

# Index

*Boxes, figures, notes, and tables are indicated by b, f, n, and t, respectively.*

## A

access to judicial services, xx, 41–45  
Accountant General's Department, 47  
Administration of Muslim Law Act, 11  
administrative capacity, improving, xx, 16, 45–48, 50  
administrative decisions in Singapore, 10  
alternative dispute resolution. *See* e@dr (Alternative Dispute Resolution) Center; mediation  
alternative judicial models, xix–xx, 38, 39, 78  
annual work plans, xviii, 33, 35, 36, 75–82  
arbitration. *See* mediation  
Argentina, 31n1  
ASEAN. *See* Association of South East Asian Nations (ASEAN)  
Asian Development Bank, 45  
Association of South East Asian Nations (ASEAN), 10  
ATOMS. *See* Automated Traffic Offense Management System (ATOMS)  
Attorney General's Chambers, 10, 36, 56, 93–95  
Australia, 36, 39, 45, 79  
Australian Institute of Judicial Administration, 78

Automated Traffic Offense Management System (ATOMS), 77, 80, 91

## B

backlogs and delays  
  defined, 18n5  
  efficiency of reformed system regarding, 65–67, 68–69t  
  problem of, xvi–xvii, 15–16, 54, 61  
bar association (Law Society of Singapore), 10, 11, 13, 42, 56, 57, 102  
barriers to change, recognizing and dealing with, 27–31, 28f  
Belgium, 66  
benchmarks, 52–53  
Bolivia, 42  
Bosnia, 42  
bridge-building, xxi, 55–58  
Britain. *See* United Kingdom  
Brunei Darussalam, 10  
budget of Singapore judicial system, 14, 67t  
building bridges, xxi, 55–58  
building design, construction, and maintenance, 46, 47–48  
Burgess, Keith, 72  
business community, 45, 63–64, 89

**C**

Cambodia, 18n3  
 Canada, 31n1, 66  
 Carnegie Institution, 27  
 case management, 53–54, 76, 89  
 CDRI. *See* Court Dispute Resolution International (CDRI)  
 Center for Judicial Education and Learning, 77  
 Central Narcotics Bureau, 11  
 centralized sentencing courts, 39, 76, 89  
 Chiam Boon Keng, 35  
 Children and Young Persons Act, 76  
 Children's Resource Center, 80  
 Chinese civil law tradition, 18n4  
 civil courts, 11–12, 89, 90  
 civil defense force, 11  
 civil justice model, 38  
 civil law tradition, 17–18n3–4  
 colonial influence, 6–7, 10, 18n4  
 commercial and business community, 45, 63–64, 89  
 commercial courts, 89  
 common good in political culture of Singapore, 61–62  
 common law tradition, 10, 17–18n3–4  
 communication barriers to institutional change, 30. *See also* information and communication technologies  
 Community Development and Sports, Ministry of, 82  
 community resources, use of, 44–45  
 conceptual framework for judicial reform, xvii–xviii, 19–32  
   barriers to change, recognizing and dealing with, 27–31, 28f  
   diagnostic model for, 20–21, 21f  
   futures planning, 22–27, 76  
   holistic view of, 19–22, 20f, 27  
   management-oriented perspective, 23–27, 24–26b  
 concurrent appointments, 49–50  
 conflict, countries emerging from, 32n5  
 constitution of Singapore, 10, 11, 15  
 continuing education and training, 50  
 coordination, problems of, 28–29  
 core competencies, upgrading, 49  
 coroner's court, 12t, 89  
 Corrupt Practices Investigation Bureau, 10, 11, 56, 96–98  
 corruption, 10, 17, 55–56

Court Dispute Resolution International (CDRI), 79, 81  
 Court Mediation Center, 76  
 Court Vision 21, 76  
 courts. *See individual types of court* (e.g., family court); judicial reform in Singapore; judicial system in Singapore  
 criminal courts, 11–12, 39, 89–90  
 criminal justice model, 38  
 criminal mentions court, 12t, 91  
 criminal policy in Singapore, 64  
 culture and people of Singapore, 5–6, 61–62  
 culture, institutional, xvii, 27–31, 28f, 51  
 customer service facility, 43, 46, 53

**D**

de Souza, Glen, 65  
 delays and backlogs  
   defined, 18n5  
   efficiency of reformed system regarding, 65–67, 68–69t  
   problem of, xvi–xvii, 15–16, 54, 61  
 demographic change and judicial reform, 27  
 diagnostic model of judicial reform management, 20–21, 21f  
 dispute resolution. *See* mediation  
 district courts, 11–12, 12t, 38, 89

