

# **RETENTION STRATEGIES @ THE SINGAPORE COURTS**

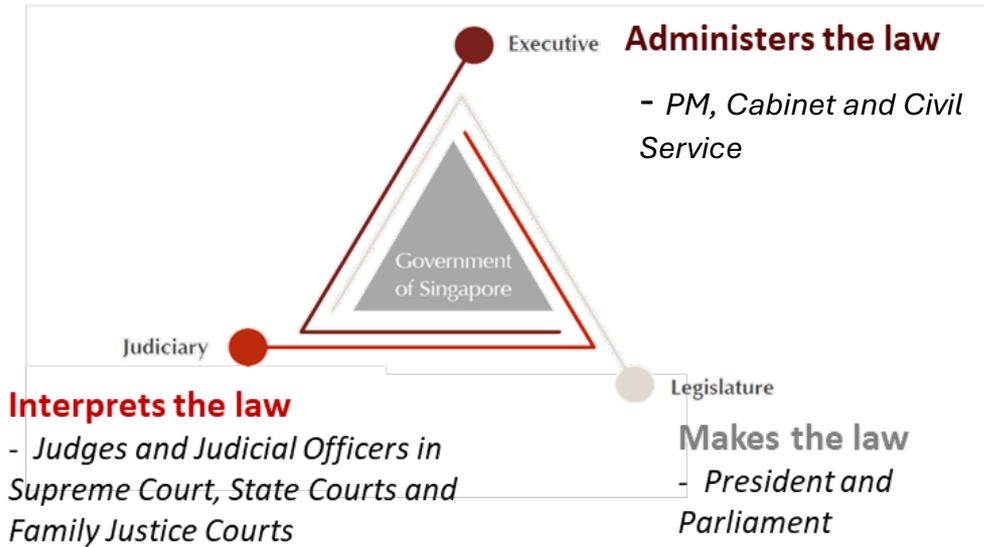
5 February 2025

**SG  
Courts**

[www.judiciary.gov.sg](http://www.judiciary.gov.sg)

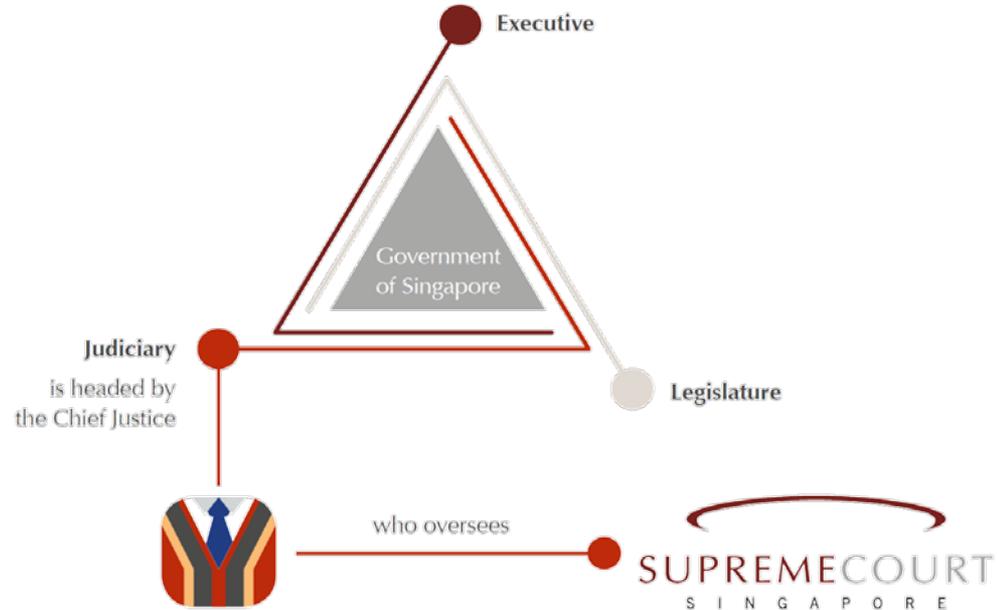


## **Overview of the Singapore Judiciary**



- **Separation of powers**
- **Independence of the Judiciary and Administration of Justice** – For Supreme Court Judges (Part VIII- The Judiciary, Constitution of the Republic of Singapore, Section 93)

- The **Judiciary** is one of the three constitutional pillars of the Government.
- Head of the Judiciary, is the Honorable, Chief Justice who is appointed by President on the advice of the Prime Minister.



