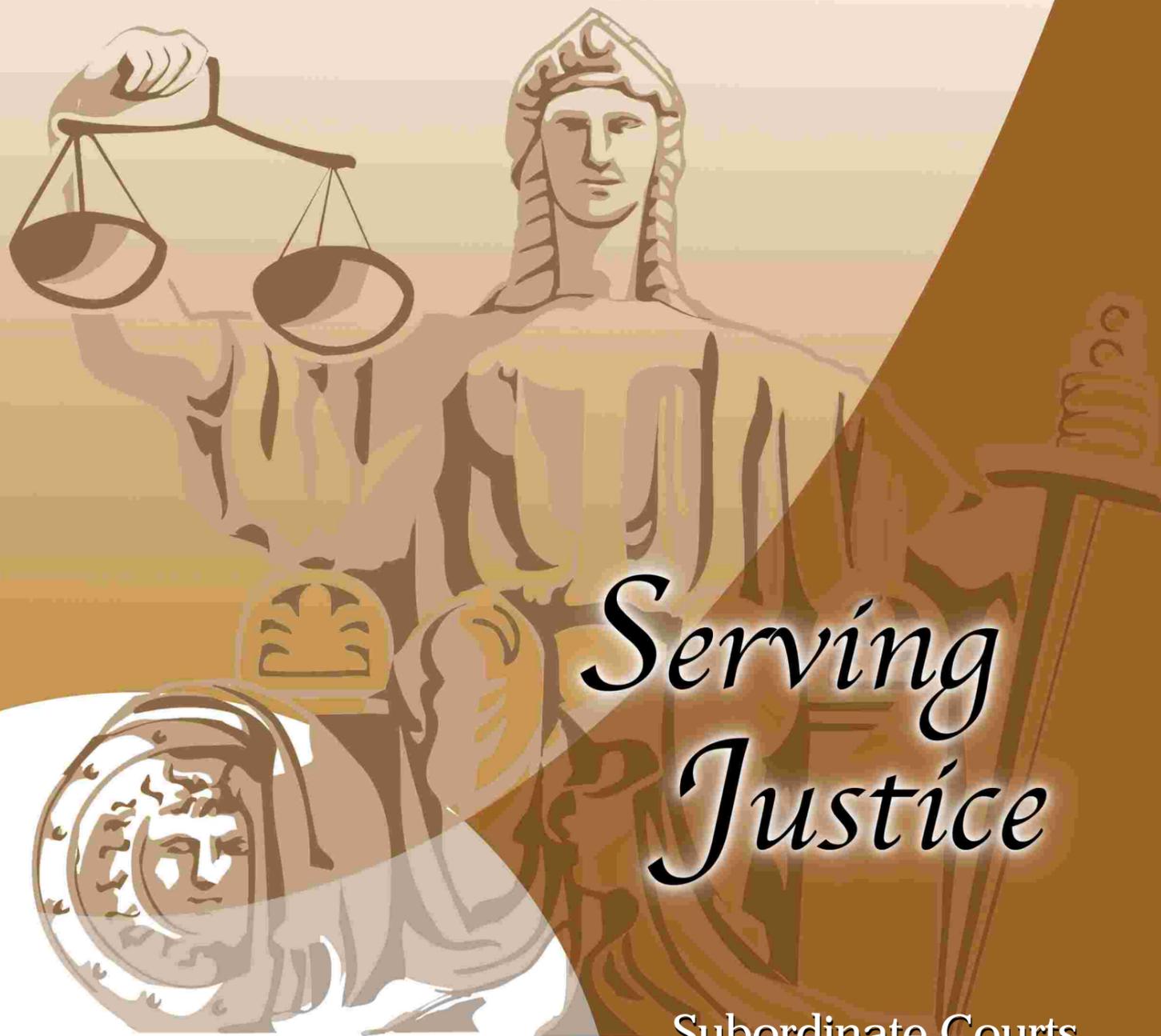




SUBORDINATE COURTS 2006 Singapore Quality Award Winner



Serving Justice

Subordinate Courts
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SUBORDINATE COURTS

1 HAVELOCK SQUARE
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THE SENIOR DISTRICT JUDGE'S FOREWORD



The Subordinate Courts have, over the last decade, continually raised the threshold of excellence in the administration of justice.

The journey commenced in 1990 when we initiated judicial reforms. This journey was, and continue to be, critical as these Courts deal with 95% of all cases. Judicial reform was in tandem with Singapore's positioning itself as a commercial and information technology hub in the region. We took a determined approach to modernize our justice system and maximise our resources by enhancing our efficiency and effectiveness while ameliorating public trust and confidence in the delivery of justice. The Subordinate Courts reforms were supported by the various justice stakeholders.

The story of that journey is captured in this document.

This Singapore Quality Award is testimony of our efforts in the quality administration of justice.

Richard Magnus

Senior District Judge

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GLOSSARY OF ABBREVIATIONS

ACNielsen-SRS	ACNielsen-Survey Research Singapore
ADB	Asian Development Bank
ADR	Alternative Dispute Resolution
AGC	Attorney-General's Chambers
AGD	Accountant-General's Department
AGO	Auditor-General's Office
AJA	Australian Institute of Judicial Administration
AIP	Accused in Person
AQSM	Assistant Quality Service Manager
ASEAN	Association of South-East Asian Nations
ATOMS	Automated Traffic Offence Management System
BCMS	Bailiff Case Management System
CAAS	Civil Aviation Authority of Singapore
CATI	Computer Aided Telephone Interview
CC	Corporate Communications (Section)
CCF	Children's Cancer Foundation
CCO	Chief Court Officer
CDAC	Chinese Development Assistance Council
CDR	Court Dispute Resolution
CDRI	Court Dispute Resolution International
CD-ROM	Compact Disc Read Only Memory
CEO	Chief Executive Officer
CIA	Court Innovation Agent
CIO	Chief Information Officer
CISCO	Commercial & Industrial Security Corporation of Singapore
CJE	Continuing Judicial Education
CMC	Community Mediation Centre
CNB	Central Narcotics Bureau
COs	Court Officers
CPF	Central Provident Fund
CPGFM	CPG Facilities Management
CPIB	Corrupt Practices Investigation Bureau
CPIS	Centralised Personnel Information System
CReST	Centre For Research, Ennovation And Statistics
CSC	Civil Service College
CTC	Court-to-court (email discussion forum)
DC	District Court
DCA	District Court Appeal
DCM	Differentiated Case Management
D.COM	Divisional Co-ordinating Meeting
DOP	Director of Personnel
e@dr	Electronic Alternative Dispute Resolution
EBB	Electronic Bulletin Board
eCDRI	Electronic Court Dispute Resolution International
ED	Economy Drive
EDC	Economy-Drive Committee
EFS	Electronic Filing System

EIU	Economist Intelligence Unit
ELS	Electronic Litigation System
EPSH	Extended Public Service Hours
EQMS	Electronic Queue Management System
FAMCARE	Family Conciliation and Resolution
FAMS	Family Application Management System
FIPS	Fine Instalment Payment System
FJC	Family and Juvenile Justice Centre
FJD	Family and Juvenile Justice Division
FTPU	Family Transformation and Protection Unit
GCIO	Government Chief Information Officer
GD	Grounds of Decision
GeBiz	Government E-Business
GEMS	Government-wide Email System
GM	Group Manager
GMC	Group Management of Cases
GP	General Public
HDB	Housing Development Board
HRM	Human Resource Management
IBM	International Business Machines
ICA	Immigration and Checkpoints Authority
IDA	Infocomm Development Authority
IM	Instruction Manual
IMD	International Institute for Management Development
IMF	International Monetary Fund
IMPRESS	Information Management of Precedents Resource System
IPAM	Institute of Public Administration and Management
IPTO	Insolvency and Public Trustee's Office
IQMS	Internet Queue Management System
ISO	International Organisation for Standardisation
IT	Information Technology
ITD	Information Technology Department
ITE	Institute of Technical Education
IUs	Institutional Users
JDC	Judicial Development Centre
JOs	Judicial Officers
JODB	Judicial Officer Database
JOELS	Judicial Officers Electronic Leave System
JOL	Justice Online
JP	Justice of Peace
JPG	Justice Policy Group
JRC	Judiciary Recreation Club
JS	Justice Scorecard
JURIST	Judges Resource and Information System
K Drive	K (common drive) for storing data
KPI	Key Performance Indicator
LCD	Lord Chancellor's Department

LLM	Master of Laws
LNA	Learning Needs Analysis
LSC	Legal Service Commission
LTA	Land Transport Authority
MA	Magistrate's Appeal
MC	Magistrate Court
MDC	Multi-Door Courthouse
MFE	Managing for Excellence
MI	Merit Increment
MinLaw	Ministry of Law
MINDEF	Ministry of Defence
MLP	Master Learning Plan
MNC	Multi-National Corporation
MOE	Ministry of Education
MOF	Ministry of Finance
MSS	Maintenance Summons
MUIS	Magis Ugama Islam Singapura/ Islamic Religious Council
MXO	Management Executive Officer
NACM	National Association for Court Management
NCS	National Computer Systems
NCSC	National Centre for State Courts, United States
NEV	Net Economic Value
NFS@Gov	New Financial System @ Government
NIMA	Non Injury Minor Accident
NPV	Net Present Value
NUS	National University of Singapore
Pac@GOV	Payment And Claims at Government
PAs	Personal Assistants
PAL	Public At Large
PB	Performance Bonus
PDJ	Principal District Judge
PDRC	Primary Dispute Resolution Centre
PDS	People Developer Standard
PERC	Political and Economic Risks Consultancy Ltd.
PM2S	People Management System
(Project) HEART	Healing And Reconciliation Therapeutic Programme
(Project) HOPE	Helping Our People Early
(Project) KIDS Line	Kids In Difficult Situations
(Project) SAVE	Substance Abuse and Violence Elimination
PS21	Public Service for the 21st Century
PSD	Public Service Division
PTC	Pre-Trial Conference
QSM	Quality Service Manager
RA	Resource Accounts
RB	Resource budgeting
RBS	Electronic Room Booking System

GLOSSARY OF ABBREVIATIONS

RCB	Registry of Companies and Businesses
RCJ	Royal Courts of Justice
RMA	Result of Magistrate Appeal system
ROI	Returns On Investment
ROSE	Registry Officers for Service Excellence
RRC	Research and Resource Centre
SAL	Singapore Academy of Law
SCORE	Singapore Corporation of Rehabilitative Enterprises
SCRIMS	Singapore Case Recording and Information Management System
SCT	Small Claims Tribunals
SCT-ACT	Small Claims Tribunals Admissions of Claims through Telereponse
SD(CS)	Senior Director (Corporate Services)
SD(L)	Senior Director (Legal)
SDJ	Senior District Judge
SDO	Social Development Officer
SDU	Social Development Unit
SHRI	Singapore Human Resource Institute
SIM	Singapore Institute of Management
SIM (SUBCTs)	Service Information Manager (of Subordinate Courts)
SINDA	Singapore Indian Development Association
SIP	Student Internship Programme
SOP	Standard Operating Procedures
SPF	Singapore Police Force
SPSS	Statistical Package for Social Sciences
SQA	Singapore Quality Award
SQC	Singapore Quality Class
SSS	Staff Suggestion Schemes
START	Sentencing Tariffs and Research Tool
SUBCTs	Subordinate Courts
TAP	Technology Awareness Programme
TICKS	Tickets and Summons System
TNA	Training Needs Analysis
TRAIIS	Training Administration System on Intranet
TRS	Time Registration System
UK	United Kingdom
UNCICP	United Nations Centre for International Crime Prevention
URA	Urban Redevelopment Authority
US	United States
WA	Warrant of Arrest
WDA	Workforce Development Agency
WEF	World Economic Forum
WIPO	World Intellectual Property Organisation
WITs	Work Improvement Teams
WSS	Writ of Seizure and Sale

ORGANISATIONAL PROFILE

ORGANISATIONAL PROFILE

Organisational Environment

- The Subordinate Courts (SUBCTs) deal with more than 95 percent of all judicial matters filed in the courts in Singapore. Thus, it is at the SUBCTs where the administration of justice and upholding the Law have practical meaning for the public.
- Since April 1992, together with the nation's rapid economic development, SUBCTs embarked on an intensive process of judicial reform.
- By 1999, the World Bank accorded SUBCTs world-class status and held us out as a role model on successful judicial modernisation efforts for developed and developing countries.
- SUBCTs are today internationally recognised as a change and thought leader in judicial administration, and the world's technologically most advanced courts.
- Domestically SUBCTs daily business of upholding the Rule of Law and administering justice contributes to social stability, equality and economic progress in Singapore.

Main products and services

- Main products are judgments by way of court orders.
- Main services on administration of justice include adjudication, court-based mediation, counselling and dispute resolution services.
- We administer justice through Four Justice Divisions:
 - (i) Criminal Justice Division protects the public by deterring crime and ensuring personal and property safety.
 - (ii) Juvenile Justice Division applies restorative justice to reintegrate juvenile delinquents into society.
 - (iii) Family Justice Division protects family obligations by ensuring divorced couples continue their legal obligations through harmonious settlement of matrimonial disputes.
 - (iv) Civil Justice Division ensures effective and fair dispute resolution of civil disputes and provides cost-effective alternatives to litigation.

Our Fundamentals

Our vision is to be a world-class court which is "primus inter pares" ("first among equals").

One Mission:

To administer justice.

Two Objectives:

To uphold the rule of law and enhance access to justice.

Three Goals:

- (1) To decide and resolve justly,
- (2) To administer effectively, and
- (3) To preserve public trust and confidence.

Four Justice Models:

Criminal Justice, Juvenile Justice, Family Justice & Civil Justice.

Five Core Values:

- (1) Accessibility;
- (2) Expedition and Timeliness;
- (3) Equality, Fairness and Integrity;
- (4) Independence and Accountability; and
- (5) Public Trust and Confidence.

Six Principles:

- (1) To faithfully discharge judicial duties;
- (2) To do right to all manner of people;
- (3) After the laws and usages of the Republic of Singapore;
- (4) Without fear or favour, affection or ill-will;
- (5) To the best of our ability, and
- (6) To be faithful and bear true allegiance to the Republic of Singapore.

ORGANISATIONAL PROFILE

Employee Profile

- SUBCTs have a total of 317 permanent officers.

Major Equipment, Facilities and Technologies

- We have 50 courtrooms and 35 hearing chambers.
- We have specialist courts. Eg. the Commercial Courts Cluster, the District Mentions Court (also known as Bail Video link Court), the Magistrates' Mentions Court, the Traffic Court, the Centralised Sentencing Court, and the Filter/Holding Court.
- We have dedicated service centres. Eg. e@dr (Electronic alternative dispute resolution) Centre that provides mediation services for civil cases. The Multi-Door Courthouse is an information service centre that assists parties to locate suitable dispute resolution forum. The Family and Juvenile Justice Centre provides counselling in family and juvenile cases. The Research and Resource Centre provides library services for Judicial Officers (JOs), court administrators and lawyers. Pertinent courtrooms and chambers are equipped with audio-visual and video-conferencing technologies. The Children's Waiting Area provides a safe conducive place for children while their parents attend to court matters.
- IT application systems that enhance case management include Electronic Filing System (EFS) for civil cases; the Singapore Criminal Case Recording And Information Management System (SCRIMS) for criminal cases; the Tickets And Summons System (TICKS) for departmental cases; the Small Claims Tribunals (SCTs) System for SCTs cases; etc.

Regulatory Environment

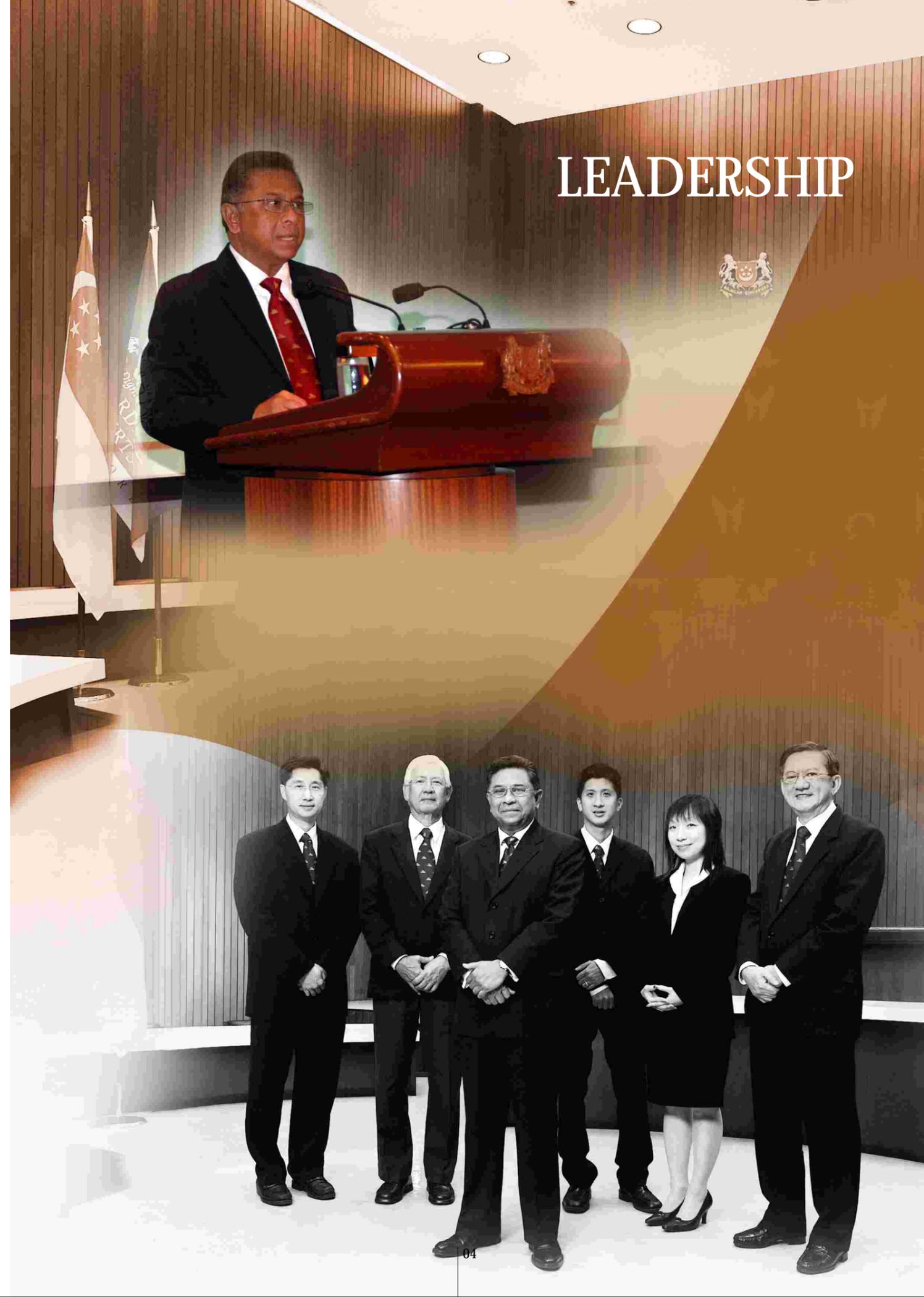
- SUBCTs are part of the Singapore Judiciary which is an Organ of State independent from the Executive and Legislative branches of government. The other component of the Judiciary is the Supreme Court. SUBCTs derive its judicial power from the Constitution of the Republic of Singapore and the Subordinate Courts Act.

Organisational Directions

The key organisational directions are:

- Strengthen a Holistic Justice Culture by going beyond adjudication to assisting the individual or family involved.
- Strengthen a People-Centred Culture that fosters employee ownership and optimises the development of people resources.
- Strengthen a Culture of Innovation, making each Judicial Officer (JO) and staff an activist of constructive change.

LEADERSHIP



1.1 Senior Executive Leadership

Subordinate Courts' (SUBCTs) Senior Executive leadership comprises the Senior District Judge (SDJ), Principal District Judges (PDJs) and District Judges as Group Managers (GMs). SDJ has seniority over all Judicial Officers (JOs) and all Court Administrators. He is directly accountable to the Chief Justice. The equivalent of SUBCTs' "CEO", SDJ charts strategic directions and provides leadership to SUBCTs.