**E**

Economic Development Board, 81  
 economy  
   business community, meeting needs of, 45  
   judicial reform affected by, 27, 72  
   need for reform and, 16–17, 27  
   of Singapore, 7–8  
   Strategic Economic Plan (*Towards a Developed Nation*), xvii, 16–17, 55  
   strategic reform building on stability in, 55–56  
 e@dr (Alternative Dispute Resolution) Center, 81  
 education  
   international programs, 45  
   of judges and staff, 45, 50, 77, 80  
   National University of Singapore, Law Faculty, 10, 11, 36, 57–58, 72, 98–99  
   public programs, 43–44, 45, 81–82  
   Singapore Academy of Law, 10, 11, 36, 57–58, 99–100

Education, Ministry of, 82  
 efficiency of reformed judicial system, 65–67, 67–69t  
 El Salvador, 45  
 employment in judicial system. *See* human resources; judges and judicial officers  
 England. *See* United Kingdom  
 Equatorial Guinea, 17n1  
 ethics code, 78  
 evaluative model of dispute resolution, 39

**F**

facilitative model of dispute resolution, 39  
 Family Care Center, 82  
 family court  
   annual work plans, 77, 78, 80  
   described, 89, 90–91  
   function and role, 12t  
   reform strategies and, 38–39, 40  
 Family Justice Center, 80, 82  
 family justice model, 38  
 Family Service Center, 82  
 fees, fines, and forfeitures, 46, 66  
 Finance, Ministry of, 56  
 foreign countries. *See* international issues framework. *See* conceptual framework for reform  
 French civil law tradition, 18n3–4  
 funding  
   administrative reforms, 47  
   budget and revenue of Singapore judicial system, 14, 67t  
 futures planning, 22–27, 76

**G**

Georgia, 42  
 Germany, 18n3  
 GMC. *See* Group Management of Cases (GMC)  
 government. *See* politics and government  
 Great Britain. *See* United Kingdom  
 Group Management of Cases (GMC), 54, 76, 89  
 Guardianship of Infants Act, 38  
 Guatemala, 31n1, 42, 45  
 Guinea, Equatorial, 17n1

**H**

Hobbes, Thomas, 9  
 holistic view of reform, 19–22, 20f, 27

Home Affairs, Ministry of, 10–11  
 Hong Kong (China), 39  
 Housing and Development Board, 13, 80  
 human resources, xxx–xxxi, 13–14, 48–51, 64–65. *See also* judges and judicial officers

**I**

ICT. *See* information and communication technologies (ICT)  
 independence of judiciary, 11  
 Indonesia, 18n3  
 information and communication technologies (ICT)  
   access to judicial system and, 42, 43  
   administrative reform and, 48  
   importance of, 71–72  
   JUSTNET, 43, 53  
   networking and partnerships for, 56  
   organizational and jurisdictional reforms involving, 38  
   as reform strategy, xxi, 53–55  
   Singapore's infrastructure of, 59n8  
 institutional culture, xvii, 27–31, 28f, 51  
 institutional networking, xxi, 36, 44–45, 55–58  
 Inter-Ministry Committee on Youth Crime, 82  
 Internal Security Department, 11  
 international issues  
   annual work plan aimed at, 81  
   business community, meeting needs of, 45  
   Court Dispute Resolution International (CDRI), 79, 81  
   judicial partnerships and educational opportunities, 45  
   tourist courts and interpreter services, 42–43  
 interpreter services, 42–43, 93  
 Islamic law, 11, 18n4

**J**

Japan, 66  
 Joint Courts Charter, 43, 53, 78  
 JS1. *See* Justice Scorecard 1 (JS1)  
 judges and judicial officials  
   educational opportunities for, 45, 50, 77, 80  
   organization and roles, 13–14  
   perceptions of reform by, 64–65  
   salaries, increasing, 35, 50  
   shortages of, 15, 35, 49

strategic reform in appointment and retention of, 48–51

judicial ethics code, 78

judicial reform in Singapore, 1–3

conceptual framework for (*See* conceptual framework for reform)

executive summary of, xv–xxiv

importance and significance of, ix–x, 9

lessons learned from, xxiii–xxiv, 70–72

management-oriented perspective on, xv, 1–2

perceptions of stakeholders regarding (*See* perceptions of stakeholders)

performance and results, xxi–xxii, 65–70

previous efforts at, xvi, 14–17

strategies for (*See* strategies for reform)