**The Judiciary or the Singapore Courts consists :**

- **The Supreme Court**
- **The State Courts**
- **The Family Justice Courts**

**Function: To administer Justice to the people  
of Singapore**



	<b>CJ/Judges /JCs</b>	<b>Judicial Service Officers (Registrars/Non- Registrars/Judicial Officers/JLCs)</b>	<b>Court Administrators</b>	<b>Total</b>
<b>Supreme Court</b>	<b>29</b>	<b>102</b>	<b>470</b>	<b>601</b>
<b>State Courts</b>	-	<b>105</b>	<b>221</b>	<b>326</b>
<b>Family Justice Courts</b>	-	<b>55</b>	<b>168</b>	<b>223</b>
<b>3 Courts</b>	<b>29 (2%)</b>	<b>262 (23%)</b>	<b>859 (75%)</b>	<b>1150</b>

# RETENTION STRATEGIES

- (I) A strong corporate culture
- (II) Fair & competitive remuneration package
- (III) Flexible work arrangements
- (V) Transparent Retirement & re-employment policies
- (VI) Fair and equitable performance management
- (V) Training and Development
- (VI) Employee recognition & well-being
- (VII) Staff Engagement

5 February 2025



# OUR VISION AND CORE VALUES

Together, as one, we have created the Singapore Judiciary Vision statement and Core Values, which we proudly present as:

---

## VISION

---

A trusted Judiciary • Ready for tomorrow

---

## CORE VALUES

---

### **F**airness

We treat everyone and every case with fairness.

### **A**ccessibility

We enhance access to justice.

### **I**ntegrity

We do the right thing, without fear or favour, affection or ill-will.

### **R**espect

We treat everyone with respect and dignity.

**SG**  
**Courts**

# VISION, MISSION AND VALUES

- Our **Vision** sets out the aspiration for the Judiciary as a whole – the red full stop (red dot) situates and anchors us with our Nation’s goals and values, while the mission statement from each court defines its main purpose and how it will achieve these
- The **mission** statement for each of the respective courts is as follows :
  1. **Supreme Court:** Accessible justice that commands trust, respect and confidence.
  2. **State Courts:** Accessible justice through quality judgments, appropriate dispute resolution and innovative court services.
  3. **Family Justice Courts:** Making justice accessible to families and youth through effective counselling, mediation and adjudication.
- In our quest to enhance access to justice for every citizen, we, as members of the Singapore Judiciary, must constantly innovate and evolve to be ready and prepared for the challenges we will face in an increasingly complex world. We are to be guided by our **shared core values of Fairness, Accessibility, Integrity and Respect**. This is and must continue to be in our DNA.

## (II) FAIR AND COMPETITIVE REMUNERATION

As the Public Service is the biggest employer in Singapore, the Judiciary which is an Organ of State is aligned to the Public Service's compensation policies.

Through this, we strive to offer competitive and fair compensation that promotes a performance-driven culture.

In general, we seek to keep pace with, but not take the lead ahead of private sector's practices.



Pay clean wages



To have a flexible wage system that is responsive to economic conditions



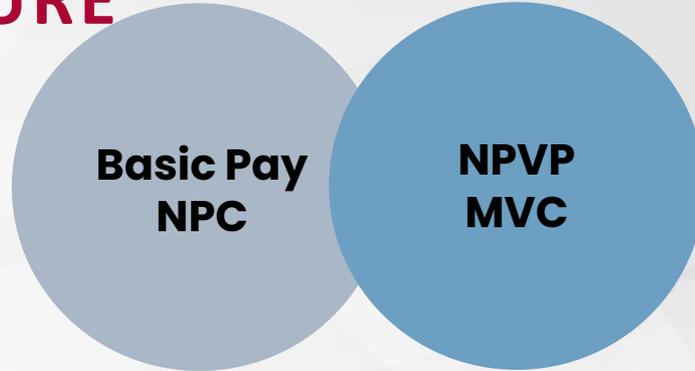
To keep pace with market rates to attract and retain a fair share of talent



To strengthen link between pay and performance

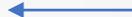
# (II-A) SALARY STRUCTURE & COMPONENTS

## Monthly Components



## Annual Components

Dependent on prevailing economic performance and labour market outlook, taking into consideration NWC recommendations for the year. Typically paid as 1 month in quantum.



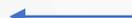
**NPAA / 13<sup>th</sup> Month**

**Annual Variable Component**



Dependent on economic and individual performance

**Special Variable Payment**



Dependent on individual performance

**Performance Bonus**

## (II-B) LEAVE BENEFITS

The Public Service provides a variety of leave types as part of the overall package of benefits that officers get to enjoy.

These different leave types recognise that officers have different needs at different stages of their lives, and are intended to help them cater time to meet both their personal needs and those of their families.

Our leave categories are aligned with, or mandated by legislation. The additional leave types support the needs of our officers, their organisations, as well as national objectives.