Developing the SUBCTs Shared Vision and Values.

A core team, led by SDJ, collected inputs internally and externally to identify a set of core values for SUBCTs. Internally, views from JOs and Court Administrators were sought. Externally, dialogues were held with our strategic partners. Our customers were also periodically surveyed to ascertain their needs and expectations. All these crucial feedback were distilled to craft our core values. The end product was the Justice Statement. Introduced in 1997, (i) it charts the strategic direction based on our core values and yet preserves flexibility to respond to new challenges; (ii) it provides the foundation to guide future directions with a coherent sense of purpose and a commitment to action; and (iii) it serves as a constant reference point for all policies and measures.

Learning, Innovation and Responsiveness to stakeholder needs

To remain responsive to changing stakeholder needs and the drive towards learning and innovation, there is an on-going feedback process to evaluate and review the expression of our core values.

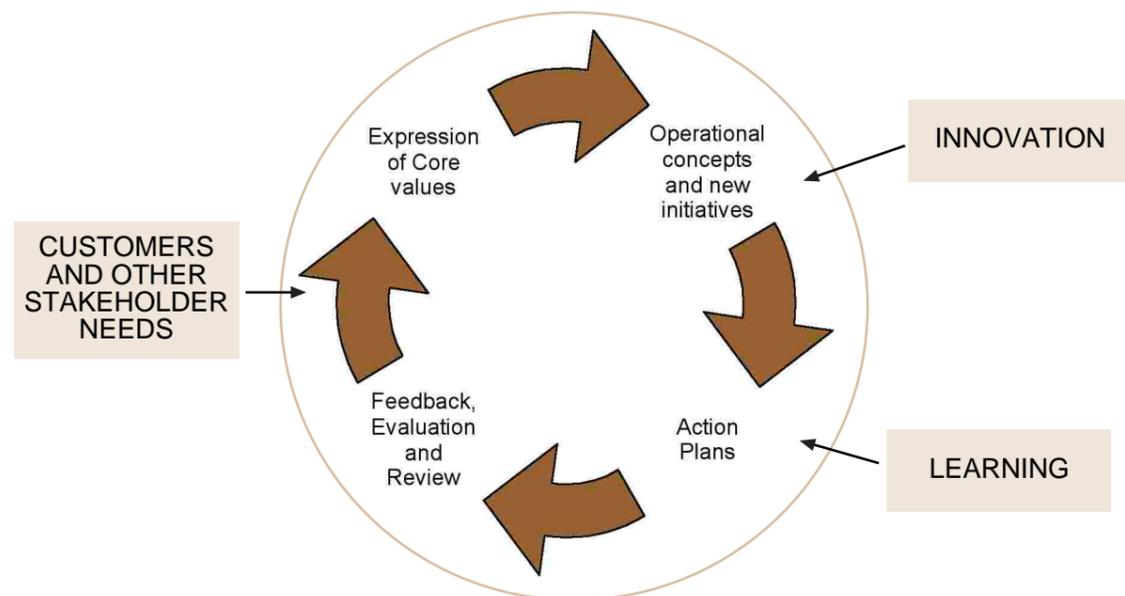


Figure 1.1.1 Review process to validate core values

Communicating it:

- When each JO takes office, the JO takes a solemn oath before SDJ, affirming to uphold the fundamentals and core values of the organisation. A Justice Statement is presented to the JO. Justice Statements are presented to Heads of Visiting Delegations.

Demonstrating it:

- Senior Executives have implemented the Justice Scorecard. This is a system of assessment that translates the vision, mission and values in the Justice Statement into performance targets for each division, communicating and reinforcing them at all levels.

Reinforcing it:

- SDJ reinforces the fundamentals and values at every Workplan. Each department prepares their workplan initiatives that are consonant with strategic goals, vision and values enshrined in the Justice Statement. SDJ personally ensures that these workplan initiatives reflect the inputs and suggestions of employees at all levels.

The effectiveness of the Senior Executives is constantly evaluated by way of "360 degree ++" evaluation model (as shown in Figure 1.1.2).

SUBCTs also consciously train and groom a second echelon of leadership and imbibing this second echelon with the organisational purpose, vision and values. This builds trust and buy-in from the next echelon of leaders. To prepare high-performing judges and administrators for leadership positions, they attend management programmes to equip them with advanced knowledge and the necessary tools to undertake leadership and management positions.

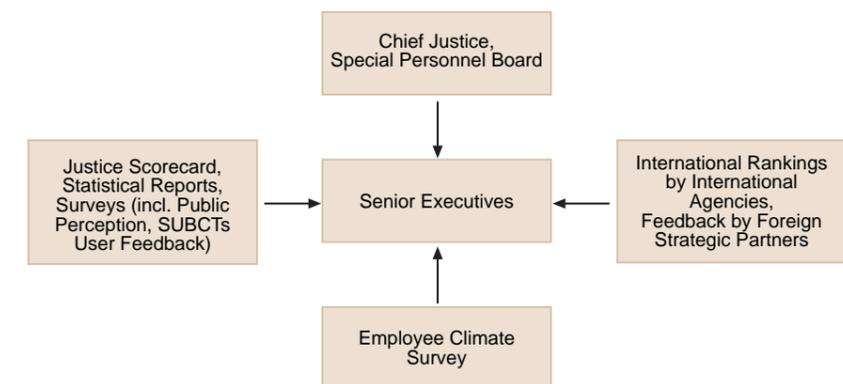


Figure 1.1.2 "360 degree ++ Leadership Effectiveness Assessment"

1.2 Organisational Culture

The Core Values

The Core Values of SUBCTs are encapsulated in the Justice Statement. Based on these core values, pro-customer policies, practices and behaviour are implemented to ultimately create the three-fold Desired Culture of SUBCTs – (1) Holistic Justice, (2) People-Centered and (3) Innovation (as shown in Figure 1.2.1).

Translating Core Values to Pro-customer Practices and Behaviour

Each employee is issued an “Employee Handbook” and “Code of Conduct and Ethics for Court Administrators” communicating the expected behaviour.

The Five Core Values of the SUBCTs are based on the Four Justice Model (as reflected in the Justice Statement). The achievement of this Four Justice Model is done by the creation of the DESIRED CULTURE: (1) Holistic Justice; (2) People-Centred; (3) Innovation.

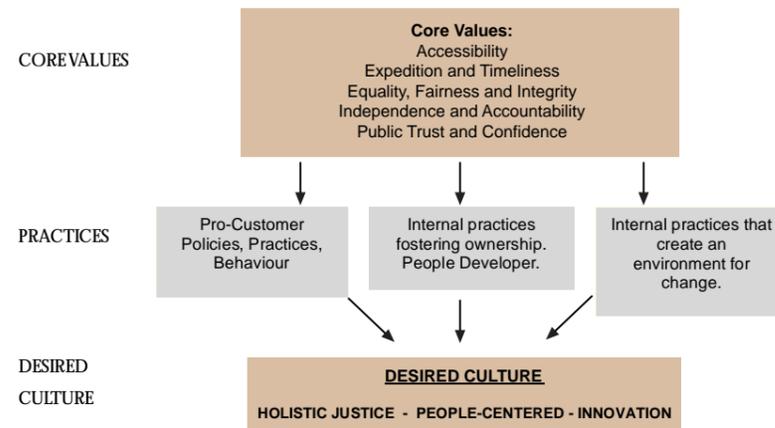


Figure 1.2.1 From Core Values to Culture

(1) Strengthening And Permeating A Holistic Justice Culture

<ul style="list-style-type: none"> • Criminal Justice and Juvenile Justice. <p>It goes beyond adjudication and sentencing. The emphasis is on Preventive and Restorative Justice. SUBCTs work with External Agencies and the Community to address issues like Crime Prevention, Criminal Recidivism, Community-based Rehabilitation of Offenders and Victim Restoration.</p> <ul style="list-style-type: none"> • Civil Justice. <p>It must go beyond adjudication and extends to the preservation of the relationship of the adverse parties by way of Alternate Dispute Resolution like Mediation and counselling of debtors such as services by Credit Counselling.</p>	<ul style="list-style-type: none"> • Family and Juvenile Justice. <p>The emphasis is on family rehabilitation and empowerment, and preserving family cohesion. It involves the management of families in an integrated manner by a team of JOs counsellors and psychologists to achieve those stated aims.</p> <ul style="list-style-type: none"> • Pervasive use of mediation promotes a Holistic Justice Culture. <p>Through mediation, a win-win result is facilitated and acrimonious costly litigation avoided. Mediation is promoted and instituted across justice divisions in SUBCTs.</p>
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(2) Strengthening And Permeating A People-Centred Culture

<ul style="list-style-type: none"> • People of Honour <p>Worthy of Honour. Senior Executives also continually foster a sense of ownership and pride in the organisation. In 1997, we established a corporate logo and motto to emphasise our fundamentals. The motto Dignus Honore, or Worthy of Honour, constantly reminds SUBCTs’ employees of the imperative to conduct themselves at all times to be worthy of the honour which the nation and community have bestowed on us.</p>	<p>Open Door Policy. Senior Executives promote an open-door policy which allows employees to discuss with their supervisors on work expectations, training needs and personal matters. It fosters clear communication of performance objectives which enhances employee performance. It also reflects managers’ care and concern for employees’ well-being.</p>
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• People of Learning

People Developer. Senior Executives invest much resources in improving and enhancing the quality of the SUBCTs bench (JOs) and Court Administrators. Staff Welfare and Staff Development is a premium. In this respect, SUBCTs were awarded the People Developer Award in 1999 and we were re-certified in 2002 and also re-certified in March 2006.

Multi-Talented. JOs are encouraged to develop new core competencies of “judge-manager”, “judge-mediator”, “judge-educator” and “judge-reformer”. Court Administrators are encouraged to develop new core competencies of “court entrepreneur”, “court technopreneur” and “court innovator”.

Knowledge Management. At the organisational level,

our Intranet and Lotus Notes knowledge bases contain the requisite working knowledge. JOs can perform legal research and find out bench practices through IMPRESS and JURIST, the JO Database. Court Administrators can locate institutional knowledge via the electronic bulletin board and digital library.

• People of One Family

Collegiate programmes. To foster a familial-style of working for greater synergy, the Staff Welfare Committee organises various programmes, such as lunchtime movies and sports activities, to encourage employee interaction and build a collegiate spirit. It also organizes cultural events. Officers are also sent on team building workshops to enhance intra-organisation communication.

(3) Strengthening And Permeating A Culture Of Innovation

<ul style="list-style-type: none"> • Innovation through Review of Work Processes. <p>SDJ commissions Review Committees to look at various areas. One example is a current on-going Business Process Review Committee which is tasked to review the business workflow process of a criminal case as it goes through the court system.</p> <ul style="list-style-type: none"> • Innovation through Managing For Excellence Tools. <p>Staff are involved in initiatives like achieving Justice Scorecard performance targets, implementing Six Sigma and NEV initiatives.</p>	<ul style="list-style-type: none"> • Innovation through SSS, WITs etc. <p>Employees are given recognition and rewarded under the Staff Suggestion Scheme (SSS) for their new ideas.</p> <ul style="list-style-type: none"> • Innovative use of technology. <p>The application of cutting-edge Information Technology (IT) applications in the work processes also promotes an innovative culture.</p> <ul style="list-style-type: none"> • Innovation through New Waves. <p>The Senior Executives take the lead to reinforce a proactive culture that promotes innovation and improvement.</p>
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Where there is a difference between the current culture and the desired culture, SUBCTs adopt the following towards the Desired Culture:

- Leadership by example
- Instituting Practices and Policies that promote the Desired Culture
- Focusing on Employee Training, Learning and Upgrading

- Leveraging on Information Technology as tools for higher work efficiency
- Creating new and strengthening existing symbiotic partnerships with Community-based Agencies and Foreign Strategic Partners

1.3 Responsibility to Community and the Environment

The main policy and goal of SUBCTs in relation to the community is “Community Strengthening”. SUBCTs seek to achieve this goal by focusing on:

- (1) Partnering with community-based agencies; and
- (2) Implementing environmentally-friendly practices

SUBCTs seek to achieve our goal of Community Strengthening at two levels of the Public at Large – (1) Direct Users, and (2) General Public (as shown in Fig 1.3.1).

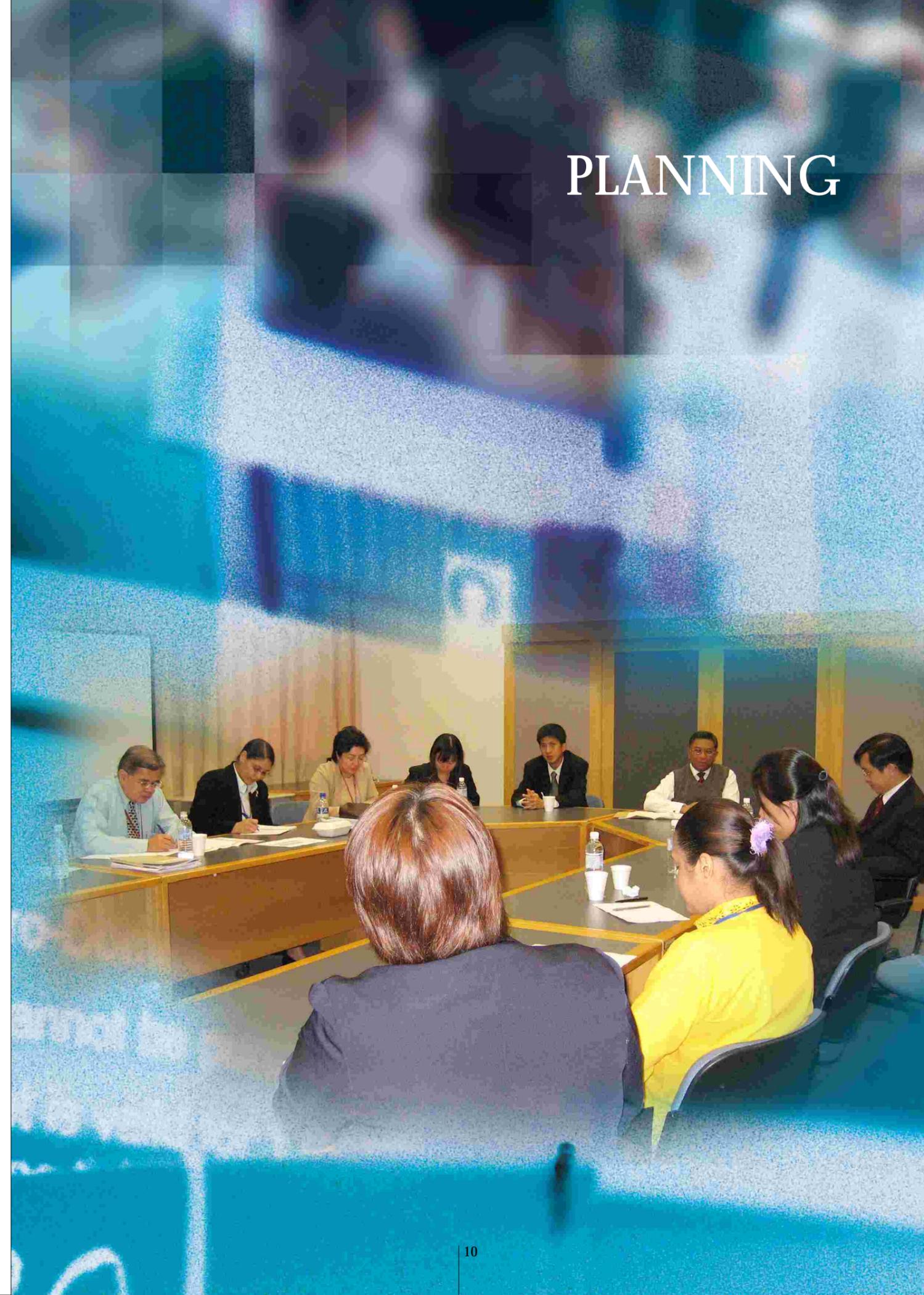


Figure 1.3.1 SUBCTs’ Community Strengthening Activities and Initiatives

Internally, SUBCTs communicate its policies and goals to its employees by way of constant reinforcement by Senior Executives at meetings and at the Annual Workplan. Externally, SUBCTs engages Community-based Agencies by encouraging them to be even more active in the provision of necessary programmes and services to affected families and juveniles to advance SUBCTs’ goal of attaining a high level of Holistic Justice.

Senior Executives recognise the need to anticipate public concerns and assess the possible impact of our programmes on the society. Feedback sessions are obtained from our partnering Community-based Agencies, our strategic partners, and the participants of SUBCTs organised programmes at annual workplan planning sessions. Senior Executives and Managers also hold evaluation meetings to discuss and review the feedback and assess our initiatives so as to ensure optimal positive impact on the community.

PLANNING



2.1 Strategy Development and Deployment

The SUBCTs` strategic planning process commenced in year 1993, when we mapped out our first blueprint of scenario planning, with projections up to year 2015. Thereafter, our yearly planning cycles scanned the demographic, socio-economic, crime and technological trends. We also sought the views of constituents and working partners. We have now extended our planning horizon to 2030 after reviewing our infrastructure, manpower and technical needs, taking into account our enhanced jurisdiction and many institutionalised initiatives.

Strategic planning

Our strategic planning follows a diagnostic model (see Figure 2.1.1). Based on our mission, vision and core values, we review our organisational structure, court administration systems, resources and performance targets. We deepen our strengths and improve on weaknesses. This process involves senior executives and all employees, while external inputs are collated from customers, partners and suppliers. We also conduct trends analysis, having regard to larger national challenges. A think-tank comprising Judges known as the Justice Policy Group (JPG) was formed in 1997 to conduct regular environmental scanning.

In year 2000, with the assistance of renowned futurist Professor James Dator of Hawaii Research Center for Futures Studies, the JPG mapped out justice scenarios up to year 2020. The exercise involves scanning our environments and the driving forces of change (see Figure 2.1.2).

The JPG has since evolved into a strategic planning regime spearheaded by SDJ and his Forum of Principal District Judges. In developing strategies, we consider whether the strategies will create public value (see Figure 2.1.3). We conceive yearly strategic and operational plans that specify goals with performance indicators to track achievement of targets. Internally, operational performance and quality indicators are tracked by reports prepared by the Centre For Research, Ennovation And Statistics (CReST) and via the Justice Scorecard system. Externally, we track customer requirements, supplier / partner capabilities and market intelligence.

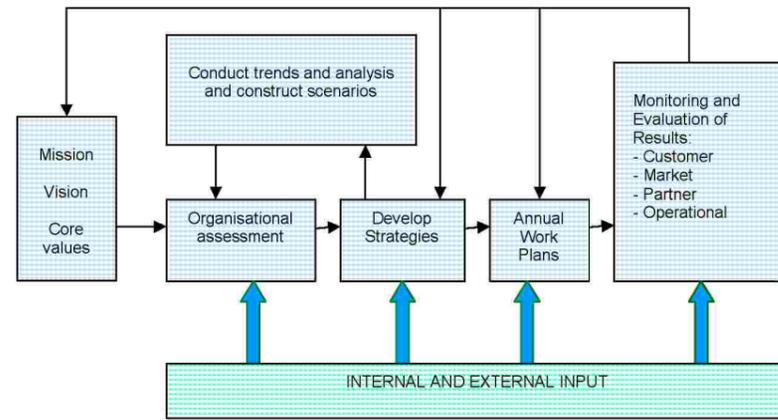


Figure 2.1.1 Diagnostic model of strategic and futures planning

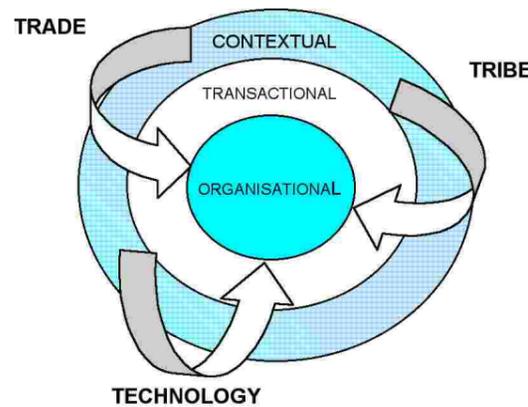


Figure 2.1.2 SUBCTs 3 environments and driving forces of change

Annual strategic and operational workplans

During our yearly workplan process, corporate goals are translated into sectional objectives. Specifically, for a particular work year, a committee is formed by senior executives to drive the workplan. This committee will gather feedback from all levels of the organisation on targets achieved in the previous workyear, areas of improvement for next workyear, and new areas to be addressed. Sectional managers will gather and consolidate inputs from their staff. Thereafter, senior executives will discuss with the committee and chart the strategic thrust of the workplan.