judicial system in Singapore, xvi–xviii, 9–18

administrative decisions, 10

budget and revenues, 14, 67t

caseload, 13

English common law as basis of, 10

independence of judiciary, 11

institutions in, 10–11

legislative foundations of, 10

officers and employees, 13–14

problems faced by, xvi–xvii, 14–17

types of courts, 11–12, 12–13t

jurisdictional reforms, xix–xx, 15–16, 37–41

Justice Policy Group, 46, 78, 80

Justice Scorecard 1 (JS1), 53, 81

justice statement, 36–37b, 78

JUSTNET, 43, 53

juvenile court, 12t, 40, 76, 89, 91

Juvenile Justice Center, 82

juvenile justice model, 38

**K**

Kanter, Rosabeth Moss, 23

Kids in Difficult Situations (KIDS), 80

Kosovo, 42

Kotter, John, 23, 32n2

**L**

laissez-faire management, 30, 31

languages used in Singapore, 6, 42–43

Laos, 18n3

larger common good in political culture of Singapore, 61–62

Law Faculty, National University of Singapore, 10, 11, 36, 57–58, 72, 98–99

Law, Ministry of, 10, 56, 78, 79, 81, 82, 95

Law Society of Singapore (bar association), 10, 11, 13, 42, 56, 57, 102

leadership

annual work plan (1998–99), 78–79

barrier to change in lack of, 31

importance of developing, xvii, 29–30, 70–71

management distinguished, 32n2

political culture of Singapore and, 61–62

as reform strategy, xix, 34–36

Lee Kuan Yew, 6, 17, 62

Legal Aid Bureau, 13, 80, 95–96

legal community

perception of reform by, 62–63

strategic leveraging of resources of, 57–58

legal representation requirements, 42

legislative basis for judicial system in Singapore, 10

lessons learned, xxiii–xxiv, 70–72

**M**

magistrates' courts, 11–12, 12t, 38, 89

Magnus, Richard, 35

Malaysia, 10

management of cases, 53–54, 76, 89

management-oriented perspective, xv, 1–2

barrier to change, management style as, 30, 31

concepts used in judicial reform process, 83–86t

evolution of management practices, 24–26b

futures planning and, 23–27

leadership distinguished from management, 32n2

on strategies for reform, 34

mediation

annual work plans, 76, 81

dispute resolution models, 39–40

e@dr (Alternative Dispute Resolution) Center, 81

magistrates' complaints and, 90

Primary Dispute Resolution Center, 12, 13t, 58n4, 78, 80, 89, 91–92

Singapore International Arbitration Center, 10, 11, 45, 81, 101–02

Singapore Mediation Center, 40, 81, 100–101

World Intellectual Property Organization Arbitration and Mediation Center, 81

Mexico, 17n2, 31n1

Ministry of Community Development and Sports, 82

Ministry of Education, 82

Ministry of Finance, 56

Ministry of Home Affairs, 10–11

Ministry of Law, 10, 56, 78, 79, 81, 82, 95

“multidoor” courthouse, 12, 13t, 42, 79–80, 89, 90

multiethnic community, challenges of, 6, 42–43, 69–70

Myanmar, 10

Myers, Ronald E., x

**N**

National Center for State Courts, 27, 45, 52

National Computer Board, 56

National Council of Social Services, 13, 79–80

National University of Singapore, Law Faculty, 10, 11, 36, 57–58, 72, 98–99

networking and partnerships, xxi, 36, 44–45, 55–58

New Zealand, 36, 45

NGO. *See* nongovernmental organization (NGO)

night courts, 12, 13t, 40–41, 89, 92

nongovernmental organization (NGO), 64

Norway, 45

**O**

organizational and jurisdictional reforms, xix–xx, 15–16, 37–41

organizations, networking with, xxi, 36, 44–45, 55–58

**P**

Pakistan, 18n4, 45

Parking Places Act, 80

Parliament, 6, 36, 56

partnerships and networking, xxi, 36, 44–45, 55–58

people and culture of Singapore, 5–6, 61–62

People's Association, 79, 80

People's in.court Lab, 81

perceptions of stakeholders, xxii, 61–65

business community, 63–64

importance of, 71

judges and staff, 64–65

legal community, 62–63

public at large and NGOs, 64

public education programs aimed at, 43–44

quality of system, regarding, 67–70

performance and results

efficiency of system, 65–67, 67–69t

quality of system, 67–70

of reform process, xxi–xxii, 65–70

strategic reform of emphasizing, xxi, 51–53

Peters, Tom, 22–23

Philippines, 18n3, 45

police force, 11, 79, 98

politics and government

culture of Singapore and, 61–62

judicial reform affected by, 27, 72

in Singapore, 6–7

strategic reform building on stability in, 55–56

Portugal, 66

post-conflict countries, 32n5

pretrial conferences, 54–55

Primary Dispute Resolution Center, 12, 13t, 58n4, 78, 80, 89, 91–92

Prisons Department, 11

productivity issues, xviii, 49

PS21. *See* Public Service for the Twenty-First Century (PS21)