**Rest and Personal Needs**



**Sickness and Injury**



**Marriage and Parenthood**



**Other Leave Types**

## (II-C) MEDICAL BENEFITS

Medical benefits are provided to help officers meet some cost of the medical bills for themselves and their dependants.

To promote responsibility for one's healthcare, officers and their dependants are to co-pay part of their medical expenses.

Medical benefits cover only on-site medical treatment at **Public Healthcare Institutions (PHIs)** and **Private Clinics** registered under the Healthcare Services Act (HCSA).



**Outpatient Medical Expenses**



**Additional 2% contribution to Medisave contributions in lieu of direct hospitalisation benefits**



**Coverage for Dependents**

## (II-D) DENTAL BENEFITS

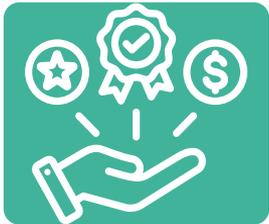


Dental benefit apply to officers regardless of their medical benefits scheme.

Officers can claim 85% per visit for dental treatment, up to an **annual cap of \$250**.

Dependents are not eligible for dental benefits.

## (II-E) FLEXIGROW BENEFITS



Flexible Benefits in the Civil Service take the form of FlexiGrow Benefits which is a **\$500 annual benefit** that eligible officers can use flexibly to support their health, growth and well-being based on own individual needs.

FlexiGrow is disbursed to eligible officers in October each year, based on officer's actual service period in the preceding 12 months.

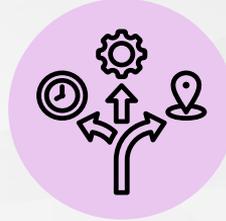
# (III) FLEXIBLE WORK ARRANGEMENTS

As a progressive employer, the entire Public Service has adopted the **Tripartite Standards for Work Life Harmony (TS-WLH) and Flexible Work Arrangements (TS-FWA)**.

We are committed to care for our officers' wellbeing, and creating a conducive and productive work environment for them.

FWAs empower officers to choose how, where and when work is accomplished to better deliver work outcomes. They are an important means to achieve our envisioned workplace. At present, there are various types of FWAs extended to public officers.

The three main types of FWAs being:



**Flex-Place  
(Telecommuting)**



**Flex-Time  
(Staggered Work Hours)**



**Flex-Load  
(Part Time Arrangements)**

# (IV) RETIREMENT AND RE-EMPLOYMENT

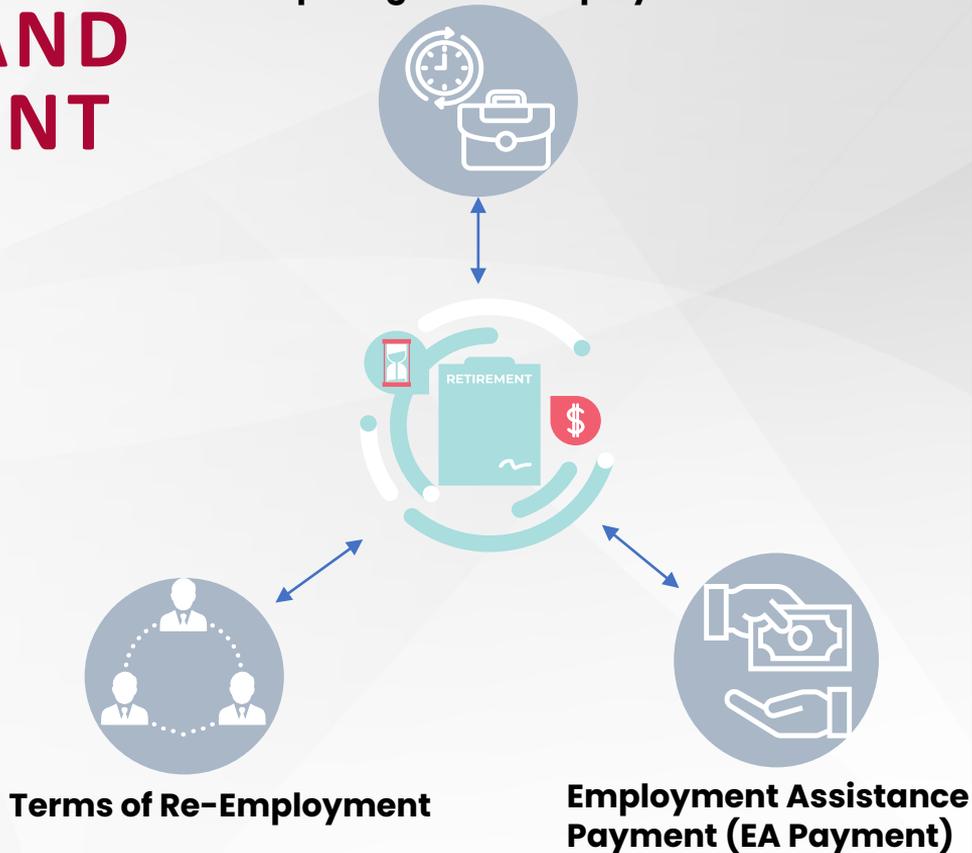
We welcome retired officers who have the skills, experience and passion to continue working with us if they wish to do so, and if agencies need their services.