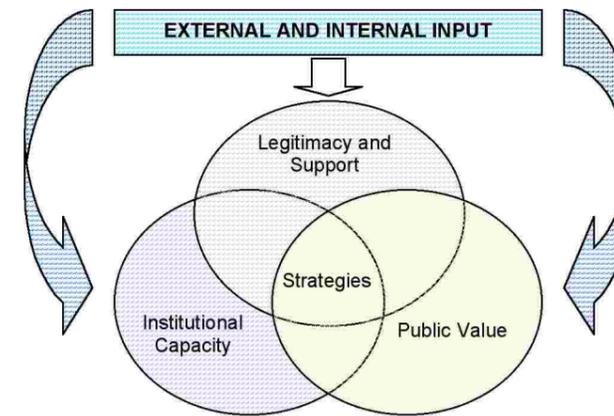


Figure 2.1.3 The three spheres of consideration for strategies

The draft workplan is presented to The Chief Justice for endorsement. Upon endorsement, the committee will organise the workplan seminar. This seminar is attended by all employees and invited stakeholders. At the seminar, The Chief Justice will deliver the keynote address and articulate the strategic thrust. SDJ will follow up by introducing the operational agenda, highlighting new targets to be achieved.

After the seminar, the operational agenda are distributed to Judges, Court Administrators and sectional heads. They are divided into divisional, sectional or cross-functional groups, each responsible for translating operational agenda into deliverables and for monitoring achievement of targets. There is regular quarterly review and half-yearly update to The Chief Justice on the progress status.

From 1992 till today, we have devised 9 long-term strategies. These are referred to as 9 Streams of Reforms

(see Figure 2.1.4). In 1998, these strategies were refined into the 8 elements of our Strategic Framework:

- The public perception of the Singapore justice system must be one of confidence in and respect for Singapore courts and the rule of law.
- The justice system must maintain human dignity, uphold the rule of law, and enhance access to justice.
- All persons will have ready access to justice in SUBCTs, which will provide a range of effective and expeditious means of dispute resolution, without undue cost, inconvenience or delay.
- SUBCTs will ensure independent, fair and equal application of the judicial process and administer justice in accordance with the law.
- SUBCTs will be administered in accordance with sound court governance principles which foster the efficient use of public resources and enhance performance.
- Technology will be strategically deployed to increase access, convenience and ease of use of court services, and to assist the courts in enhancing the quality of justice.
- The impact of socio-economic and legal forces will be closely monitored in order that SUBCTs can effectively lead and manage change amidst a rapidly changing national and global environment.
- SUBCTs will be adequately staffed by the best JOs and Court Administrators, who will be supported by continuing education and effective performance evaluations.

THE NINE STREAMS OF REFORM

1. Restructuring from Within
2. Re-thinking the Role of the Judge
3. Re-defining Justice Models
4. Refining Service Standards
5. Redeploying Community Resources
6. Re-engineering through Information Technology
7. Resetting and Re-evaluating Intermediate Goals
8. Re-aligning the Paradigm of the Justice System
9. Re-positioning the Courts

Figure 2.1.4 The Nine Streams of Reform

Regarding our annual workplan, we set short-term targets to be achieved within a year. Specifically, in 1992, our target was clearance of backlog. We achieved this target within a year. In 1993, we moved on to establishing case management systems to enhance case management. After that was achieved, in 1994, we focused on strategic planning for the future. We also identified and developed a set of core values in 1995. We next moved to developing performance indicators in 1996 to transform and benchmark our court systems to world-class standards.

In 1997, we established our fundamentals via the Justice Statement to consolidate our world-class achievements in diverse aspects of administering justice. In 1998, with the dawning of the new millennium, we identified new challenges through scenario planning and identified ways to manage them. By 1999, with the emphasis on knowledge-based society, we set our sights on expanding the roles and competencies of our Judges and Court Administrators. In year 2000, the new economy brought new challenges escalated by globalisation and IT. We invested in key aspects of court administration to further strengthen our contributions in the new economy. By year 2001, we institutionalised our best practices as a world-class court so that SUBCTs will last through incessant change cycles.

With 9/11 in 2001, our workplan target for year 2002 was to return to our fundamentals, to administer justice to all manner of people without fear or favour. In 2003, we anchored the administration of justice by extending

mediation and dispute resolution initiatives; strengthening public outreach programmes; and harnessing IT and performance management systems to further enhance court administration. In 2004, we set the goal of establishing communities of justice to further enhance our services to court users. In 2005, we further improved the quality of justice through the refinement of court procedures and processes. For 2006, the workplan agenda is to deepen public trust and confidence in SUBCTs by upholding the rule of law and enhance access to justice. We introduce the Nordstrom Way to Customer Service Excellence. We also strengthen the culture of innovation. We set up an Innovation Hub and IT Proof-of-Concept Lab where creative ideas are conceptualized and cutting-edge technologies experimented.

Our stretch goals are to lead change beyond the organisation in the public, private and people sectors, to consolidate our world-class standards in products and services. To achieve stretch goals, we have developed a Trilogy of Court Governance principles which encompass our Justice Statement, Strategic Framework, and Core Competencies (Figure 2.1.5). The Justice Statement aligns the organisation to a common reference point. The Strategic Framework serves as a navigational reference against which future activities can be assessed within an ever-changing environment. The Core Competencies contain the knowledge capital of a modern forward-looking judiciary. This trilogy provides the institutional direction for SUBCTs to achieve stretch goals.

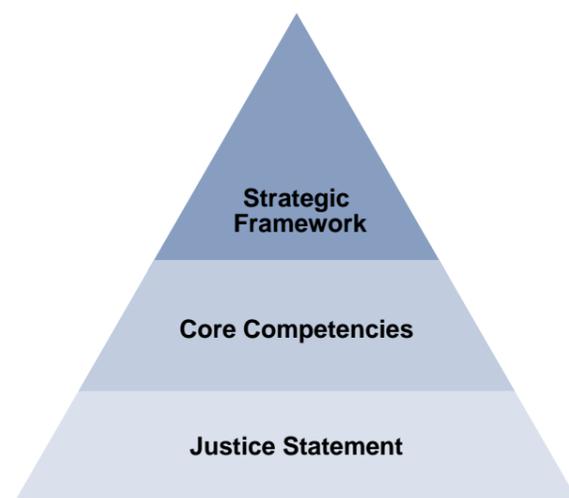


Figure 2.1.5 Trilogy of Court Governance

We review our performance and plans by a “360 degree + +” evaluation process (Figure 2.1.6). At the top level, we assess our standing vis-à-vis the world’s leading judiciaries as ranked by international benchmarks and reports. We also regularly review the initiatives and performance indicators that reflect our transition to a leading pro-business and pro-customer organization. The results achieved are periodically evaluated by management. At the peer level, we compare our performance with foreign judiciaries.

At the base level, we assess the impact of our performance and plans on customers, partners and suppliers through customer satisfaction surveys. Internally, we have implemented Justice Scorecard and Six Sigma systems which are proven performance management and measurement systems, and various statistical reports and internal surveys. Externally, our foreign partners like the World Bank provide useful information that assists in our performance assessment.

At the end of each workyear, SDJ obtains inputs from senior executives, managers and supervisors on whether

the strategic planning process needs to be refined to reflect changes in customers’ expectations or environmental changes. This enables us to review the effectiveness of corporate planning and implementation. Senior executives and managers also learn best practices from visits to SQA and SQC organisations. We also send Judges and Court Administrators for local and overseas conferences and seminars to harvest latest management best practices and planning tools.

We adapt the best practices of domestic and overseas organisations to suit our operating and customer requirements, eg. the implementation of the queuing system; the adaptation of Justice Scorecard system; the publication of Annual Reports; the design and renovations of the new Family and Juvenile Courts. Besides reviewing the planning processes, specific aspects within the processes are reviewed, eg. performance targets of the Justice Scorecard.

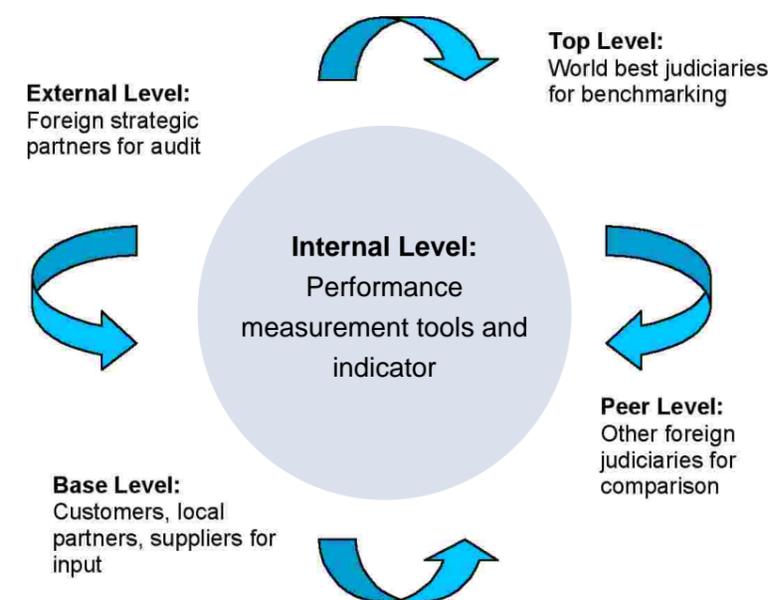
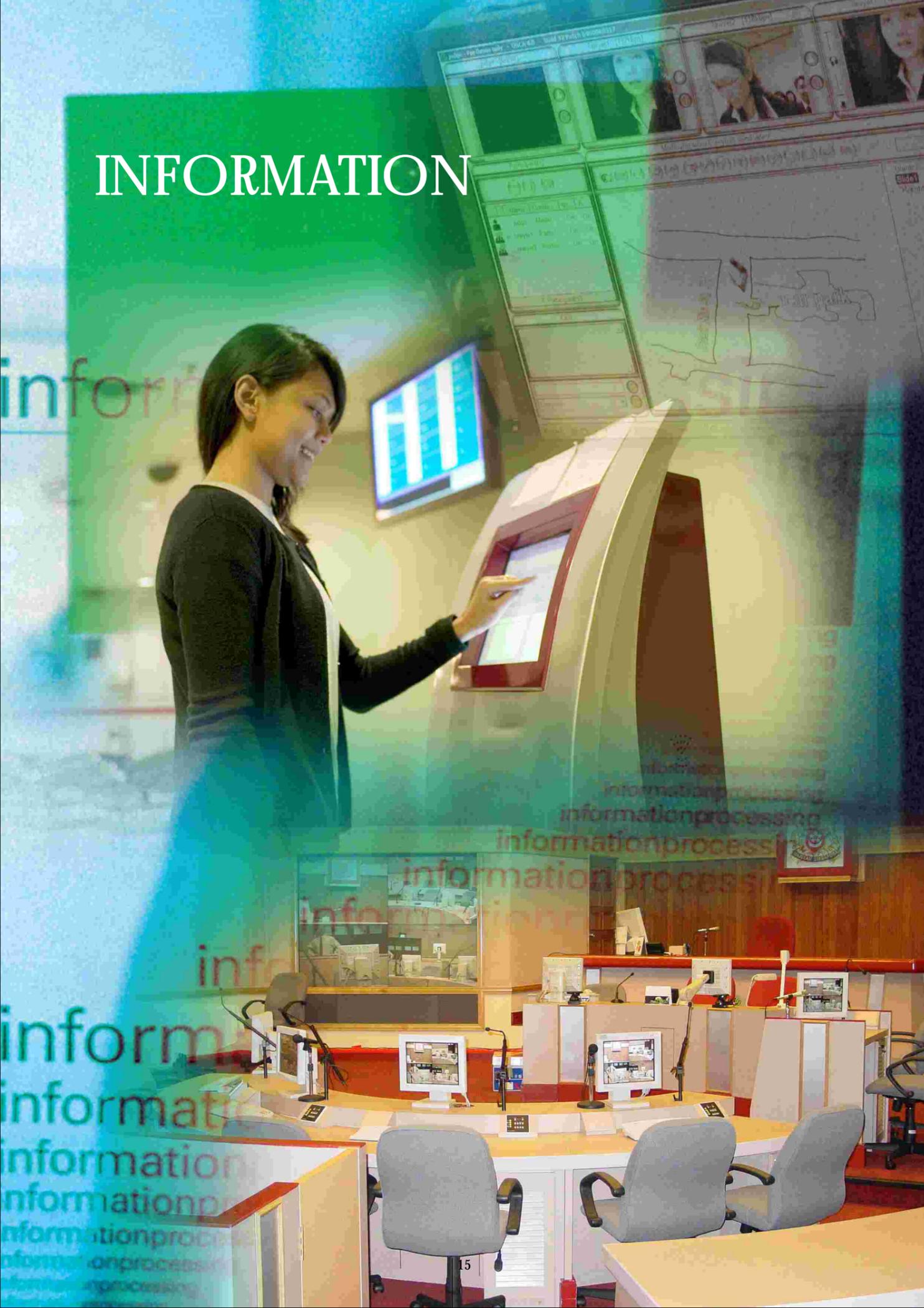


Figure 2.1.6 “360 + + degree” evaluation process for organisational performance

INFORMATION



3.1 Management Of Information

Information is critical for the smooth running of an organisation and SUBCTs manage the information at 3 levels. The guiding principles in the selection of information that are important to drive SUBCTs forward are :

- to support and achieve our mission, core values, strategic objectives and goals
- to measure performance and monitor achievement of KPIs (key performance indicators) in Justice Scorecard
- to support the day-to-day management and operations of our justice processes

These data are collected through:

- all KPIs that are tracked in our Justice Scorecard (balanced scorecard) are captured into our computerised system
- IT systems which capture the necessary data and provide the necessary outputs like enquiry functions and statistical reports
- reporting tools where more detailed analyses are required from IT systems
- surveys to measure customer satisfactions or feedback
- manual tracking where the data collection is simple to compile and easily consolidated

The day-to-day operations and management of information are captured in the IT systems shown below:

Category	Information Management Systems
Case Management & Related Systems	<ul style="list-style-type: none"> • Civil cases - EFS System • Criminal cases - SCRIMS System • Family cases - FAMS System • Small claims tribunals cases - SCT System • Traffic offences - TICKS System • Bailiff matters - BCMS System • Fines Installment payment- FIPS System • Video conferencing - JOL • Queue management - IQMS, EQMS
Corporate Services	<ul style="list-style-type: none"> • Justice Scorecard - JS2 • Personnel & Payroll - PM2S, PAC@GOV • Procurement - GeBIZ • Training - TRIASI • Judicial Officers' Leave - JOELS • Staff Suggestions - Lotus Notes, Ms Excel/Word
Knowledge Repository (for Judicial Officers only)	<ul style="list-style-type: none"> • Legal papers & compendiums written by our judges - JURIST • Benchmarks and sentencing guidelines -START • Supreme Court and Subordinate Courts judgments - IMPRESS • Magistrate Appeal results - RA
Knowledge Repository (for Judicial Officers /managers)	<ul style="list-style-type: none"> • Trends and developments in other judiciaries - eLibrary • Meetings and discussion notes on management issues as well as articles related to court development and resource management - DCOM database
Knowledge Repository (for all Officers)	<p>Intranet</p> <ul style="list-style-type: none"> • HR policies and SOPs • Procurement policies and SOPs • Finance policies and SOPs • Technology Awareness Programme • Corporate events and initiatives • CReST Research Bulletins • SIM's Office programme

Figure 3.1.1 Information Management Systems

In order for information to be useful, it must be accurate and reliable. Safeguards are in place to ensure that our IT systems are protected and managed so that information is reliable. These include:

- firewalls and anti-virus software are in place to prevent external intrusions to disrupt to our IT infrastructure and systems
- systems are guided by Government IMs and our IT Security Standards
- all applications are protected with userids and

passwords. Only authorised staff is allowed to create records, update, delete or enquire the details

- validation checks are incorporated into all systems to ensure that data are verified before being accepted into the systems
- enhancements and requests for change to the systems must be authorised by the officer-in-charge before the modifications are made
- data are regularly backed-up to ensure availability for restoration, should the need arises

Figure 3.1.2 shows the communications to customers, partners, suppliers and SUBCTs staff.

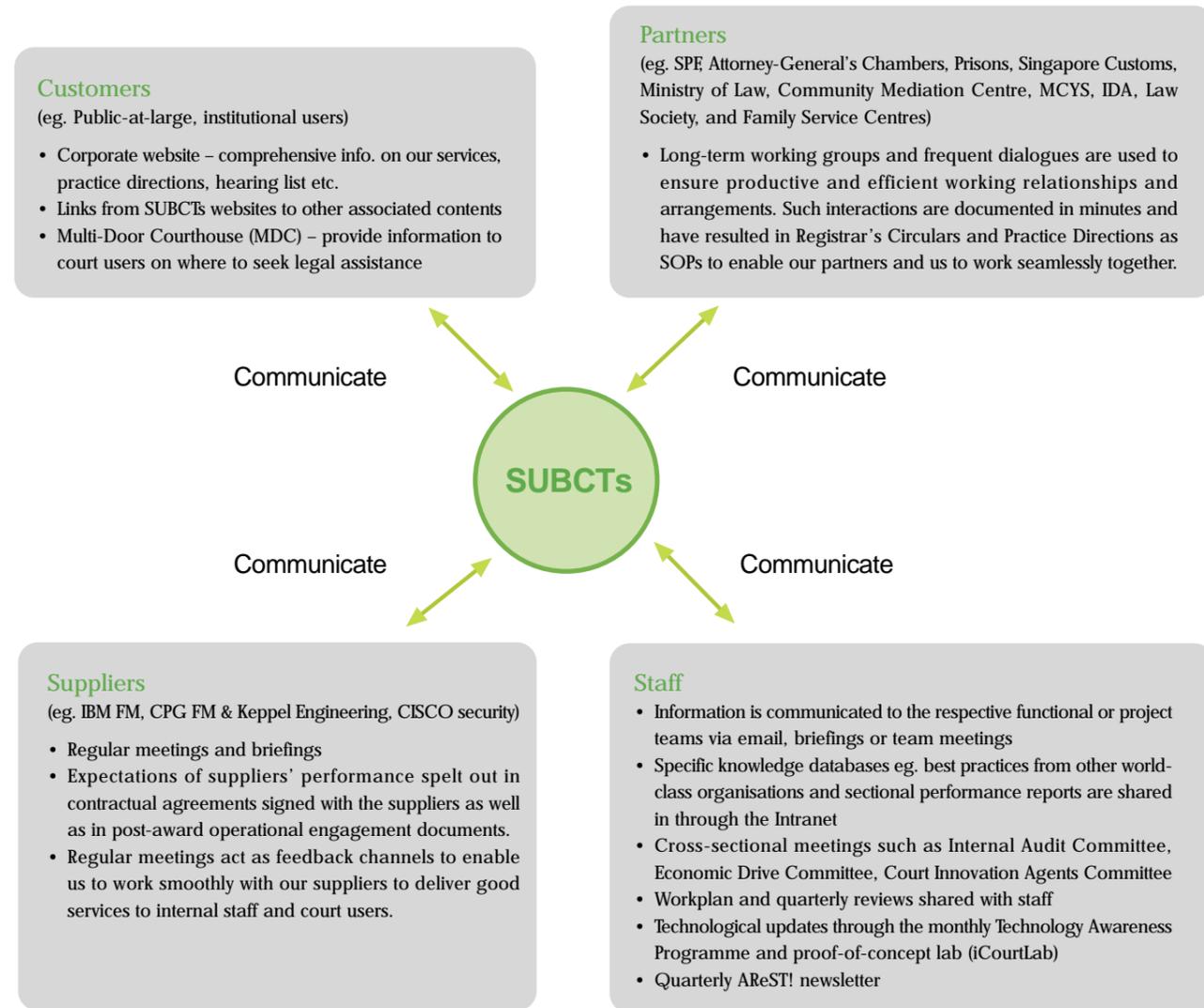


Figure 3.1.2 Communication channels

CRest was specially set up to conduct data analysis, study trends and conduct research. CRest use various analytical tools such as correlation, hypothesis testing, regression analysis, forecasting, etc. to convert data into meaningful interpretations to facilitate decision-making or spearhead further improvement activities.