Public Affairs Section, 43–44, 46

public education programs, 43–44, 45, 81–82

Public Service for the Twenty-First Century (PS21), 57

**Q**

qualitative and quantitative benchmarks, 52–53

quality of reformed judicial system, 67–70

**R**

Raffles, Sir Stamford, 6

reform, judicial. *See* judicial reform in Singapore

República Bolivariana de Venezuela, 31n1, 45

Research and Statistics Unit, 46, 52

results. *See* performance and results

revenues of Singapore judicial system, 14, 67t

**S**

SCRIMS. *See* Singapore Case Recording and Case Management System (SCRIMS)

Senge, Peter, 23

- "set-down," 54, 59n9  
*shariyah* court, 11  
 shortages of judges and judicial officers, 15, 35, 49  
 Singapore  
   colonial influence, 6–7, 10, 18n4  
   corruption, lack of, 17, 55–56  
   criminal policy in, 64  
   culture, government, and economy, 5–8, 61–62 (*See also* economy; politics and government)  
   information and communication technology infrastructure, 59n8  
   judiciary (*See* judicial reform in Singapore; judicial system in Singapore)  
 Singapore Academy of Law, 10, 11, 36, 57–58, 99–100  
 Singapore Association of Women Lawyers, 13, 42  
 Singapore Case Recording and Case Management System (SCRIMS), 79  
 Singapore Immigration and Registration., 11  
 Singapore International Arbitration Center, 10, 11, 45, 81, 101–102  
 Singapore Legal Service, 10, 35  
 Singapore Mediation Center, 40, 81, 100–101  
 Singapore National University, Law Faculty, 10, 11, 36, 57–58, 72, 98–99  
 Singapore Police Force, 11, 79, 98  
 small-claims tribunals, 12t, 39, 67, 89, 92  
 South Africa, 42, 45  
 Spain, 66  
 stakeholders. *See* perceptions of stakeholders  
 Strategic Economic Plan (*Towards a Developed Nation*), xvii, 16–17, 55  
 strategies for reform, xix–xxi, 33–59  
   access to judicial services, xx, 41–45  
   administration, xx, 16, 45–48  
   alternative judicial models, xix–xx, 38, 39, 78  
   development of, 33, 34f  
   human resource management, xx–xxi, 48–51  
   importance of, 70  
   information and communication technologies, xxi, 53–55  
   leadership, xix, 34–36  
   management-oriented perspective on, 34  
   networking and partnerships, xxi, 55–58  
   organizational and jurisdictional reforms, xix–xx, 15–16, 37–41  
   performance and results, emphasizing, xxi, 51–53  
 Strengthening Community Links project, 78  
 Subordinate Courts Act, 10, 11, 89  
 subordinate courts in Singapore, 89–93.  
   *See also individual types of court* (e.g., district courts); judicial system in Singapore  
 Supreme Court  
   diversion of cases from, xix  
   judicial reform and, xvi  
   leadership as reform strategy and, xvii, xix, 34–35  
   mediation and alternate dispute resolution, 40  
   new building, construction of, 46  
   officers and employees, 13, 14  
   organization and roles, 11, 87–89, 88f  
   organizational reforms, 37  
 Supreme Court of Judicature Act, 10
- T**
- Thailand, 18n3  
 top-down management, 30, 31  
 "top team." *See* leadership  
 tourist courts, 42  
*Towards a Developed Nation* plan, xvii, 16–17, 55  
 Trade Development Board, 81  
 traffic court, 12t, 77, 89, 91
- U**
- United Arab Emirates, 45  
 United Kingdom  
   common law tradition of, 10, 17–18n3–4  
   evaluative model of dispute resolution in, 39  
   good practices, adopting, 36  
   Singapore as former colony of, 6–7, 10  
 United Nations, 45  
 United Nations Centre for International Crime Prevention, 81  
 United States, 18n3, 31n1, 39, 45, 79  
 Urban Redevelopment Authority, 80
- V**
- Venezuela, República Bolivariana de, 31n1, 45  
 Vietnam, 18n3, 18n4  
 vision, importance of, 23, 34, 78

**W**

- waiting periods, 67, 68–69t  
 Waterman, Robert H., 22–23  
 Wee Chong Jin, 17, 18n5  
 Women's Charter, 38, 39, 78  
 work plans, annual, xviii, 33, 35, 36, 75–82

World Bank, 27, 45

World Intellectual Property Organization  
Arbitration and Mediation Center, 81**Y**

Yong Pung How, xvii, 17, 20, 35, 62