Re-employment allows:

**Officers** to stay economically productive and meaningfully engaged in their golden years  
**The Courts** to benefit from the wealth of institutional knowledge and experience that re-employed officers offer

To support mature officers to work longer if they wish to, the Public Service will raise its internal retirement age and re-employment age from 63 to 64 and from 68 to 69 respectively, from 1 July 2025, one year ahead of the national schedule. This is part of the move to progressively increase retirement age in Singapore to 65 by year 2030.

## Preparing for Re-employment



# (IV) PERFORMANCE MANAGEMENT

## Philosophy

- a) Every officer has talent and ability that should be developed to the fullest.
- b) Given the opportunity to maximise their talent and ability, officers will find satisfaction in their work.
- c) When officers are able to make their best contributions, their organisations will derive maximum benefits.

## Principles for performance management

- a) Fair, credible and rigorous system.
- b) Timely feedback – ‘Principle of No Surprises’.
- c) Not just for assessment but also for development.



# PERFORMANCE MANAGEMENT

Performance Management is an **on-going process** between the officer and his supervisor. To ensure that performance conversations takes place between officers and supervisors, the Judiciary has instituted two formal sessions which are the **Mid-Year Check-in** and **Year-End Appraisal**. These conversations are captured through the **Appraisal and Development Plan (ADP)** and it involves:

- a) Setting clear work targets and expectations
- b) Developing the officer to acquire the competencies (Our Core Competencies and Functional Competencies), skills and knowledge needed to perform his job and accomplish his work targets
- c) Evaluating performance and development plans (not just for assessment)
- d) Taking corrective actions when necessary



# COMPETENCY DRIVEN GROWTH (CDG)

CDG enhances our workforce and makes our HR policies and processes more robust and transparent. By aligning performance expectations and development roadmaps it will help the public service develop a stronger workforce. The two components of CDG are :

## **1) Our Core Competencies (OCC)**

The OCC framework articulates the critical behaviours expected of all officers across the Public Service. This provides the foundation upon which the Public Service selects, assesses, trains and develops our officers.

## **2) Functional Competencies (FC)**

FCs are job-specific competencies which an officer is expected to possess for effective performance and to be fully proficient in his job role to deliver organisational outcomes.



# OUR CORE COMPETENCIES

#OurFutureWorkforce

## 6 core competencies

For all officers regardless of substantive grade

### Head: Makes The call

- 1 Thinking Clearly and Making Sound Judgements

### Heart: Purpose and Passion

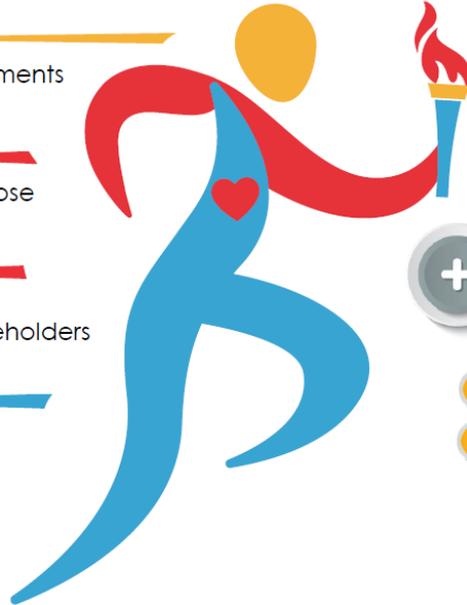
- 2 Serving with Heart, Commitment and Purpose

### Hands: Get Things Done

- 3 Working As One Public Service
- 4 Working Effectively with Citizens and Stakeholders

### Legs: Propel Us Forward

- 5 Improving and Innovating Continuously
- 6 Keep Learning and Putting Skills into Action



### Torch: The Public Service Values

- Integrity
- Service
- Excellence

### 2 additional core competencies for those in supervisory and leadership positions:

- 7 Stewarding Systems for Today and Tomorrow
- 8 Caring for, Developing and Inspiring Staff

# FUNCTIONAL COMPETENCIES (FC)

## 1. Media Analytics and Sensing

Monitor media activities and reports to assess potential ramifications and recommend suitable response.