There are several ways SUBCTs evaluate the need to improve the management of information. They are:

- Top-down approach (throughout the year)
- Justice scorecard review (yearly)
- Customers’ feedback (throughout the year)
- Committee meetings (monthly)
- Annual workplan (yearly)
- Near end of IT economic lifespan of systems
- Bottom-up approach (throughout the year)

3.2 Comparison and Benchmarking

In SUBCTs, comparative studies or benchmarking exercises are done for our core justice processes and support processes. Core justice processes include the processing and management of court cases. Of paramount importance is how we excel in meeting our organisational objectives. Support processes include HR, IT, finance and training matters. We scan the Internet for international reports, online resources or write to specific leading organisations to obtain information on world-class practices in various work areas. We can then compare our processes against these inputs. SUBCTs also hosted many foreign visitors and through the interactions, information was also obtained from them.

A 4-Stage Approach is used to guide our staff in their benchmarking projects, as shown below:

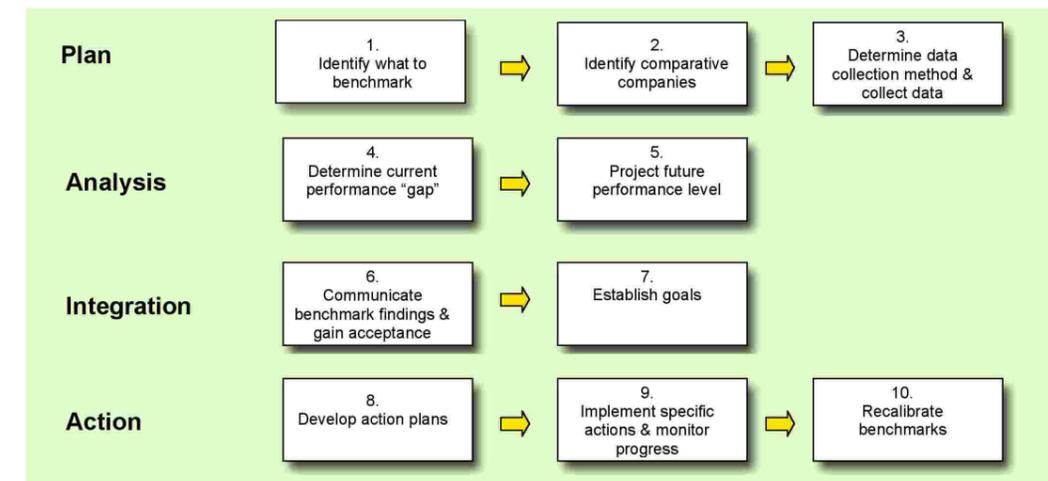


Figure 3.2.1 4-Stage Approach

Comparative studies and benchmarking exercises are done to enhance our long term plans and day-to-day operational processes and court administration. Through comparing with other leading organisations, SUBCTs can assess where we stand and any area for further enhancement.

At the annual work planning exercise, the various divisions will evaluate the improvement areas and identify new initiatives that support SUBCTs’ strategic objectives for

the new financial year. This will then lead to the selection of other leading organisations to compare and benchmark against so that SUBCTs maintain our world-class position. The information is obtained through researching internationally published journals, studying their website contents, holding discussions with external visitors or forming senior management groups to study the pertinent topics in more depth. The result of which will be incorporated into the workplan.

PEOPLE

4.1 Human Resource Planning

The SUBCTs HR planning framework is aligned with our organisational directions to strengthen a People-Centred and Innovation Culture. In addition, the strategic challenges including globalisation, rising customer expectations on quality service and employee expectations are taken into consideration in the HR planning process.

During the annual SUBCTs strategic planning process, the organisation strategic directions, objectives and goals are reviewed and set. Inputs from this planning process together with external inputs, staff's needs and expectations are considered in the formulation of our HR strategies and plans.

In order to support the SUBCTs' strategic directions, objectives, goals and overcome challenges, the following HR strategies have been adopted.

• Employer of Choice

As a People-centric organisation, the SUBCTs aim to position itself as an employer of choice through its recruitment, staff development, retention strategies and promotion of work-life integration.

• Competent and high performance staff

A performance-based culture is entrenched to develop staff with the right competencies, skills and knowledge to maximize potential, manage more complex and novel legal issues and meet the rising customer expectations. Opportunities for career progression are provided for staff through lateral and vertical career paths.

• Motivated and engaged staff

A culture of life-long learning, innovation and continuous improvement is in-built. In addition, values of teamwork, commitment, ownership and pride in SUBCTs are instilled through involvement in corporate programmes and events.

• Organisational sustainability and renewal

Effective and robust manpower planning and staffing policies are formulated to develop leadership capability and groom potential leaders for organisational renewal.

Based on the above HR strategies, the following five HR systems have been established to facilitate implementation of our HR plans.

• Manpower Planning and Staffing

The manpower planning and staffing system enables us to ensure that the organisation is staffed with the Right Number of Right People at the Right Time. The manpower needs are determined after analysing job requirements and discussion with management. The manpower needs are met either through internal resource such as secondary appointments, transfers, promotions, concurrent appointments, upgrading and job rotation, or external resource through postings and recruitment.

• Employee Engagement

The employee engagement system aims to promote teamwork, innovation, commitment and ownership. Employee engagement plans are developed to promote and encourage involvement, participation and open communication at all levels of staff through corporate programmes and team-based activities.

• Learning & Growth

As a People Developer organisation, SUBCTs recognise the need to develop and maximize its human capital. The People Developer Standard (PDS) framework is adapted to systematically develop our staff to enable them to learn and grow in the organisation continually.

• Employee Satisfaction & Health

As a People-Centric organisation, the SUBCTs actively promotes employee satisfaction and health through various initiatives, activities and programmes to provide a conducive physical work environment, harmonious working relationship and wellness.

• Performance Management & Recognition

The performance management and recognition systems are designed to instill and reinforce positive attitudes and behaviours amongst staff and to provide flexible and timely reward and recognition.

HRM engages the middle management in the formulation, implementation and review of the HR plans. The HR plans and objectives are communicated to the managers and supervisors who then take ownership in the implementation of the HR plans in their work areas.

The review of HR plans is conducted through various platforms including discussion with management, meetings and feedback sessions with managers, supervisors and staff. Besides reviewing the results of the various HR programmes, internal inputs, external inputs and developments in the environment are considered in the review process.

4.2 Employee Involvement and Commitment

The strategies adopted to encourage employee engagement in teamwork, innovation and achievement of organisation's goals and objectives are:

- Leadership Involvement
- Training & Development
- Open Communication
- Rewards & Recognition

The senior leadership provides the directions and appoints Project Champions for employee engagement mechanisms such as committees for corporate events, continuous improvements, community projects and staff activities. The framework for employee engagement is outlined in Figure 4.2.1.

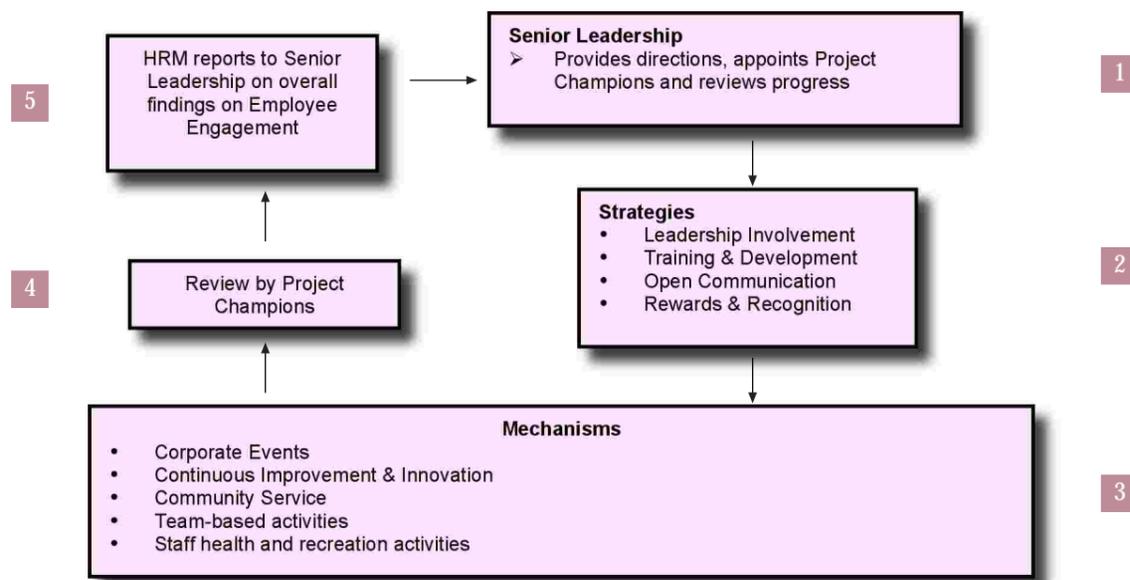


Figure 4.2.1. Employee Engagement framework

The Project Champions of the various employee engagement mechanisms [Figure 4.2.2] drive the implementation of the initiatives. The Project Champions conduct regular reviews of their plans and activities and recommend improvements. The status of implementation and recommendations for improvements are reported to the senior leadership.

Mechanisms	Objectives	Champions	Participants
Annual Workplan	Promote ownership and accountability for the implementation of sectional workplans.	Workplan Steering Committee	All employees
Employee Climate Survey	Promote and provide platform for open communication.	HRM	All employees
Health activities	Promote healthy lifestyle.	Health Committee	All employees
Technology Awareness Programme	Promote technology awareness to further enhance operational efficiency and effectiveness.	ITD	All employees
Recreation & staff welfare activities	Promote teamwork and harmonious relationships amongst staff.	Committee Chairpersons	All employees

Figure 4.2.2 Mechanisms for employee engagement.

Project Champions conduct the evaluation of the employee engagement process through the review of their plans and activities. Feedback from their committee members and participants is sought and improvements implemented accordingly. External inputs through

environment scanning and study visits are also taken into consideration during the review process. The Justice Scorecard (JS) [besides monitoring other key performance indicators] facilitates monitoring of employee engagement indicators.

4.3 Employee Education, Training and Development

In line with our People-Centric culture, the SUBCTs are committed to develop its people. The People Developer (PD) framework is adapted to meet our organisation's learning and development needs. Through this framework, we establish a systematic structure to identify

learning needs, map learning and development needs, monitor the implementation of learning plans and transfer of learning, and review the impact of learning on the organisation's objectives and goals.

The overall learning and development framework, including review of learning effectiveness is outlined in Figure 4.3.1.

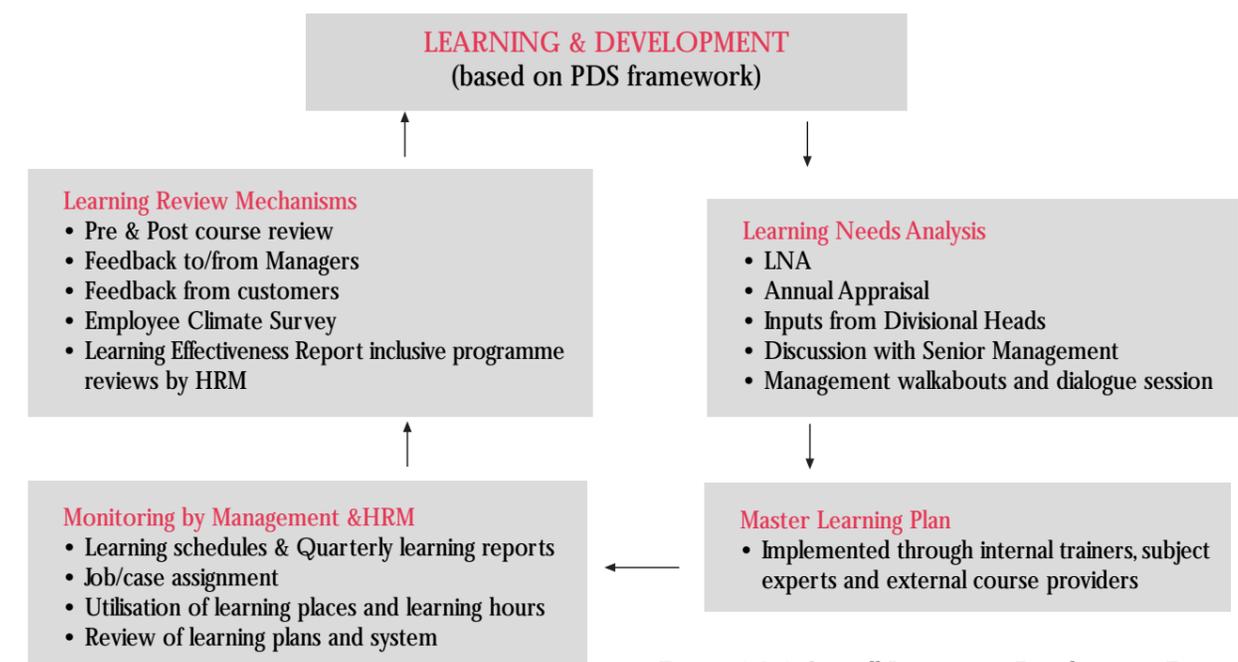


Figure 4.3.1 Overall Learning & Development Framework

Various learning platforms [Figure 4.3.2] are deployed to deliver learning programmes.

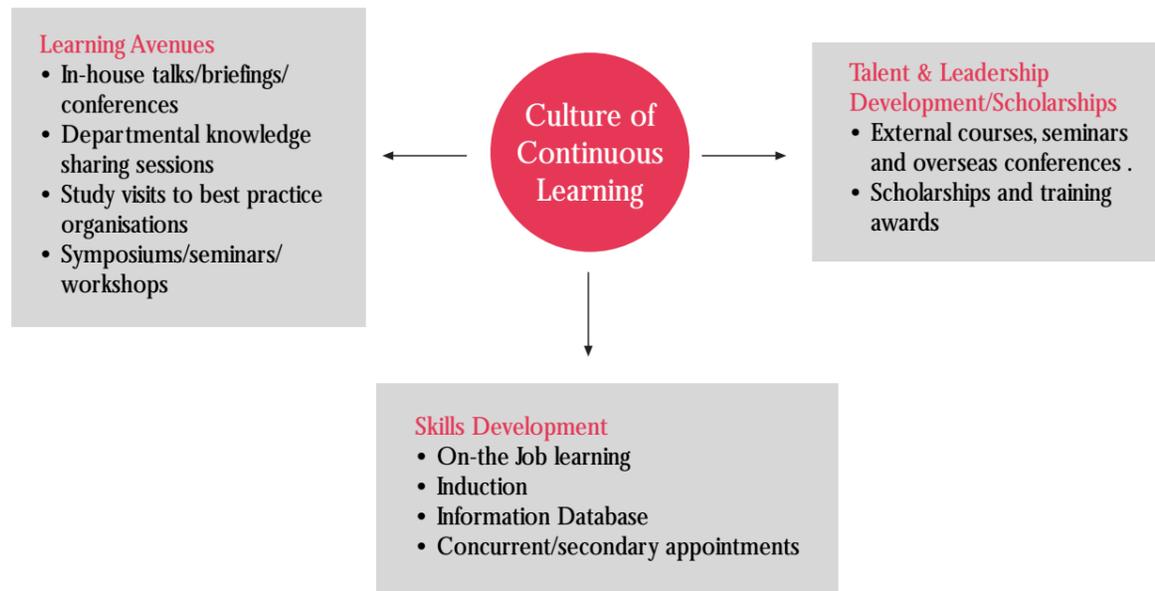


Figure 4.3.2 Education and Learning Platforms

The review and evaluation of learning effectiveness is conducted through post course reviews, feedback sessions, JS2, customer feedback and Employee Climate Survey. New learning programmes are developed through these feedback mechanisms.

The evaluation of the employee education, learning and development process is conducted via various platforms including discussions with senior management, meetings and feedback sessions with managers, supervisors and staff. The evaluation is conducted both at the course and programme level. The overall effectiveness of employee education, learning and development is monitored closely via the JS.



4.4 Employee Health and Satisfaction

The SUBCTs strive to create a satisfying work environment by catering to its employees' well being in every aspect including physical and emotional. This is promoted through social and wellness activities, learning and growth opportunities, reward and recognition systems, creating a conducive physical work environment and open communication. The Employee Health and Satisfaction framework is outlined in Figure 4.4.1.

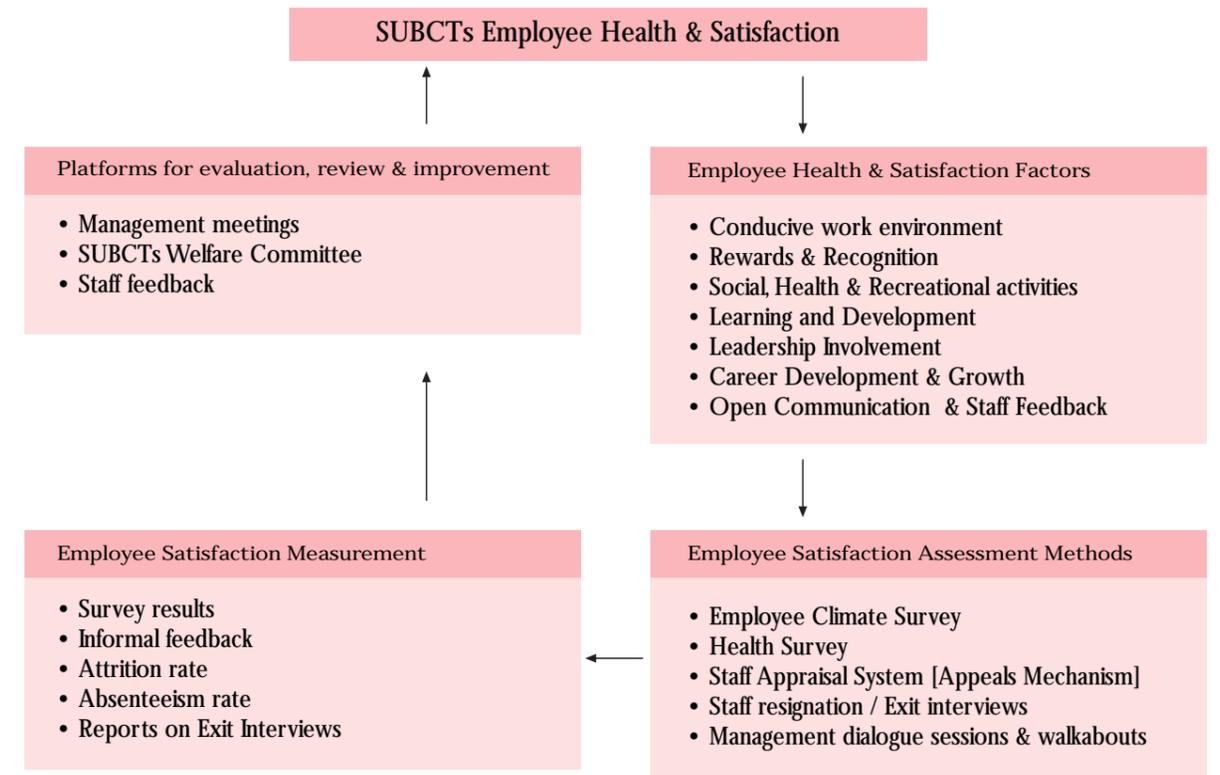


Figure 4.4.1 Employee Health and Satisfaction framework

Both formal and informal channels are used for measuring and assessing employee satisfaction which include Employee Climate and Health Surveys, dialogue sessions with management, exit interviews and the Divisional Manpower Officers (DMOs) scheme.