Key Theme	PL1	PL2	PL3	PL4	PL5
<b>Managing and responding to inaccuracies, misrepresentation or misinterpretation</b>	<ul style="list-style-type: none"> <li>Identify inaccuracies, misrepresentation or misinterpretation of the agency and its related messages or news as portrayed by the media</li> </ul>	<ul style="list-style-type: none"> <li>Suggest solutions to address inaccuracies, misrepresentation or misinterpretation of the agency</li> <li>Identify trends on how various media portrays the agency and propose corrective intervention to facilitate favourable reporting or portrayal by the media</li> </ul>	<ul style="list-style-type: none"> <li>Develop counter narratives in anticipation or response to unfavourable reporting by the media</li> <li>Engage the media to provide objectives and details of policies to reduce the risk of and correct inaccuracies, misrepresentation or misinterpretation</li> <li>Assess the efforts and resources required to manage the risks of inaccuracies, misrepresentation or misinterpretation</li> </ul>	<ul style="list-style-type: none"> <li>Establish policies and procedures to assess and manage the risks of inaccuracies, misrepresentation or misinterpretation of the agency, its services and messaging in the media</li> <li>Direct the development of media engagement activities to ensure objectives and details of policies are communicated accurately with the relevant media stakeholders</li> <li>Determine the need for counter narratives in anticipation or response to unfavourable media reporting</li> <li>Review communications risk management plan at the agency and cross-agency levels to prevent and mitigate risks</li> </ul>	<ul style="list-style-type: none"> <li>Advise on the need and key areas of focus at the Whole-of-Government level for counter narratives in anticipation or response to unfavourable media reporting</li> <li>Guide the development of communications risk interventions by considering implications at the sector and Whole-of-Government level</li> </ul>

Sample of FC for Public Communications Competency Framework

# (IV) TRAINING AND DEVELOPMENT

## Onboarding of all staff

Compulsory induction program (about 3 days which includes Learning Journeys to all 3 courts, sharing of corporate culture – vision, mission and values, and a sharing by each Division from all 3 Courts on their areas of responsibility).

## Signature Court Events (conducted yearly)

- Opening of Legal Year
- Respective Courts' Workplan Conference for the year
- Court Administrator's (CA) Conference
- Corporate Retreat

## Target training hours per year for each officer

90 hours of training a year minimum (includes e-learning of 4 hours

## Training budget per year for each officer

\$2,000 a year per officer (\$1,500 to be managed by the officer and \$500 set aside for annual Corporate Retreat, CA Conference as well as for e-learning portal subscription [Learn App]). It excludes leadership training programmes which are budgeted separately'



- E-learning tool to help fulfil staff learning needs 24/7, at their own pace
- LEARN account costs \$120 per account per year
- LEARN@Judiciary was also launched in April 2021, a tenancy space with content specific to the judiciary



LEARN.gov.sg

Civil Service College Singapore

A screenshot of the LEARN@Judiciary interface. It displays two course modules. The top module is titled 'Induction Programme for New Staff' and has a red header. The bottom module is titled 'International Framework for Court Excellence' and has a white header with a network diagram. To the right of the modules is descriptive text. At the bottom of the screenshot, there are blue silhouettes of court buildings.

This module provides information on key policies & processes of the Shared Services' Directorates for Supreme Court and Family Justice Courts. *(available to all staff in the Supreme Court and Family Justice Courts)*

This module gives an overview of the International Framework for Court Excellence, the assessment tools and how to use the scoring tool. *(available to all staff in the Judiciary)*



**One Talent Gateway**

An AI-enabled Whole-of-Government talent marketplace that offers personalised recommendation on **developmental opportunities, connections and learning interventions**

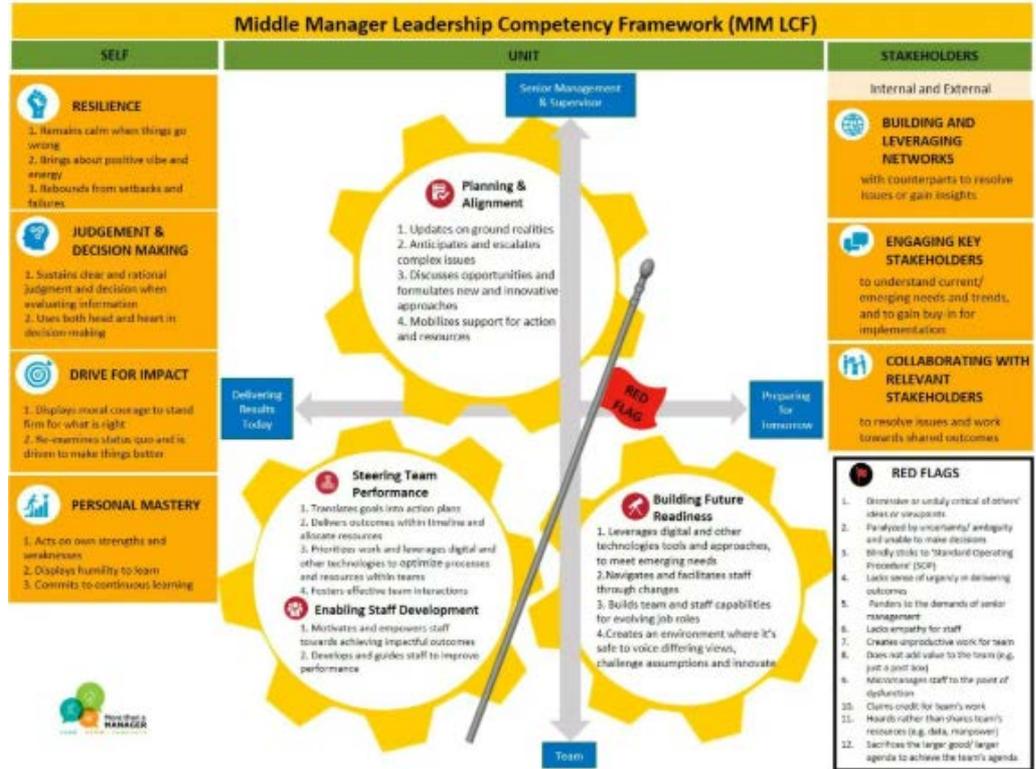
**SG  
Courts**

**SCHOLARSHIP  
& SPONSORSHIP**

**FOR COURT ADMINISTRATORS  
(In addition to Judicial Officers)**



To evaluate leadership proficiency of middle managers and senior leaders for their development. This will enable interventions to improve leadership and management skills.



# CAREER DEVELOPMENT

With a long runway till retirement and with the Public Service being the largest employer in Singapore, we offer officers the following for their career development :

## **Sharing of vacancies in the whole Judiciary as well as the wider Public Service**

Broadcasting of opportunities for officers who may wish to take on a new role/challenge.

## **Transfer/Movement**

With their transfer/movement within the Judiciary or wider Public Service, officers are generally able to retain their last drawn salaries, benefits and recognition of their prior years of service. [There may be subtle differences if officers are transferring/moving between generalist and specialist schemes which will be dependent on the prevailing salary rates and benefits scheme.]

## **Career coaches**

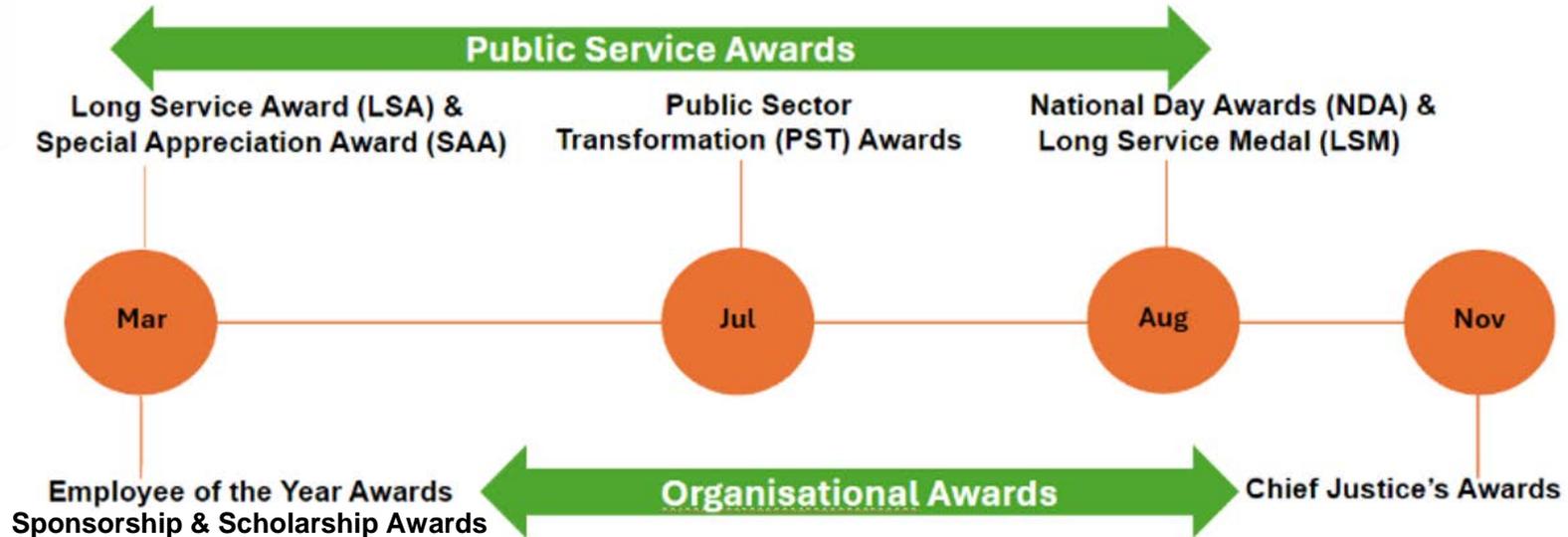
There is a pool of career coaches which officers can tap on to seek advice on their development plans.