The effectiveness of our employee health and satisfaction programmes and mechanisms are evaluated regularly through various platforms including senior management meetings, HRM meetings with divisional heads/staff, feedback from staff at corporate events and activities. In addition, systematic review of the results from the Employee Climate Survey and Health Survey is conducted and improvements are made to enhance employee health and satisfaction. In recognition of the efforts in enhancing employee health and satisfaction, SUBCTs achieved the Singapore H.E.A.L.T.H. Award since 2003.

4.5 Employee Performance and Recognition

In line with our Justice Statement and People-Centric culture, our performance management system [Figure 4.5.1] is designed to instill and reinforce positive attitudes and behaviours amongst staff. Staff is assessed through performance-based appraisals which take into consideration staff's work performance, participation and contribution towards innovation, continuous improvements, team activities and internalisation of the SUBCTs values and culture.

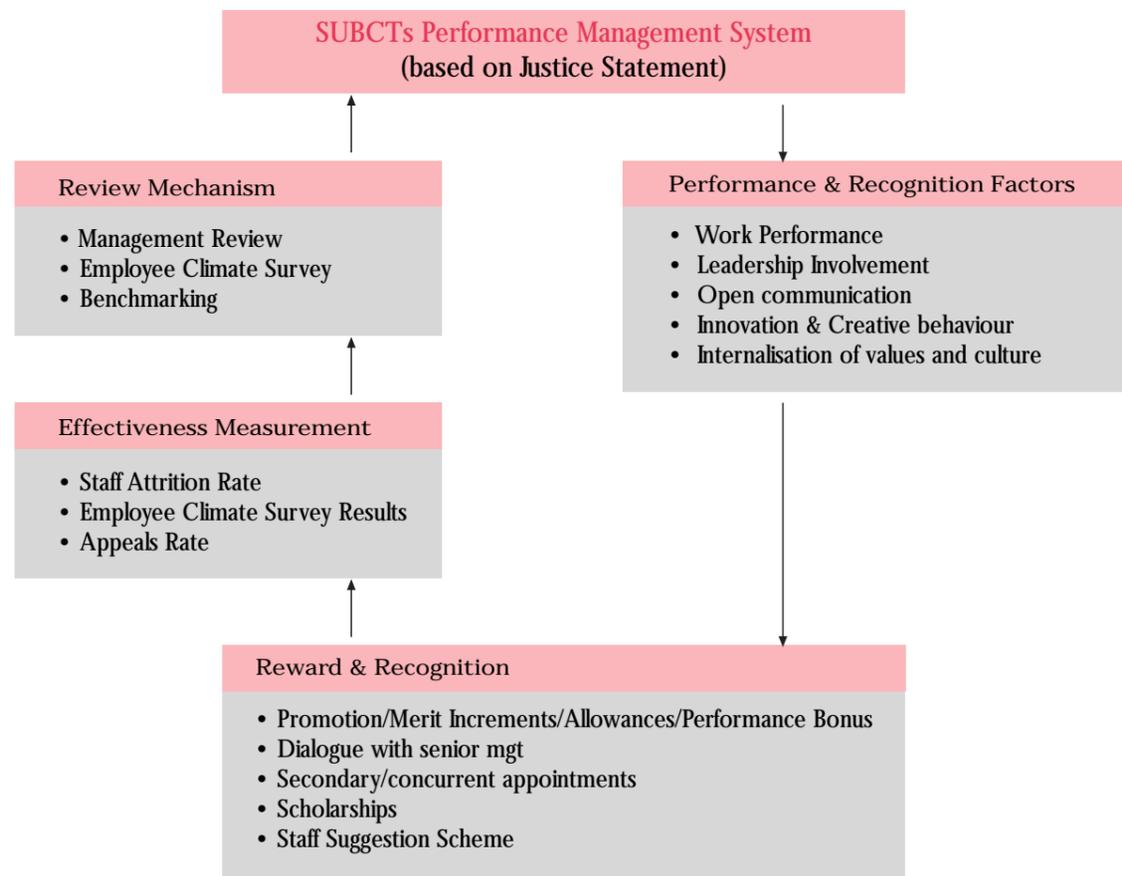


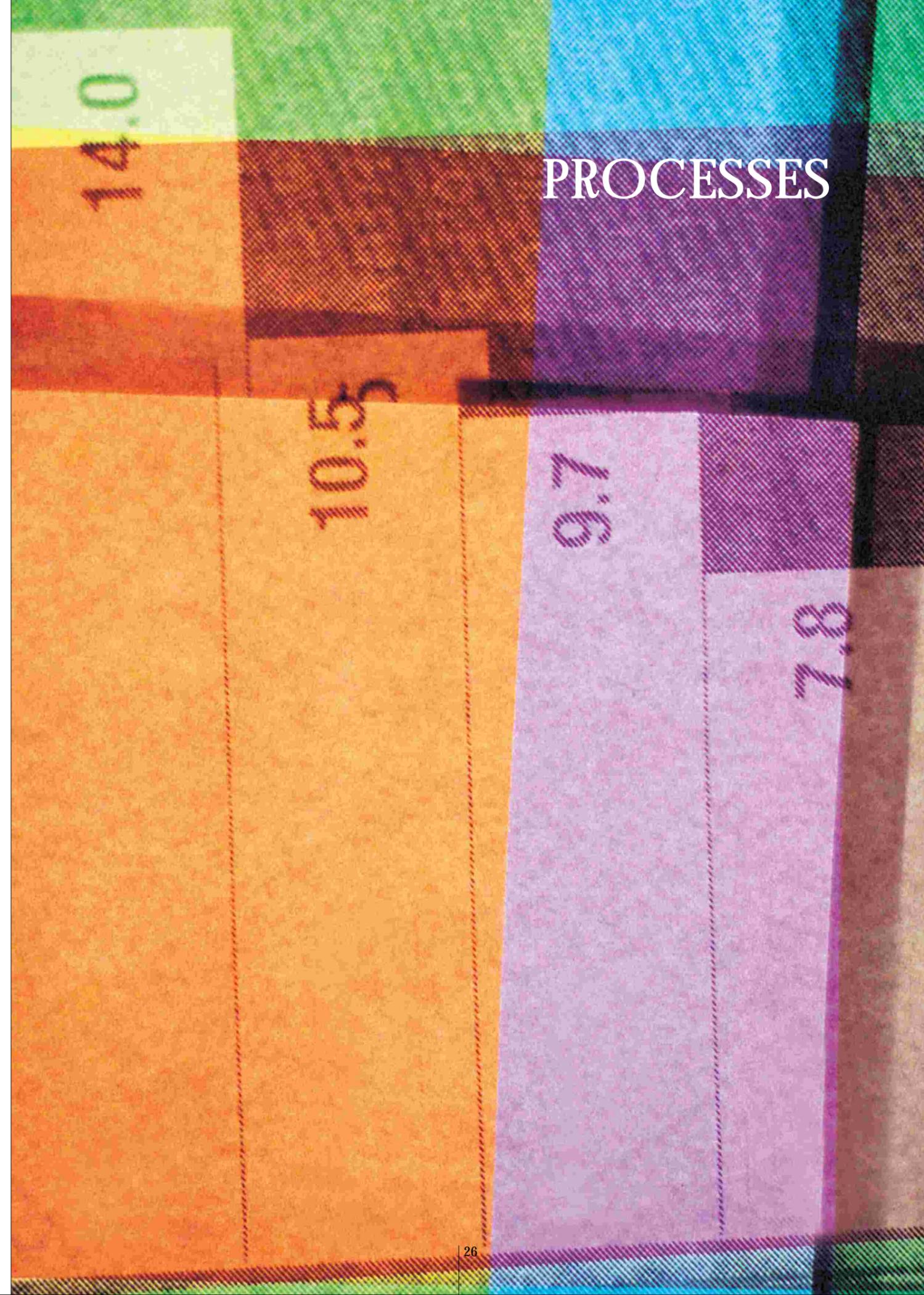
Figure 4.5.1 SUBCTs Performance Management System

Senior leadership is actively involved and sets the tone on the importance of aligning performance and recognition to high performance, innovative and creative behaviour. Managers and supervisors' inputs and feedback are also obtained and considered in the review of staff performance during ranking exercises. Staff is assessed during the annual staff appraisal, ranking and promotion exercise. Staff is rewarded according to performance and contributions to continuous improvements through promotions, merit increments, performance bonus and scholarship. Staff is also provided opportunities to diversify and gain more knowledge on other areas of work through concurrent and secondary appointments. This is also part of our strategy to develop and groom promising staff for leadership roles.

In addition to work performance, staff is recognised and rewarded for contributions to innovation and continuous improvement, implemented through SSS/WITS, Six Sigma, JS and annual workplan initiatives.

The SUBCTs adheres to the salary, promotion and performance bonuses policy set by the LSC/PSD. While the broad policies are centrally established, there are flexibilities in the allocation of monetary awards. Appeal mechanisms are also available for staff to raise any matters on promotion and performance bonus. The effectiveness of performance and recognition system is also measured through staff retention rates.

In order to further enhance the performance and recognition system, feedback is gathered through various mechanisms such as the Employee Climate Survey and management review sessions. Feedback is also gathered through other open communication channels such as lunch and tea dialogue sessions, staff suggestion schemes.



5.1 Innovation Processes

With changes arising from the social, economic and technological environments, SUBCTs stay current and relevant, by encouraging innovation to acquire and generate creative and innovative ideas from internal and external sources. The acquisition of ideas from internal sources encompasses management and staff, via bottom-up (staff driven) and top-down (management driven) approaches. Whereas for suppliers, strategic partners and court users who are external users, feedbacks/surveys, dialogues and focus group discussions are the approaches. An overview of SUBCTs' creative sources, the mechanism and outcomes, is shown in Figure 5.1.1.

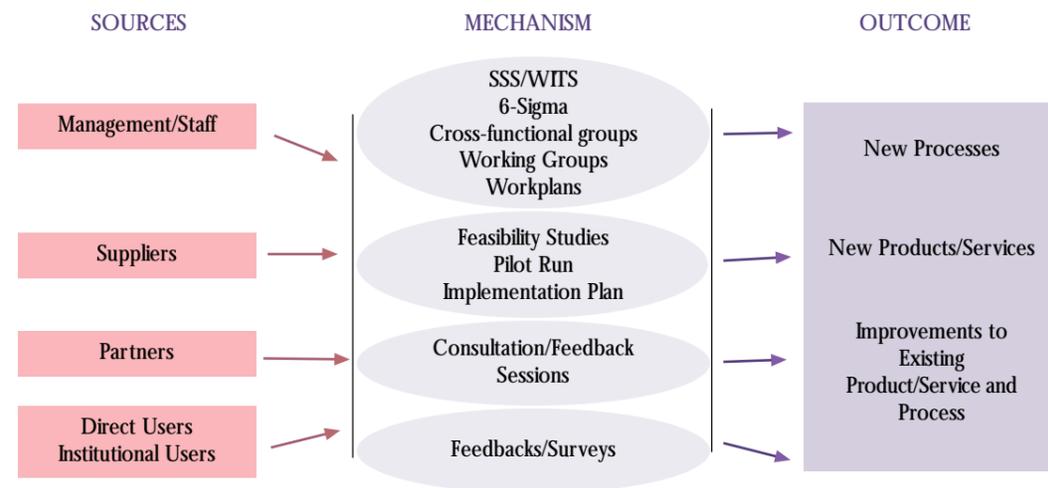


Figure 5.1.1 Framework of Innovation Sources, Mechanism and Outcomes

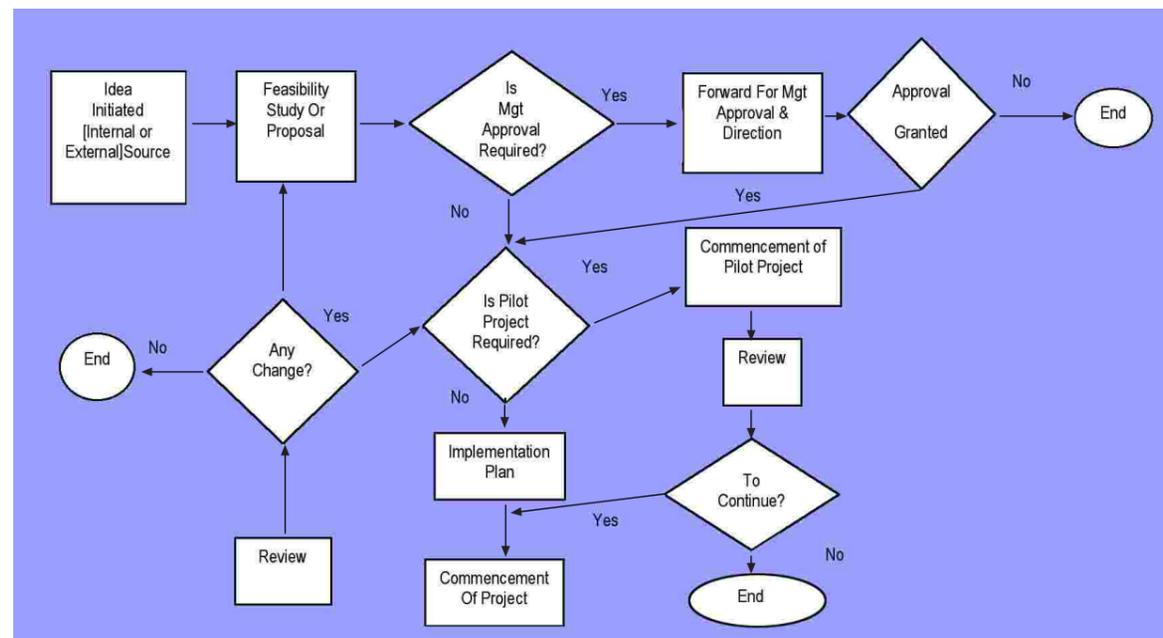


Figure 5.1.2

Figure 5.1.2 shows the general flow for introducing new services and processes initiated or obtained from internal and external sources. The feasibility study or proposal assists to identify the requirements and whether they are aligned to our vision, values and strategic directions. Such study is done by sectional supervisors, working groups or cross-functional groups where the proposed or needed changes to the processes are identified. If it is appropriate to engage our strategic partners and suppliers, this is also undertaken. Once approval is granted, a working team is assigned to oversee its pilot run or implementation. Where appropriate and applicable, it will be communicated to court users, partners or suppliers. To identify areas for further improvement or refinement pertinent to subsequent implementation phases, review sessions are conducted.

The design process is evaluated and improved through a review process, as well as from the feedback received. Feedback from the users and partners/suppliers sustain the evaluation and improvement process. Regular meetings are conducted with suppliers and with strategic partners to facilitate continuous improvement.

SUBCTs' strategic alliances and links with forward-looking foreign judiciaries and international organisations provide the impetus and knowledge towards re-examining our judicial innovation processes. In consolidating SUBCTs as a world-class organisation, continuous encouragement and training have also been given to staff to nurture and deepen a culture of innovation.

5.2 Process Management and Improvement

The overview of the key processes of the SUBCTs Justice Divisions and supportive processes of SUBCTs' case administration are shown in Figure 5.2.1

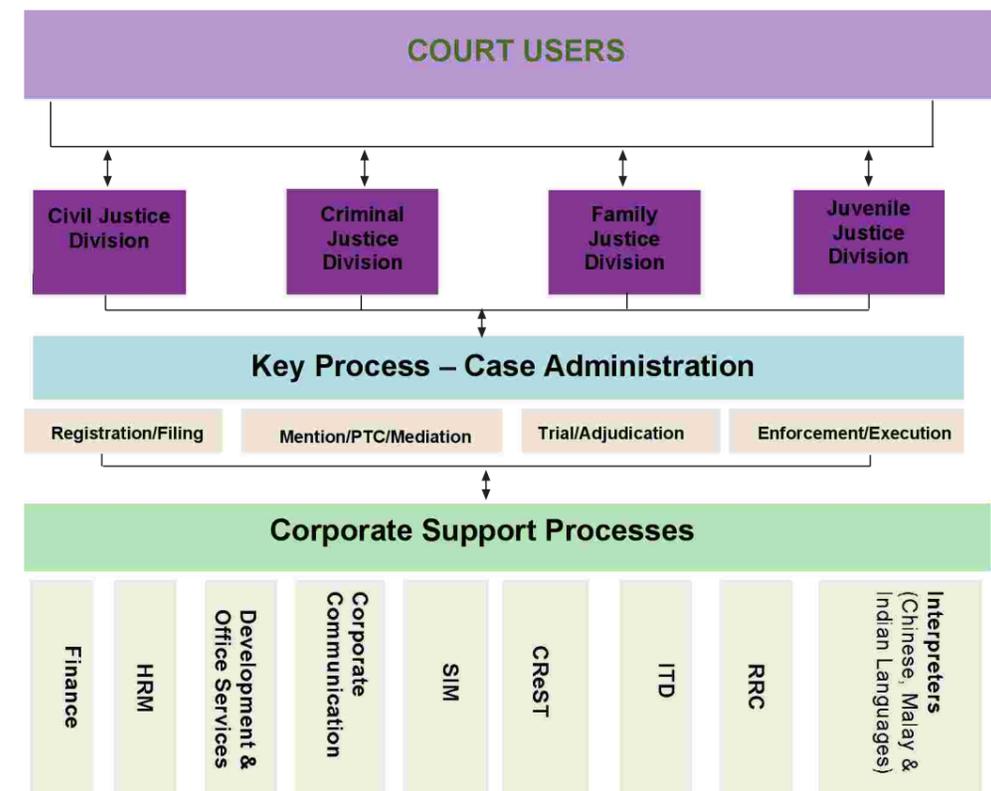


Figure 5.2.1 Framework of Justice Divisions and Case Administration

Case administration is the management of the case from the first mentions (in a criminal case), or filing (in a civil case) to its final disposal or conclusion, whether through mediation or adjudication. Case administration process includes the key process areas of registering, processing and safekeeping of records to make them available for judicial hearing(s) and inspection.

Towards efficient case management, 4 management tools are adopted:

- (i) Group Management Cases (GMC) - for each of the Justice Division with Judges as General Managers. There are 4 Justice Divisions – namely the Criminal Justice, Civil Justice, Family Justice and Juvenile Justice. The management in each Justice Division is congruent with its purpose and justice model. The criminal justice model is that of protecting the public; Civil Justice model is that of effective and fair dispute resolution; Family Justice model is that of protecting family obligations and Juvenile Justice model that of restorative justice.
- (ii) Pre-Trial Conferences (PTC) ensure that issues/areas of dispute are identified, assessed and determined for effective trial management.
- (iii) Differentiated Case Management Scheme (DCM) introduces different time-tracks for cases of different nature and classifies cases into appropriate management tracks.
- (iv) Alternative Dispute Resolution (ADR) provides an alternative forum for dispute resolution without resorting to adjudication.

The seamless process of case administration with management tools that leverage on electronic case management systems expedites case tracking and retrieval. Performances are managed through time-based, volume-based and disposal-based statistical monitoring, and through key performance indicators in the Justice Scorecard, with customised matching through both qualitative and quantitative methods of review and improvement at the management, staff and external levels. SUBCTs discharge its duty as the guardian of the rule of law by reviewing and implementing new initiatives and programmes and by strengthening strategic partnerships.

The Corporate Services Division provides supportive services and enables the process of case management to meet its operational and other requirements. They are as follows:

- Finance Section – manages the SUBCTs’ budget, revenue collection, payments, salary administration, and ensures adequate financial resources to sustain a high-quality justice system.
- HRM Section – manages the recruitment of the staff, human resource planning, staff training/ development and staff performance management and recognition.
- Development and Office Services Section - manages the physical infrastructure and environment and provides office equipment and supplies.
- Corporate Communications – manages liaisons with the media, promotes and enhances awareness of court processes.
- SIM’s Office – manages the monitoring programme towards a consistent level of service.
- CReST – manages the collation, generation and analysis of statistics. It is a catalyst of innovation and change at the SUBCTs.
- Information Technology Department - manages the IT support to enhance the quality of court services, improve efficiency and increase accessibility to the justice system.
- Research and Resource Centre - manages the provision of a vast, comprehensive and expanding range of legal, management and general materials with extensive array of online research facilities.
- Interpreters’ Section – manages the provision of translation and interpretation in the course of the case administration.