# (VI) EMPLOYEE RECOGNITION & WELL-BEING

## Awards @ Judiciary

The Judiciary acknowledges and celebrates staff contributions and achievement through a series of public service and organizational awards, which will be presented at various ceremonies throughout the year.





**This framework guides the Judiciary in creating a safe and well environment for everyone in the State Courts, Supreme Court and Family Justice Courts.**

# PHYSICAL SAFETY & SECURITY

Team of security officers to maintain law and order to protect the security of our officers, court users and buildings. Some of our security features :

- CCTVs,
- Security screening
- Metal detectors
- Panic buttons
- Two factor authentication for entry to secured zones
- Autonomous security robot



Business Continuity measures are put in place to deal with crises like pandemic/terrorist attacks/occurrence of haze/etc.

## Employee Health and Well-Being



### Personal Well-being

- Talks which focus on personal well-being topics such as parenting, aromatherapy, financial investment, etc.
- Dress down Friday
- Welfare token for new born, bereavement and hospitalization
- Leave



### Physical Well-being

- Health Checks (once every 2 years)
- In-house Gym
- Special interest sports/exercise groups – Running, Yoga
- Sport events e.g. Judiciary Games
- Wellness Day with Health Check (once every 2 years)
- Healthy Catering
- Medical – MSO Medical Scheme



### Social Well-Being

- Annual Staff Appreciation Day
- Celebrating Staff birthdays – Birthday cards signed by CE, Vouchers and Time-off
- Festive Celebrations
- Corporate Ceremonies
- Cohesion Events (Corporate and Directorate levels)
- Corporate Social Responsibility e.g. Judiciary Cares, Adopted Home, Go green initiatives



## Family/Fitness Fridays

To encourage work-life balance, staff are allowed to leave / log off ½ an hour earlier at the end of the day on the specified dates (subject to exigencies of service) to facilitate more time for both physical fitness and family.

### Low-Tempo Periods to recharge

Pre-identified periods each year in which we avoid scheduling major events / meetings to help you plan your leave to rest and recharge.

#### 2025 Low-Tempo Periods

Mid-year: 9 – 13 Jun

End of year: 18 – 31 Dec

### Family/Fitness Fridays

To foster work-life balance, staff are encouraged to leave / log off ½ an hour earlier at the end of the day on the specified dates to facilitate more time for both physical fitness and family. Do note that this is subject to exigencies of service. This year's dates are as follows:

31 Jan	28 Feb	28 Mar	25 Apr
30 May	27 Jun	25 Jul	29 Aug
26 Sep	31 Oct	28 Nov	26 Dec
Fitness Friday		Family Friday	

## 🔍 Weekly Focus Periods

Protected periods for you to focus on learning / upskilling or work that requires uninterrupted thinking time. As far as possible, no meetings will be scheduled during this period. Each division has its respective focus period.

# Anti-Harassment Policy

## Workplace Harassment

Let's do our part to ensure a harassment free workplace!

## What is it?

Broadly refers to behaviour by a co-worker, superior or any other person in a work-related setting which alarms or distresses another, or is likely to do so. They can include:

1. Sexual Harassment
2. Workplace Bullying
3. Any form of threats
4. Any undesirable, unfair, discriminatory, harmful or unjustified behaviour.

### Did you know?

It can also take place

- via different modes of communications
- in the workplace or outside the physical workplace.

## LEARN@Judiciary Anti-Harassment E-Learning Module: Building a safe and respectful workplace (link below!)

- Learn about SG Courts Anti-Harassment Policy
- Learn to identify illegal harassment (Protection from Harassment Act 2014)
- Examples include workplace bullying, discrimination, sexual harassment etc.



[Grievance Reporting & Grievance Handling Policy](#)

[Whistle-Blowing & Internal Disclosure Policy](#)

[SG Courts Wellness Ambassadors](#)

The Well-Being@Gov app (also known as the Intellect app) offers a more holistic way to care for staff well-being with features such as :

- (a) Whole-of-Government Counselling Hotline for on-demand support and crisis care;
- (b) Coaching - Live consults with licensed coaches and counsellors;
- (c) Virtual or Face-to-Face sessions with counsellors and clinicians;
- (d) One-to-one consultations / in-app messaging covering 3 wellness pillars - nutritional, physical and financial support; and
- (e) Self-care and skill-building programmes.