Figure 5.2.2 is an overview of the Management and Maintenance of the key processes which include those of case administration as well as support processes. The SDJ leads and oversees the management and further improvement of our key processes. He is assisted by PDJs, Group Managers and senior Court Administrators. Strategic directions are charted by senior management where there are set targets for operational goals. All key processes are managed through a comprehensive court governance structure (that encompasses formulation of strategic policies, regular meetings, work reviews, operational work plans, workplan reviews, effective case management and strategic use of information technology) which enhances result visibility, accountability and control.

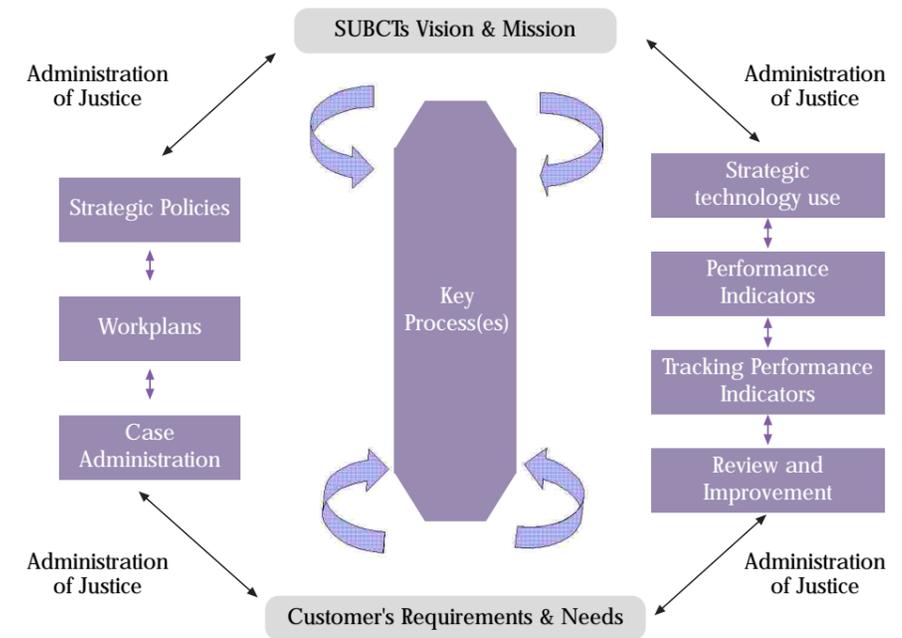


Figure 5.2.2

5.3 Supplier and Partnering Processes

The SUBCTs identify and select suppliers through an open, fair and transparent system and in accordance with the government’s Instruction Manual (IM) procedures. SUBCTs’ partners are classified into strategic and networking partners who collaborate with us to create value for the organisation and customers.

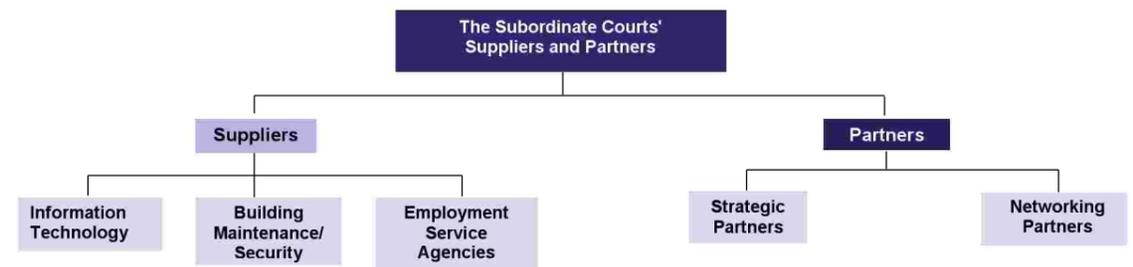


Figure.5.3.1 Subordinate Courts' Suppliers And Partners

PROCESSES

SUBCTs strategic partners include the Singapore Police Force, Prisons, Ministry of Law, various enforcement agencies as well as the Law Society of Singapore and community agencies. The networking partners include forward-looking judiciaries and their organizations.

Key performance requirements for our suppliers include response times, resolution time, system availability and periodic successful audits. We work closely with our partners to create value and improvement in the justice process and strengthen ties. A collaborative approach especially in family proceedings with family justice stakeholders (doctors, lawyers, mental health professionals and social workers) provide the multi-disciplinary and multi-pronged approach.

Based on performance requirements stated in tender documentation, monthly meetings are conducted to ensure suppliers' compliance. Monitoring measures include surprise checks, performance audits and submission of daily/monthly status reports and formal appraisals. Feedback is also obtained from our managers and supervisors on the suppliers' performance, and conveyed

to the suppliers through regular meetings, site inspections and joint audits. Regarding strategic partners, SUBCTs' requirements and feedback are communicated during meetings, dialogue sessions and briefings, whereas for networking partners, the relationship is sustained through visits and platforms of discussion and participation at international conferences.

Feedback mechanisms like regular meetings, dialogue sessions and working discussions provide adequate platforms for understanding and assisting in our suppliers' and partners' needs. SUBCTs take the lead to enhance their performance through customised training programmes. As SUBCTs' suppliers are experts in their field, the assistance is aimed at enabling them to better understand the unique characteristics and requirements of our organisation. Partners' recognition efforts include Benchmark Award for Volunteers and the engagement of key partners. The overall communication channel between our organisation and the suppliers and partners is shown in Figure 5.3.2.

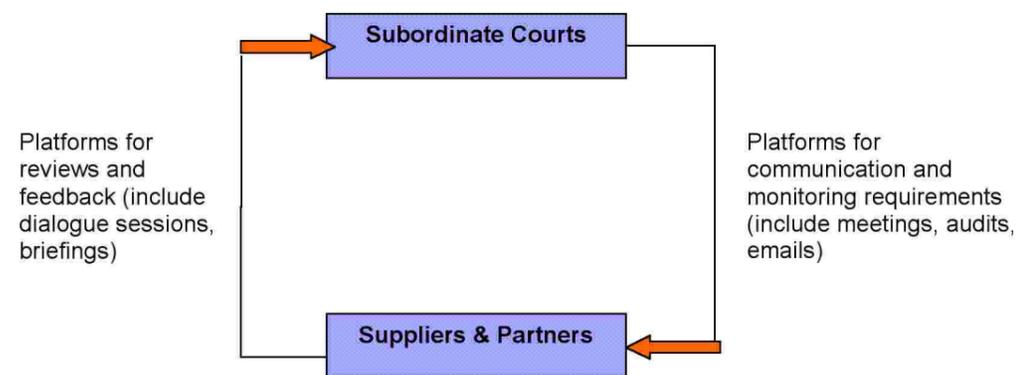
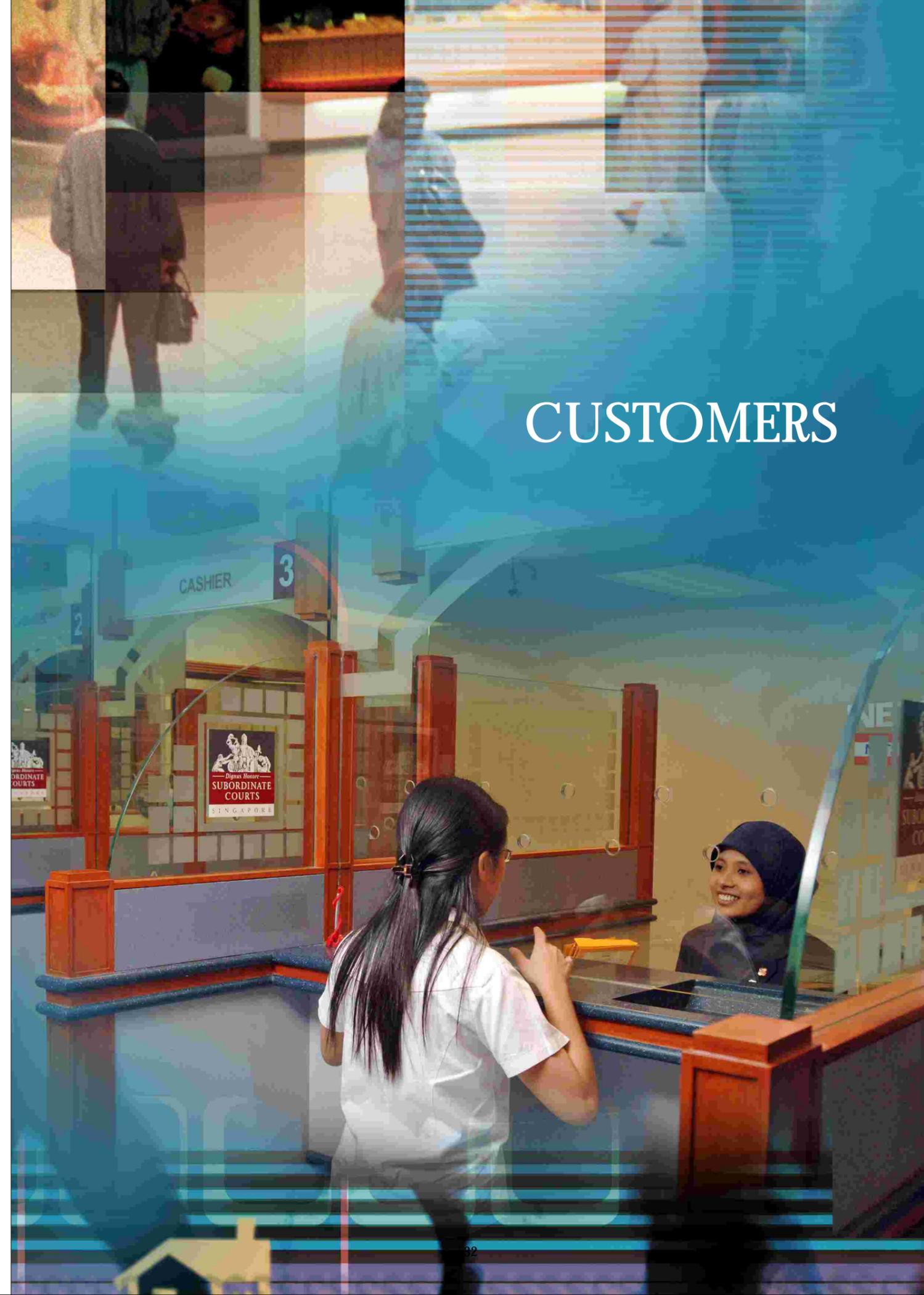


Figure 5.3.2 Communication channel between Subordinate Courts and Suppliers & Partners

CUSTOMERS





6.1 Customer Requirement

SUBCTs' mission is to administer justice. Our main products are judgments by way of court orders. Our main services on administration of justice include adjudication, court-based mediation, counselling and dispute resolution services.

Customer Segmentation

We have two main groups of customers: public at large and institutional users.

Public at large (PAL). This customer segment includes:

- general public who benefit from and are protected by the Rule of Law in Singapore - by effectively administering justice, we instill trust and confidence in them and ensure that they continue to benefit from a world-class Judiciary which makes them feel safe and secure.
- direct users who attend at the SUBCTs for legal proceedings – we provide good customer experience by delivering high-quality services that encompass

judgments, judicial administration, mediation and counselling.

Institutional Users (IUs). They include lawyers and prosecutors who visit SUBCTs on a regular basis. We seek to deliver good customer experience for them by going beyond expeditious services.

Determination of Customer/Market Requirements

SUBCTs use a variety of avenues to determine customers' requirements. They include:

- Regular surveys / Feedback
- Focused group discussions with industry partners who know the ground sentiments well
- Statistical reporting

Customers' Requirements

Upon determining our customers' requirements, SUBCTs developed Key Performance Indicators (KPIs) to measure our performance (as shown in Figure 6.1.1).

CUSTOMER'S REQUIREMENTS	KPIs	CUSTOMER SEGMENTS			
		PAL		IUs	
		General Public (GP)	Direct Users	Lawyers	Prosecutors
To enjoy excellent public service	Service excellence indicator		✓	✓	✓
To have a Judiciary which they could have public trust and confidence in	% of survey respondents who agreed that they have full confidence in the administration of justice in the society	✓	✓	✓	✓
To have an accessible judicial system	% of survey respondents who agreed that the court proceedings are transparent and open	✓	✓	✓	✓
	% of survey respondents who agreed that courts' facilities are easily accessible and convenient	✓	✓	✓	✓
	% of survey respondents who agreed that the courts' hearing fees are affordable	✓	✓	✓	✓
To have expeditious and timely justice	% of survey respondents who agreed that the public can obtain efficient and prompt resolution of their disputes	✓	✓	✓	✓
	% of survey respondents who agreed that the judiciary is efficient in upholding law and order	✓	✓	✓	✓
	% of cases handled within timeline stipulated in the Court Charter		✓	✓	✓
To have quality, fairness and integrity in the judicial system	% of survey respondents who agreed that the court administers justice fairly regardless of race, language, race or social class	✓	✓	✓	✓
	% of survey respondents who agreed that the court adheres faithfully to relevant laws, rules that guide procedures and established practices	✓	✓	✓	✓
	% of survey respondents who agreed that the court administers justice impartially to all regardless of actions by or against individuals, companies or the government	✓	✓	✓	✓
	% of cases with appeals filed		✓	✓	✓
	Settlement rate at mediation		✓	✓	
	Settlement rate at counselling		✓		
To have an independent and accountable judicial system	% of survey respondents who agreed that the court independently carries out justice according to law	✓	✓	✓	✓
To have a judicial system which is proactive to change	% of survey respondents who agreed that the court is proactive in implementing new initiatives to enhance the judicial process	✓	✓	✓	✓
	% of survey respondents who agreed that the court is an innovative organisation	✓	✓	✓	✓

Figure 6.1.1 SUBCTs' customer requirements

SUBCTs listen to customers and ascertain their requirements through an array of pull and push factors from the external environment as well as internal organisational setting. The inter-linkages among these factors and their contribution to our listening and learning framework are illustrated in Figure 6.1.2.

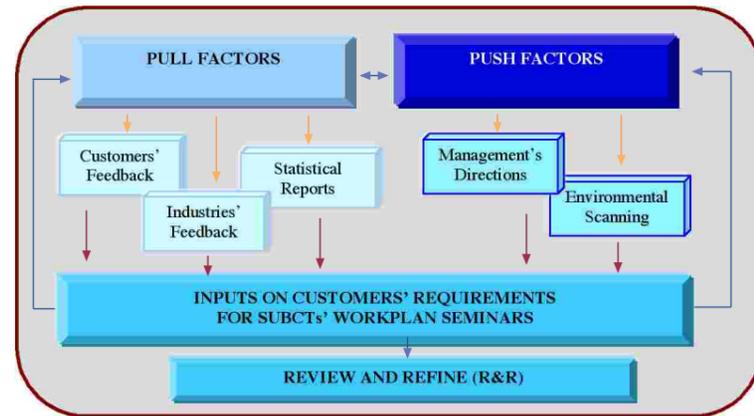


Figure 6.1.2 SUBCTs' listening and learning framework

The pull factors refer to platforms where we listen proactively to the various elements of feedback and information on customers' requirements. The push factors refer to directions from SUBCTs' management, after they have done environment scanning, discussed with relevant constituents and factored in policy considerations. From this systematic process of listening and information gathering, SUBCTs have developed a set of strategies which cater to different customer segments.

Customers' Feedback

SUBCTs develop different mechanisms for our customers from different segments to provide feedback to us. Figure 6.1.3 illustrates the various mechanisms available to our customer segments.

PAL		IUs	
General Public (GP)	Direct Users	Lawyers	Prosecutors
<ul style="list-style-type: none"> Free-toll Justice line (1800-JUSTICE) Quality Service Manager (QSM) line SUBCTs' website with option to email SUBCTs' Corporate Communications Public attitudes and perception survey 	<ul style="list-style-type: none"> PS21 feedback forms Service Information Manager (SIM)'s Office with SIM walking the ground to receive feedback Multi-Door Courthouse (MDC) 	<ul style="list-style-type: none"> Court users' survey 	<ul style="list-style-type: none"> Court users' survey

Figure 6.1.3 SUBCTs' customer feedback mechanisms

Industries' Feedback

- To better understand customers' requirements, SUBCTs also undertake regular dialogue sessions, both formal and informal, with focus groups.

Statistical Reports

- CReST collates and monitors various aspects of customers' requirements on a periodic basis and prepares reports. They provide a systematic structure to further enhance our services.

Environmental Scanning

- Environmental Scanning is employed to determine current and future customer requirements on a macro level. SUBCTs have two main types of forums which set the strategic and operational directions on the manner by which customers' requirements and future needs will be incorporated into our strategic plans.

Figure 6.1.4 shows the structured process of these two forums.



Figure 6.1.4 SUBCTs' structured process of incorporating customers' needs into strategic plans

After analysing the information collated, SUBCTs have systems in place to incorporate customer requirements and expectations into our strategic plans. Our annual Workplan preparation is an organisational-wide exercise to incorporate these requirements into our action plans for the year ahead. All feedback after processing and analysis are formulated into relevant reports. At the operational level, regular meetings with partners and ground officers serve as an avenue for sectional managers to consider feedback when brainstorming and implementing customer-oriented initiatives.

The various meetings chaired by senior management and sectional managers are a regular forum for receiving and disseminating feedback. Current processes are evaluated and discussed. In addition, when a survey is conducted, we evaluate its effectiveness. WITS and SSS are platforms used by individual sections to look at their own processes for further enhancement.

The processes for determining current and future customer requirements are being reviewed on yearly basis before the start of the next Workplan year. This structured process is illustrated in Figure 6.1.4.

6.2 Customer Relationship

SUBCTs provide physical, virtual and informational facilities to enhance accessibility for all our customers. We also have a set of performance standards to ensure that our customers receive expeditious service within the stipulated timelines. These standards are deployed to all levels in SUBCTs by capturing them in a publicly available Court's Charter. This is our commitment to the public. There is a regular process to review the service delivery standards encapsulated in the Court's Charter. The latest edition has just been released in January 2006. Service delivery timelines are tightened to reflect changing customers' requirements which are reflected in increased expectations. In addition, to further enhance our counter staff service standards over and above adherence to timelines, we have a group of counter staff specially dedicated to providing excellent counter services known as Registry Officers for Service Excellence (ROSE).

Physical and Virtual Access

Technology is strategically harnessed in our work processes so that transactions with our customers can be completed "virtually", obviating the need for physical attendance which save in time and costs for court users. Some examples of our technological innovations include:

- i. Electronic Filing System (EFS) – used in civil proceedings whereby documents can be filed electronically 24 hours a day from the lawyers' offices.
- ii. Justice On Line (JOL) - an innovative web-based video conferencing system which allows lawyers to conduct court hearings from the comfort of their offices.
- iii. Automated Traffic Offence Management System (ATOMS) – minor traffic offenders can plead guilty and pay fines via islandwide kiosks operational 24 hours daily.
- iv. Small Claims Tribunals (SCT) leverages on technology to enhance access to justice. SCT has a dedicated Internet website which provides comprehensive information on its jurisdiction and claim procedures. To further reduce the need for parties to physically appear at the Tribunals, the SCT Admission of Claims through Tele-response (SCT-ACT) facility was introduced in March 1998 to allow respondents to admit claims through the telephone.

Night Courts were established in April 1992 to fulfil a dual purpose:

- i. to deal with the high volume of regulatory and traffic offenders;
- ii. to facilitate court attendance by the working public so that they need not take leave to attend court. For the convenience of court users, the Night Courts operate from 6 pm onwards from Mondays to Fridays.

Informational Access

SUBCTs also provide a toll free line, 1800-JUSTICE for members of public to contact us. An experienced front-line officer mans the line, provides requisite information or channels enquiry to an appropriate officer. Free informational and educational brochures are available at registries and Information Counter. The reader-friendly brochures cover a wide range of subjects and are published in the four official languages. Our Multi-Door Courthouse (MDC) is another vehicle which our customers can use to access justice-related information. We have case administrators who provide customers with information and choices as to how, when and where their disputes may be resolved.

SUBCTs also have avenues through which customers can provide feedback. PS21 Feedback forms in 4 official languages can be found in all the registries.

To facilitate easy access to information to a wider audience, SUBCTs have posted on our corporate website detailed information on our wide array of programmes and services, downloadable forms as well as providing easy access to our online services.

Determination of Key Customer Contact Requirements

SUBCTs evaluate customer contact requirements through:

Constructive Comparison

We measure ourselves vis-à-vis other judiciaries on waiting periods, level of appeals and reversed judgments. We also compare ourselves against other service providers of excellent counter service to spur ourselves to further enhance customer services.

Walking the Ground

SIM and his officers walk the ground systematically and talk to our customers. They listen to and gather their feedback. Reports are prepared to highlight area for further improvement. Corporate Communications (CC) officers also "walk the ground" through regular informal dialogues with media partners. These news editors and correspondents have their ears to the ground and are able to assess and convey public sentiments towards the court.

Evaluation of Own Capabilities

Based on inputs from the sources outlined above, SIM's Office evaluates SUBCTs' current level of capabilities in satisfying our customers at key contact points. If there is any weak area, measures are taken to enhance it.

Thus, SUBCTs use a systematic framework to incorporate our customers' requirements into our strategic plans (as shown in Figure 6.1.4). After the plans have been made, they are translated into customer-driven initiatives, which are measured against other organisations. The comparative results and the feedback gathered from walking the ground are collated for evaluating our capabilities (as shown in Figure 6.2.1).

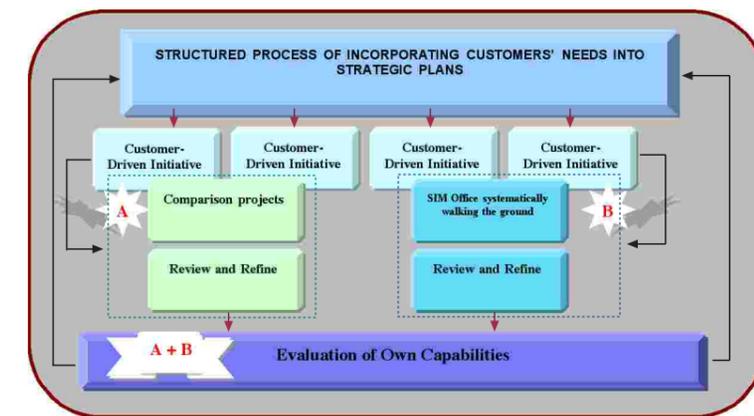


Figure 6.2.1 SUBCTs' structured process of determining Key Customer Contact Requirements

Deployment through ROSE, Court's Charter and Nordstrom Way to Customer Service Excellence

SUBCTs' performance standards for customers were drawn up after obtaining feedback from frontline staff and sectional managers who were in direct contact with customers. The service standards are published in the Court's Charter and Annual Report as our firm commitment to deliver excellent service. We also have placed copies of our Service Pledge at all service counters. SUBCTs also inculcates the importance of service excellence among all our officers as demonstrated by the extended service hours beyond the usual office hours. The implementation of ROSE in SUBCTs induces a culture of service excellence within the organisation. Further, from March 2006, SUBCTs introduced the Nordstrom Way of Customer Service Excellence to further strengthen a service excellence culture amongst all our officers.

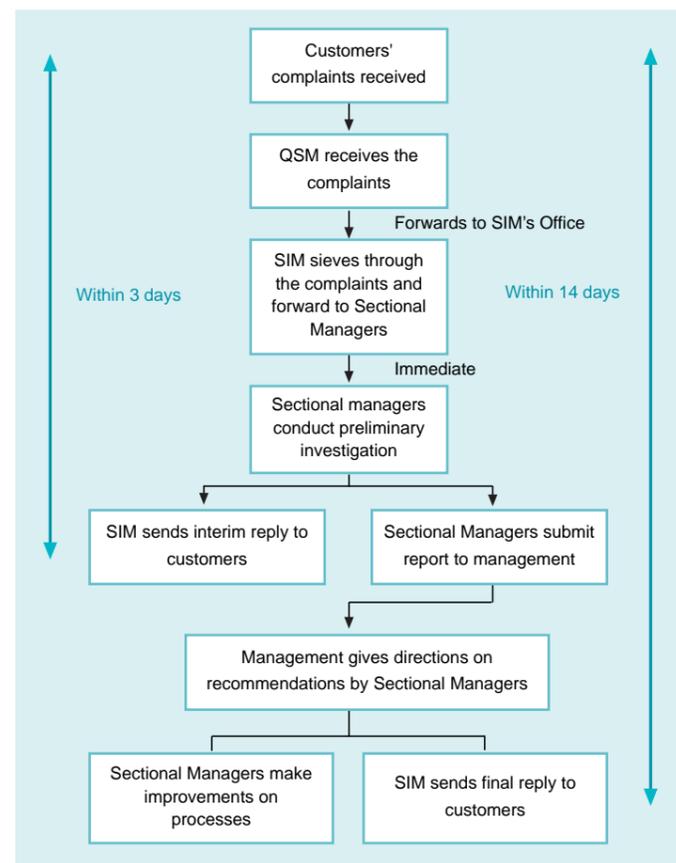


Figure 6.2.2 SUBCTs' Complaint Management Procedure

SUBCTs have an effective system and standard operating procedure in place (as per Figure 6.2.2) for managing feedback and complaints. The Registrar, who is the Quality Service Manager (QSM), is the central managing officer for such feedback. SIM is the first point of contact for complaints. SIM will sieve through the feedbacks and forward them to sectional managers who are empowered to take charge of court services matters for their sections. Upon receiving public feedback or complaint, the sectional manager will investigate immediately. As appropriate, an interim reply will be sent to the customer within 3 working days. On completion of the investigation, the sectional manager will promptly prepare and submit a report on the background, findings and recommendations to senior management. Thereafter, a full reply will be sent to the customer. All feedback is submitted quarterly to the Service Information Manager (SIM)'s Office for compilation and assessment. The SIM Office will then submit service improvement reports to senior management for their information or direction.

In addition to receiving customer feedback submitted by SIM's Office or sectional managers, senior management conduct surprise walk-about to ensure that service quality is maintained. There are periodic meetings with stakeholders and partners to gather feedback on customer service and adequacy of facilities provided. In addition, CReST monitors monthly statistics submitted by individual section to ensure that our timelines are met. Furthermore, SUBCTs monitor the effectiveness of public education programmes to ensure that the relationship management process with the public is effective. We also host reporters to our regular media luncheons which serves as a sounding board for feedback. Our commitment to providing excellent service is reflected in the enhanced Court's Charter launched on 1 January 2006.

6.3 Customer Satisfaction

SUBCTs determine customer satisfaction based on tracking their experiences with us and how well we have provided high-quality services.

Customers' Delight

SUBCTs use surveys, public compliment/feedback letters, SSS, PS21 feedback forms and QSM Hotline to determine trends in customer satisfaction and expectations. Specifically, PS21 feedback forms provide useful customer feedback. They are available at service counters. The forms are collected and reviewed monthly by the supervisor. In addition, almost every year SUBCTs write to our partners to conduct a hot wash of outstanding matter. CC also monitors queries received through the website to detect trends of customers' satisfaction. These queries serve as a reflection of customers' sense of delight.

Customers' Experience

To sustain high-quality customer services, SUBCTs monitor

- Quality of justice
- Efficiency of justice

Quality of Justice

Quality of justice is measured by appeal rates. We also monitor the settlement rates for counselling and mediation services.

Efficiency of Justice

SUBCTs also determine customers' satisfaction in terms of efficiency (eg. via waiting periods as reflected in our Court's Charter). Each division has a set of standards.

Customer satisfaction feedbacks are studied closely by management to further enhance customer services. They are translated into responsive action plans. Recent examples include:

- SUBCTs established the Family Relations Centre (FRC) in April 2006. The FRC is the First Stop, One Stop Centre integrated into the administration of family justice, facilitating amicable and lasting resolution of family disputes in a non-trial setting. The roles of FRC include case assessment; prevent escalation through early intervention and detection; assist and facilitate in resolving issues and conflicts, and rebuilding lives.
- To further familiarise court users on bail matters, we published the Subordinate Courts Bail Guidelines on our website in January 2006. This further enhances transparency in the criminal trial processes and operations.

- SCT was established more than 20 years ago to provide a quick inexpensive forum to resolve small claims arising from contracts for the sale of goods or provision of services and claims for damage to property. Its jurisdiction was expanded in February 2006 to allow it to determine claims arising from residential tenancy agreements not exceeding two years. This benefits landlords and tenants as it provides them with a speedy cost-effective means of resolving disputes.

- Court News on Web is a new innovation by SUBCTs where informative and educational articles on court matters will be carried. This is to anticipate rising customer expectations and desire for more information about court processes. Highlights on court matters of public interest are updated on regular basis. The Court also posts grounds of decision for selected cases of public interest on its website.

All sectional managers are involved in preparing the annual workplan, which encompasses a review of our processes of gathering public feedback on our services provided. We have conducted after-action review to further gauge and improve customer satisfaction since 2003. In addition, the CReST also reviews our survey methodology before crafting a new survey. We also rely on work reviews. Based on such reviews, we streamline our processes, including those for determining customer satisfaction, to ensure that they are relevant and customer-oriented.

Indicators	Justice Divisions				
	Criminal Justice	Civil Justice	SCT	Family Justice	Juvenile Justice
% of cases with appeals filed	✓	✓	✓	✓	✓
% of appeals allowed out of appeals filed	✓	✓	✓	✓	✓
Settlement rate at mediation	✓	✓	✓	✓	
Settlement rate at counselling				✓	

Figure 6.3.1 SUBCTs' indicators to measure customers' experience in quality of justice

RESULTS

7.1 Customer Results

Customer Satisfaction Among the Public At Large (PAL)

General Public

There is high public trust and confidence in the SUBCTs amongst the general public (92%). We were also rated highly in other values such as

- i) Expedition and Timeliness (88%)
- ii) Equality, Fairness and Integrity (89%)
- iii) Independence & Accountability (95%)
- iv) Accessibility (80%)

We commissioned independent research companies to conduct the public perception surveys. When compared to the California Courts and US State Courts, the confidence level in the SUBCTs is higher – 92% vs 67% for California Court and 23% for US State Courts.

Direct Court Users

The Service Excellence Indicator measures the satisfaction of Direct Court Users. This has met our target and has improved over the last 3 years (as shown in Figure 7.1.1).

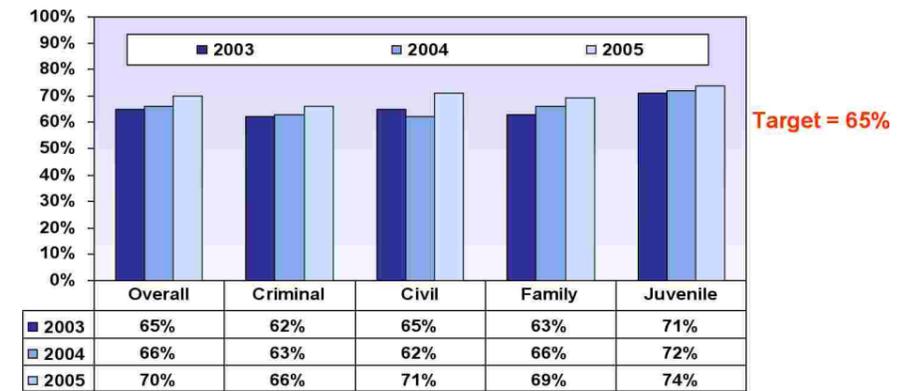


Figure 7.1.1 Satisfaction of Direct Court Users : Service Excellence Indicator

Customer Satisfaction Among Institutional Users

General Feedback on Trust & Confidence and Values

The trust and confidence level of Institutional Users (Lawyers and Prosecutors) remained high at above 90%. The feedback solicited through users feedback survey on the 5 values also met the targets and have improved.

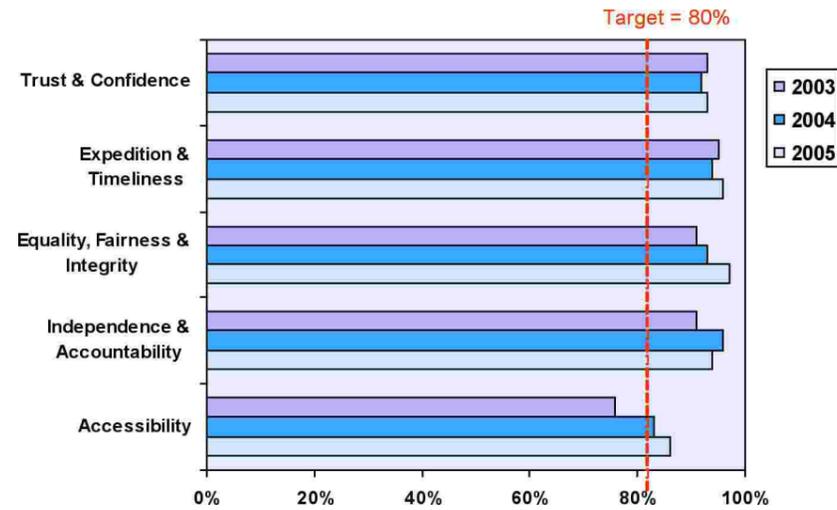


Figure 7.1.2 Satisfaction of All Institutional Users

Feedback on Justice Divisions

The feedback on the institutional users' experience with the various justice divisions is also positive and well above the target of 90%.

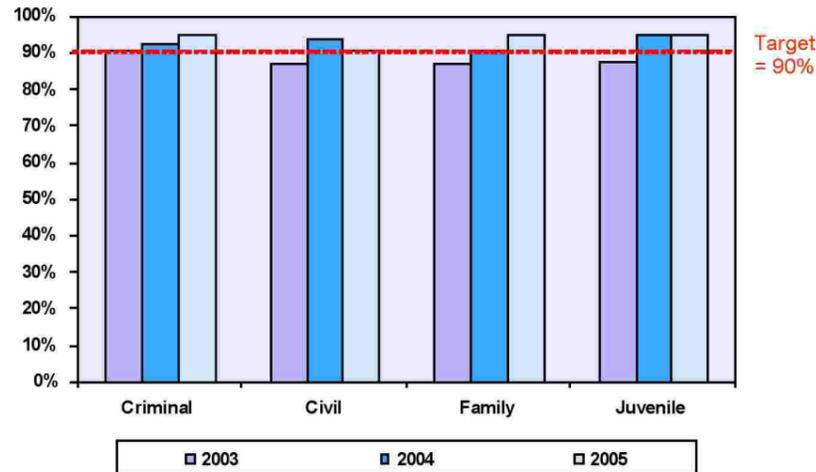


Figure 7.1.3 Satisfaction of All Institutional Users breakdown by Justice Divisions

Feedback on Quality of Court Personnel

93% of all institutional users are satisfied with the quality of services provided by the Court Personnel. There is a significant improvement from 2004.

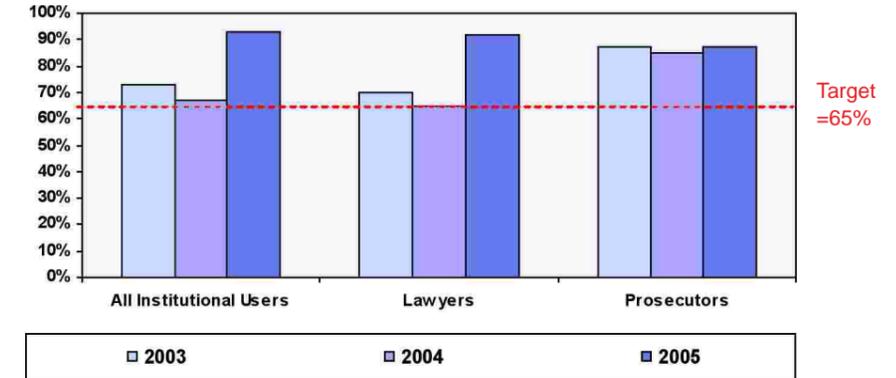


Figure 7.1.4 Satisfaction of Institutional Users in terms of Quality of Services Provided by Court Personnel

Product and Service Performance

The SUBCTs' product and service performance are measured by

- i) Service Level Delivery Standards - Justice delayed is justice denied. This processing of cases within the prescribed timelines is vital to contributing to the quality of justice delivered and also to the customer's experience.
- ii) Settlement Rates for Mediation/Counselling Services - the performance indicators for SUBCT's mediation and counselling services are measured by the outcome of settlement.

iii) Appeals - Generally, lower appeals rate against Court Orders will suggest a higher satisfaction level with regards to judicial decisions given.

i) Service Levels - Waiting/Processing Periods
SUBCTs have been given high ratings for its efficiency. While the SUBCTs are able to meet its timelines, lawyers have also given feedback that the timelines may be too tight for them. Hence, the SUBCTs have refrained from further reducing the timelines. The percentage of cases that have met the prescribed timelines in the various justice divisions are shown in Figure 7.1.5.

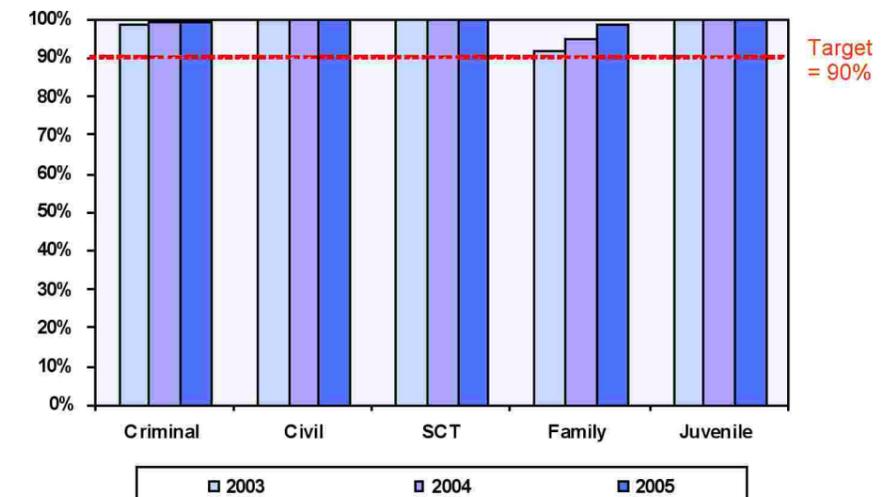


Figure 7.1.5 Quality of Justice Performance Indicators - Waiting Periods/Processing Times

ii) Settlement Rates

Notwithstanding the varied nature and increasing complexity of the types of cases to be mediated and counselled, the settlement rates attained are maintained at high levels.

Settlement Rates	Target	2003	2004	2005
Criminal Justice Division				
Mediation of Magistrate's Complaints	>= 80%	87.0%	94.0%	81.9%
Civil Justice Division				
Civil CDR Cases at PDRC	>=90%	95.9%	95.8%	95.6%
Family Justice Division				
Family Maintenance Mediation	>= 75%	91.0%	89.1%	92.2%
Family Violence Counselling	>= 75%	76.5%	86.9%	85.7%
Divorce/Originating Summons Counselling	>= 75%	79.4%	90.2%	90.7%
Family Justice Team	>= 75%	88.2%	100%	93.5%
Small Claims Tribunals				
SCT consultations	>= 90%	91.4%	90.3%	90.4%

Figure 7.1.6 Quality of Justice Performance Indicators – Settlement Rates at Mediation/Counselling

iii) Appeals

High quality judgments were rendered. The appeal rates are generally low with about 1 appeal filed in 20,000 cases for all types of cases. This translates to 99.995% of decisions where no appeals were filed.

7.2 Financial and Market Results

Financial Results

SUBCTs' financial resources are derived from the annual budget allocated by MOF as approved by Parliament. As the annual expenditure is capped at the annual budget allocated, effective measures have been implemented to ensure optimal utilisation of the limited financial resources and to create maximum value using the same resources.

% of Operating Expenditure to Total Government Expenditure

SUBCTs' annual budget is relatively small compared with other ministries and government departments. Yet we have introduced more than 1,000 initiatives since 1993 which enhanced access to justice and substantially improved the quality of our services. The SUBCTs' operating expenditure as a percentage to total government expenditure accounted for 0.23%.