## Well-being@Gov WOG Counselling Hotline & App

**Hotline: (+65) 3163 7577**

Sign up in the app for holistic care, guided journals, self-help articles, coaching, counselling and more (if you have not already done so)!



## Full calendar of activities yearly:

- Celebration of major festive events for the 3 major races (festive goodies/performances/buffet lunch)
- Celebration of major events such as National Day/Singapore Armed Forces Day
- Bring your kids to work day
- CE/DCE viewpoints sessions (intimate dialogue 24 sessions in total each year across all 3 Courts)
- E-Viewpoints box for officers to write in suggestions on areas for improvement, sharing feedback as well as grievances (about 13 to 15 received annually; questions and action taken are uploaded to Intranet except for personal questions)
- Annual Staff Appreciation Week (tokens of appreciation, Senior Management serving breakfast, movie screening, wellness talks, massages, health screening, etc.)



Name of Committees	Sub-Committees
<b>A2J Workgroup</b>	
<b>People Matters Committee</b>	CSR sub-committee
	Sports sub-committee
	Festivities sub-committee
	Workplace Safety and Health (WSH) sub-committee
<b>Ethics and Values Committee</b>	Ethics sub-committee
	Best Practices (Finance and Procurement) sub-committee
<b>Eco Committee</b>	
<b>Innovation and Digitalisation Committee</b>	

Staff are encouraged to volunteer for committees usually on a two-year term as part of their development and also for them to have a say in driving the organisation in the areas of Citizen Engagement & Service Excellence, People Matters, Ethics and Values, Eco Matters and Innovation and Digitalisation, so as to inculcate a sense of belonging.

Conducted every 2 years for the Judiciary (was last done in 2023) to:

- a) measure employee engagement and retention; and
- b) measure the perception of transformation to provide insights for action.

Some key categories in the survey include :

- Engagement and Retention to Organisation/Public Service
- Leadership strength within the org
- Supervisory Practices
- Teamwork
- Rewards & Recognition
- Career & Professional Development
- Continuous Innovation & Digitalisation



Post-EES focus group discussions at divisional/org level are then conducted by HR after the Survey to understand more from staff on the areas for improvement and to put in place action plans before the next Survey.



### Important Dates, Deadlines and Events VIEW ALL

● Deadlines ● Important Dates ● Events

<b>JAN 13</b> Annual Declaration Exercise 2025 8:00 AM - 6:00 AM	<b>JAN 13</b> Opening of the Legal Year 2025 10:00 AM - 12:00 PM	<b>JAN 20</b> State Courts Opening of the Legal Year 12:00 PM - 2:00 PM	<b>FEB 5</b> Lunar New Year Celebrations 2025 (Supreme Court) 12:30 PM - 2:00 PM
<b>FEB 6</b> Lunar New Year Celebrations 2025 (FJC & State Courts) 12:30 PM - 2:00 PM	<b>FEB 24</b> Staff Appreciation Events 8:00 AM - 6:00 PM	<b>FEB 26</b> Staff Appreciation Breakfast 8:30 AM - 9:30 AM	<b>APR 2</b> Promotion and Employee Award Presentation Ceremony 12:00 PM - 2:00 PM
<b>APR 9</b> Hari Raya Celebrations (Supreme Court) 12:30 PM - 2:00 PM	<b>APR 16</b> SCT 40th Anniversary Symposium 9:00 AM - 12:30 PM	<b>APR 24</b> Hari Raya Celebrations (FJC & State Courts) 12:30 PM - 2:30 PM	<b>JUN 10</b> FJC Corporate Retreat 8:00 AM - 6:00 PM
<b>JUN 24</b> State Courts Corporate Retreat 8:00 AM - 6:00 PM	<b>JUN 25</b> Supreme Court Corporate Retreat 8:00 AM - 6:00 PM	<b>JUL 1</b> SAF Day 12:30 PM - 2:00 PM	<b>AUG 2</b> FJC Open House for FJC staff and their families 8:00 AM - 6:00 PM

### Welcome Onboard

 <b>Amos Seah</b> Manager, Communications Communications and Service Excellence	 <b>Kaung Sit Lin</b> Registry Assistant Family Protection & Support	 <b>Noordini Noorluad</b> Interpreter, Language Resources Infrastructure & Court Resources	 <b>Sean Ang</b> Assistant Director, Human Resource Management Corporate Services
--	--	--	---

**SG  
Courts**

[www.judiciary.gov.sg](http://www.judiciary.gov.sg)

**THANK YOU**