Financial Years	SUBCTs %
FY 2003	0.27%
FY 2004	0.23%
FY 2005	0.23%

Figure 7.2.1 Percentage of Operating Expenditure to Total Government Expenditure

Operating Expenditure per Resident

SUBCTs' operating expenditure per resident is recorded at \$10.74 per year for FY2005.

Financial Years	SUBCTs
FY 2003	S\$11.39
FY 2004	S\$11.20
FY 2005	S\$10.74

Figure 7.2.2 Operating Expenditure per Resident

Productivity Results

Ratio of Caseload to JO

The caseload to JO ratio shows the average number of cases handled by each JO per year. When compared with the figures of other jurisdiction, it was noted that Singapore recorded a very high ratio which implies that each Judicial Officer handled on average relatively more cases than Judges in other jurisdictions.

Countries	Caseload per Judge
Singapore	4,549
United States	3,971
Hong Kong	3,792
Australia	2,684
UK	1,392
Denmark	1,225
Iceland	954
Sweden	193
Norway	84

Figure 7.2.3 Caseload to JO Ratios, Comparative Study

Ratio of Population to JO

The population per JO ratio will show that when compared to other countries, our judges are serving a larger group of the population, especially when we compare with Hong Kong and Denmark which have population sizes of about the same as Singapore. The Population to Judge ratio is 60,436 in Singapore compared to 56,667 for Hong Kong and 28,125 for Denmark.

Countries	Population per Judge
Singapore	60,436
UK	57,476
Hong Kong	56,667
Australia	31,487
Denmark	28,125
Norway	14,935
Sweden	13,353
United States	11,777
Iceland	7,895

Figure 7.2.4 Ratio of Population to JO

Rate of Disposition of Cases

The disposition rate is defined as the number of cases disposed of out of the number of cases filed. The SUBCTs recorded a high percentage of cases disposed of which is maintained above our target of 90%.

Market Results

SUBCTs define market results as our ranking and positioning against other judiciaries and comparable legal sectors with regards to the quality of system and justice delivered.

Leading in the League of World Judiciaries

The SUBCTs continue to excel in various regional and international rankings and studies conducted by different organisations. Our quality, adequacy, transparency, efficiency and independence scored top marks and Singapore was rated the best in the administration of justice and the rule of law.

Political & Economic Risks Consultancy Ltd

The quality of the Judiciary in Singapore relative to countries in the Asian region was rated by The Political & Economic Risks Consultancy Ltd (PERC). The Political & Economic Risks Consultancy Ltd (PERC) is an international consulting firm specialising in strategic business information and analysis for organisations in the ASEAN countries,

China and South Korea. PERC publishes a series of risk reports on the key trends, socio-political and other subjective variables shaping the business environment in individual Asian countries as well as the interlinkages between countries and the people of the region. In PERC's 2005 Asian Intelligence Report, expatriates working in Asia were surveyed on their perceptions on the overall integrity and quality of the local judicial system and the consistency in the applications of laws.

Quality of the Court System

Singapore was ranked one of the top 3 countries together with Hong Kong and Japan for the quality of the court system. When compared to the rest of the court systems in Asia, Singapore ranked ahead of them significantly. Singapore maintained top banding in Asia for the overall integrity and quality of the court system, a ranking it has held since 1998. This reaffirmed the adequacy and efficiency of the Singapore court system, which has consistently been rated as one of the best in the world.

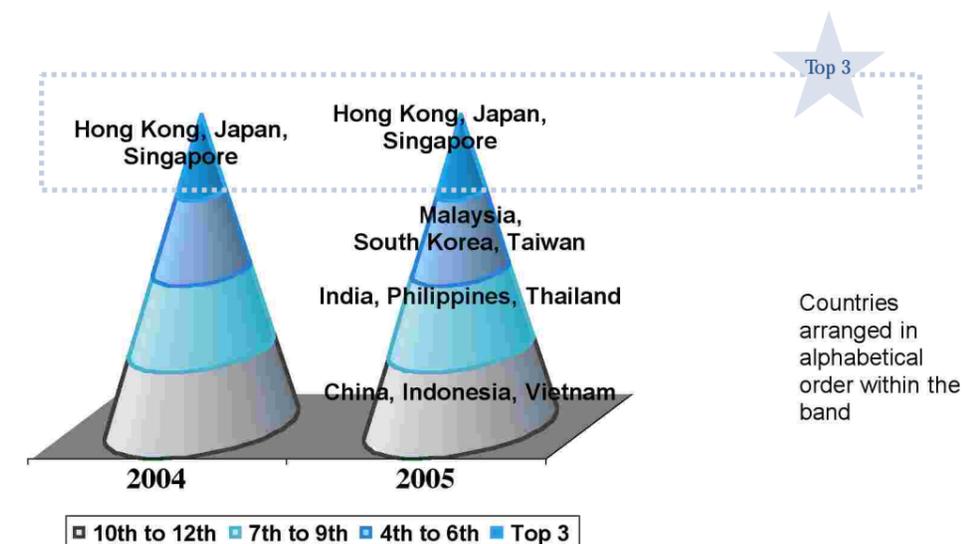


Figure 7.2.5 PERC's ranking of the Court System

International Institute for Management Development

The Swiss-based International Institute for Management Development (IMD) in its World Competitiveness Yearbook analysed and ranked the ability of nations to provide an environment which sustains the competitiveness of enterprises and hence the economies' competitiveness.

Legal System Ranked Top

In the 2005, the Singapore's legal framework was ranked in the top 3 among 60 countries. Singapore has been ranked top since 1997.

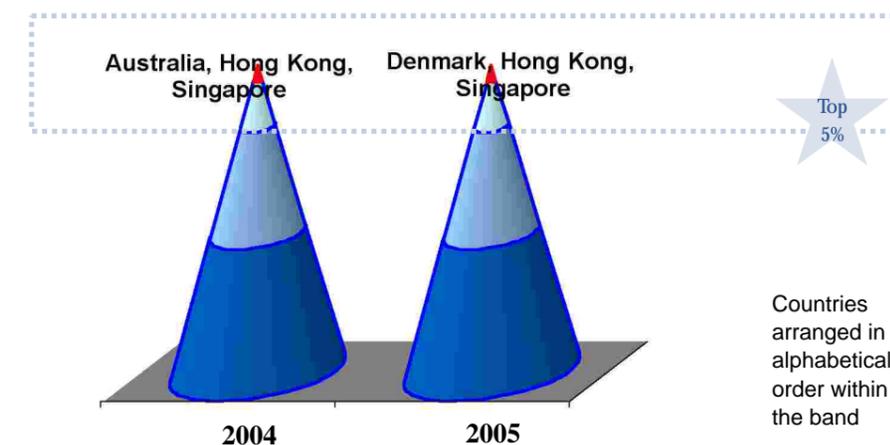


Figure 7.2.6 IMD's ranking of the Legal Framework (This table only highlights the top 10 of the 60 countries)

The Economist Intelligence Unit

The Economist Intelligence Unit (EIU) is a leading provider of country, industry and management analysis. Through their global network of analysts and economists, they assess and forecast the political, economic and business climates of 200 countries and provide reliable analysis for making global decisions.

Well Qualified And Independent Singapore Judiciary

In March 2004, EIU reported that the Judiciary is experienced, well-qualified and independent, especially in commercial and business matters. The report also stated that Singapore Legal System is effective, impartial and responsible in dealing with business issues. The Singapore Legal system is viewed to be highly efficient, effective and professional in dealing with business disputes. Contractual arrangements in Singapore are secure and are easily enforceable with no favouritism shown to domestic companies.

“The legal system is highly effective in dealing with business disputes, reaching decisions quickly. No favouritism is shown to domestic companies on legal matters, and contracts are easily enforceable. There is virtually no risk that foreign assets will be expropriated.... Intellectual property rights are reasonably well protected, although the penalties for infringement may be too light. Private property rights are well respected....”

International Monetary Fund

Efficient Singapore Judiciary

In Feb 2004, the International Monetary Fund (IMF) in their Financial System Stability Assessment of Singapore indicated that an efficient judiciary was one of the cornerstones for Singapore's well-regarded efficient legal system. Singapore's financial sector has benefited from an efficient legal system. IMF also gave top marks for the soundness of Singapore's legal, supervisory and institutional framework.

“Singapore has in place a sound and comprehensive legal, institutional, policy and supervisory framework for Anti-Money Laundering (AML) and Combating the Financing of Terrorism (CFT).”

“The legal system is well regarded, with a low crime rate, an intolerance for corruption, and an efficient judiciary. The known incidence of drug trafficking, corruption and other serious crimes is comparatively low. White-collar crime is the most common money laundering typology.”

Accenture

eGovernment Leadership – Singapore Judiciary Is An Innovative Leader

In a 2004 research study conducted by Accenture on e-Government leadership of 23 countries, the national web-sites of government agencies were assessed to determine their quality and maturity of services, and the level at which business can be conducted electronically with the government. A total of 169 national government services across nine major service sectors were investigated. One of the areas was “Justice & Public safety”. The survey identified a leading group of four countries that stand out from the rest on the basis of service delivery. Singapore was among the top four. Singapore is categorised as innovative leaders in the area of eGovernment. SUBCTs of Singapore website is one of the three leading Justice & Public Safety sites identified by the research. The online services for the lodging or filing of small claims were specifically highlighted in the report.

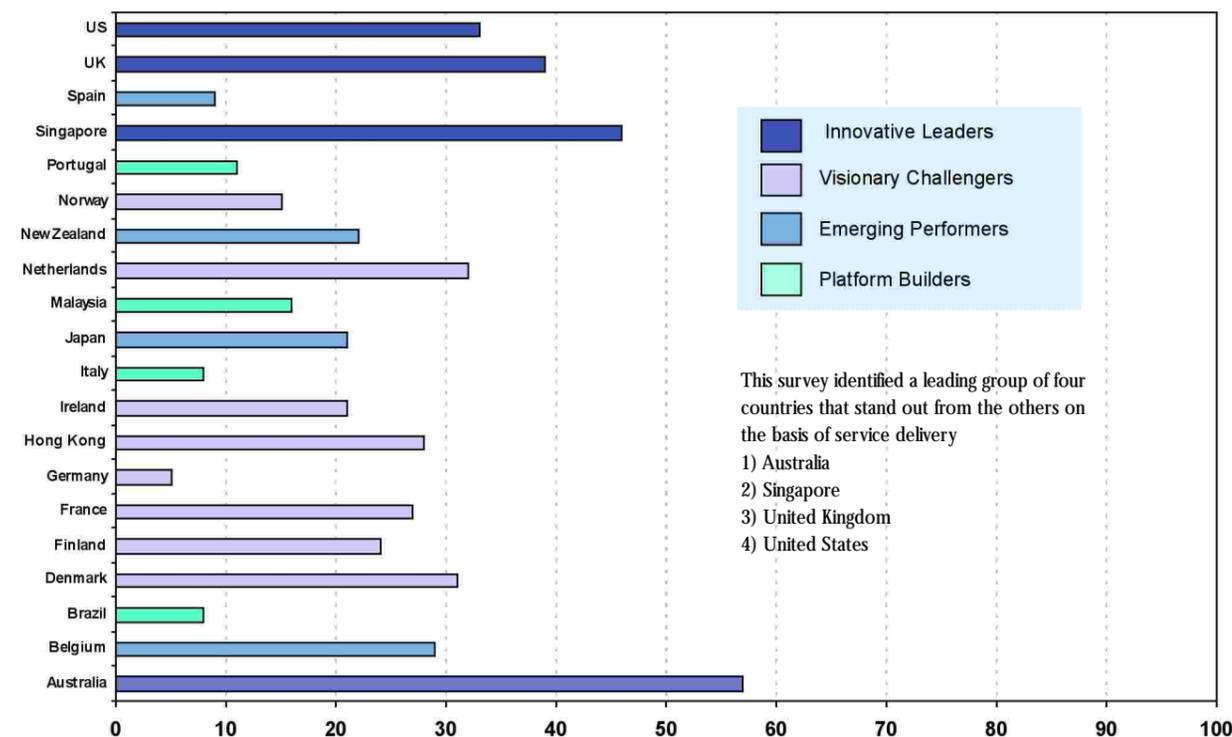


Figure 7.2.7 Justice and Public Safety Services

7.3 People Results

Employee Involvement

Staff Suggestions

In line with the SUBCTs' People-Centric culture, several platforms were provided to engage employees to generate ideas and suggestions. One such platform is the Staff Suggestion Scheme (SSS). There has been an increasing trend in the number of suggestions received which is consistent with our aim to further enhance an innovation driven culture. Through the contribution of suggestions, there is enhanced ownership and pride in the organisation. It has also improved work processes and generated savings.

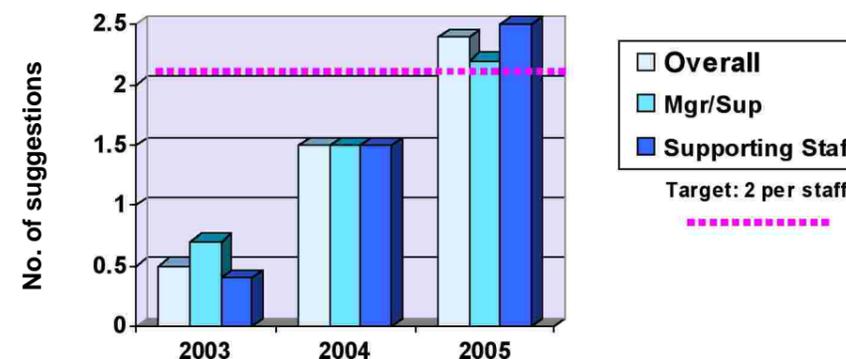


Figure 7.3.1 Average Number of Staff Suggestions

Participation in Employee Climate Survey

The Employee Climate Survey is another key platform used to seek feedback from employees on various programmes. A high participation rate in the Employee Climate Survey is thus a good barometer through which we obtain pertinent information to assess and review the effectiveness of our programmes and policies. The participation rate has grown substantially to 82% in 2005.

Employee Training & Development

The learning hours by employee segment showed an increasing trend and exceeded targets in 2004 and 2005. The increase in learning hours is reflective of our HR objective to provide each officer with learning opportunities to enhance their skill set for high competency and performance.

KPIs	2003	2004	2005
Average Learning Hours per staff per year	65	115	166
% of learning places utilised	94%	94%	97%
Learning budget as % of payroll	5.3%	5.0%	4.8%

Figure 7.3.2 Key Performance Indicators

Employee Satisfaction

As a People-Centric organisation, employee well-being and satisfaction are key factors in developing motivated and engaged employees who in turn provide quality service to our customers. An employee satisfaction rate shows a marked increase from 80% in 2000 to 94% in 2004.

7.4 Operational Results

Waiting Period /Processing Time

The key operational performance goals for SUBCTs are embedded in the form of timelines for the fixing of trial/consultation dates. The justice divisions had consistently met our timeline targets over the years.

Performance Indicators	Target	2003	2004	2005
Criminal Justice Division				
% of cases that get trial dates within 4 weeks from last PTC	>= 90%	96%	95%	90%
Civil Justice Division				
% of cases that get trial dates within 4 weeks from set down	100%	99%	100%	100%
Family Justice Division				
% of cases that get trial dates within 2 – 4 weeks from last PTC / Mention / Notice of hearing	>= 90%	92%	94%	97%
Juvenile Justice Division				
% of cases that get trial dates within 2 weeks from last PTC / Mention	100%	100%	100%	100%
Small Claims Tribunals				
Fixing of consultations with 2 weeks	100%	100%	100%	100%

Figure 7.4.1 % of cases given Trial Dates within Prescribed Timelines

Participation in Corporate Events

The participation rate in corporate events such as the annual Workplan Seminar and National Day Observance Ceremony has remained high, above the 80% target. This demonstrates that employees in the Subordinate Courts are actively engaged and involved in corporate events.

Supplier Performance

All suppliers have been performing well in keeping up with the stringent targets for their various key performance indicators. Essentially the supplier’s performance is to meet the ultimate objective of enhancing the access to justice and quality of court services. The quality of suppliers are assessed regularly during the performance review process. In order to enhance the performance management system, the assessment criteria is also reviewed regularly and new criteria are included.

Partner Performance

SUBCTs collaborate with various partners from the public, private and peoples’ sector and meets regularly to gather feedback and conduct reviews to further improve its product and services. Over the years, the SUBCTs have also built strategic partnerships with many international justice-related organisations and foreign judiciaries. These alliances have provided new insights and ideas which have been creatively adapted into initiatives to meet local circumstances and needs. As a result of these strategic partnerships, various outcomes such as the organisation of conferences and video conferencing discussions have been achieved. The SUBCTs have well-established links with the following :

- i) Australian Institute of Judicial Administration (AIJA)
- ii) US-based National Center for State Courts (NCSC)
- iii) National Association for Court Management (NACM)
- iv) Commonwealth Magistrates and Judges Association (CMJA)
- v) World Futures Studies Federation (WFSF)
- vi) World Bank
- vii) Asian Development Bank (ADB)
- viii) World Intellectual Property Organisation (WIPO)
- ix) UNCICP
- x) Australian federal and state judiciaries
- xi) UK Lord Chancellor’s Office and Royal Courts of Justice
- xii) Nordic judiciaries
- xiii) Shanghai Intermediate Judiciary.

Community, Society and Environment Results

SUBCTs believe in reaching out to the community so as to build citizenship of the justice process. There are

essentially three categories :

- i) Programmes, initiatives and projects implemented by the Subordinate Courts which go beyond the traditional scope of justice administration. These programmes were developed to reach targeted populations in our quest for preventive justice. Some examples include Peer Advisors Programme, Legal ClinicKIDs Line, Project Hope, Heart-to Heart Radio Programme, Debt Recovery Programme @ SCT, Project Shine, FINEs Clinic etc.
- ii) Voluntary efforts on the part of the Subordinate Courts employees to contribute to the community. These include the SHARE Programme (contribution to Community Chest), Justy Recycling Project, Energy Conservation project, Fund Raising Carnivals in support of the Children Cancer Foundation, Justice Connects, Donation Drive for Tsunami, Pakistan victims etc.
- iii) Contribution of Employees towards Education of the Community. Judges and Court Administrators do their share in educating the community in the form of writing books for publications, giving talks and educational programmes and conducting educational visits.

Conclusion

In dealing with more than 95 percent of all judicial matters filed in the courts in Singapore, in proactively implementing first-rate case management and court administration systems, we have achieved world-class position. High accolades have been given to the Subordinate Court internationally and many held The SUBCTs out as a role model on successful judicial modernisation efforts for developed and developing countries. SUBCTs are internationally recognised as a change and thought leader in judicial administration and the world’s technologically most advanced courts. Domestically, our daily business of upholding the rule of law and administering justice contribute to social stability and economic progress in Singapore.

“Much has been achieved in the last twelve years. I think we now have one of the finest subordinate judiciaries in the world.”

The then Honourable the Chief Justice Yong Pung How
Chief Justice’s Response at the Opening of Legal Year 2003

“I am pleased to see that the quality of justice and its administration in the Subordinate Courts has been held as a role model by the World Bank, the Asian Development Bank and the United Nations Office on Drugs and Crimes. I have just seen a copy of the 2005 edition of “Mastering Business in Asia – Succeeding with the Balanced Scorecard”. This cites the Subordinate Courts as a case study in the effective use of the balanced scorecard ... I have every confidence that you, Senior District Judge, together with your other judicial officers and court administrators, will ensure that the justice dispensed by the Subordinate Courts continues to be of the highest quality.”

The then Honourable the Chief Justice Yong Pung How
Keynote Address at Subordinate Courts 14th Workplan 2005/2006

“Today, the Singapore Subordinate Courts stand out as an outstanding judicial and administrative reformer and innovator amongst judicial institutions around the world whose work in providing timely access to justice and efficient in-court administration, has been acknowledged by several international bodies, such as the World Bank, the Asian Development Bank, the National Center for State Courts, the United Kingdom and other regional judiciaries. The Subordinate Courts have also been cited as a model of modernization for Latin American countries.”

The Honourable the Chief Justice Chan Sek Keong
Keynote Address at Subordinate Courts 15th Workplan 2006/2007