

KM Singapore 2010 Conference

KM Excellence Awards

Presentation by the
Attorney-General's Chambers

16 September 2010

Attorney-General's Chambers

Programme

- Organisational Environment, Mission and Functions
- KM @ AGC
 - Our KM Journey
 - System Architecture
 - Screenshots of KM Portal & Enterprise Search Engine
- Case Study: Crime Cluster (CJD + SPD)
- In a Nutshell: Our KM Strategy
- Enterprise Legal Management System (ELMS)
- Legislation Editing and Authentic Publishing (LEAP)
- Q&A

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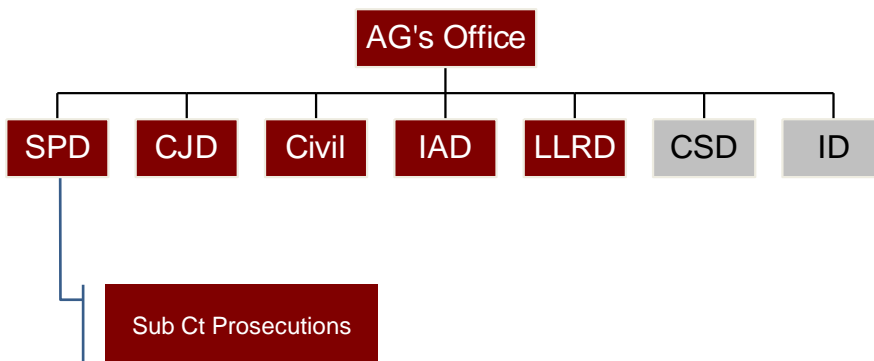
Organisation Environment

□ The AG is a Constitutional Appointment

- ❖ Principal legal advisor to the Government
- ❖ Public Prosecutor
- ❖ Other roles as stipulated by Acts of Parliament
- ❖ Our core business includes, but is not limited to, giving legal advice, conducting prosecutions, drafting legislation and negotiating international agreements

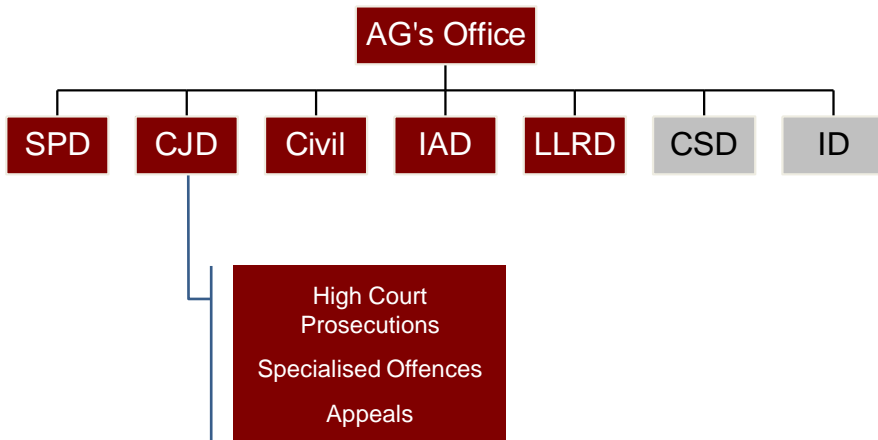
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Organisation Environment



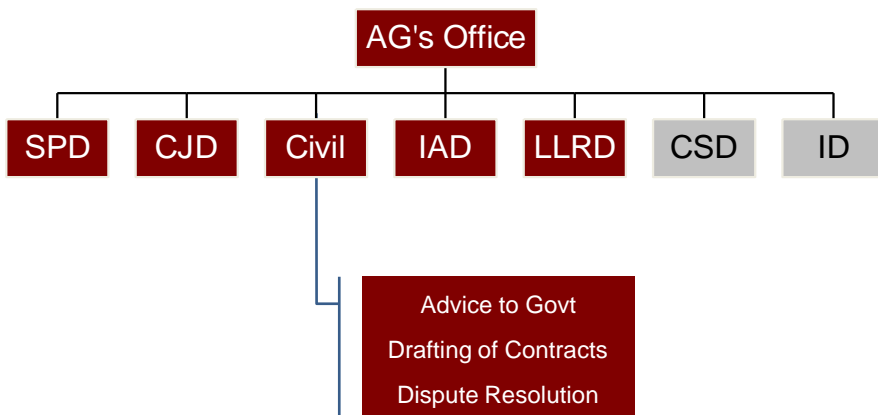
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Organisation Environment



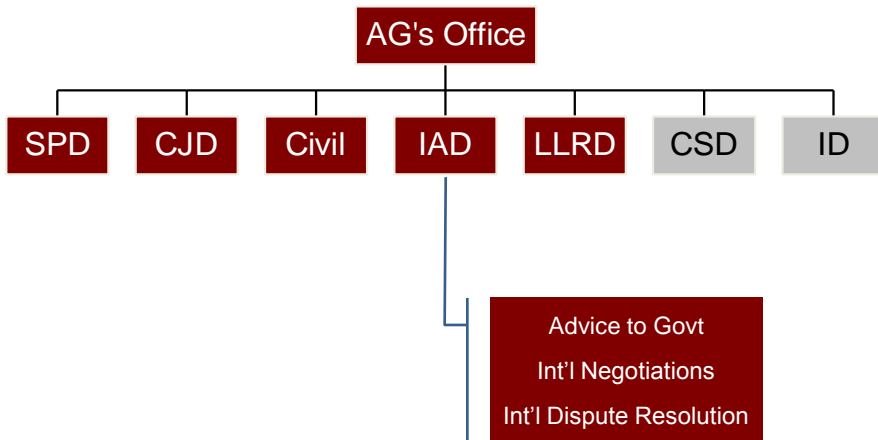
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Organisation Environment



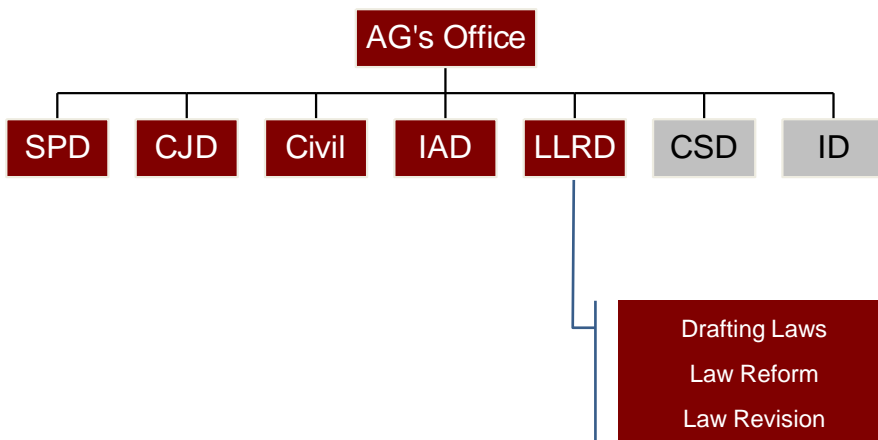
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Organisation Environment



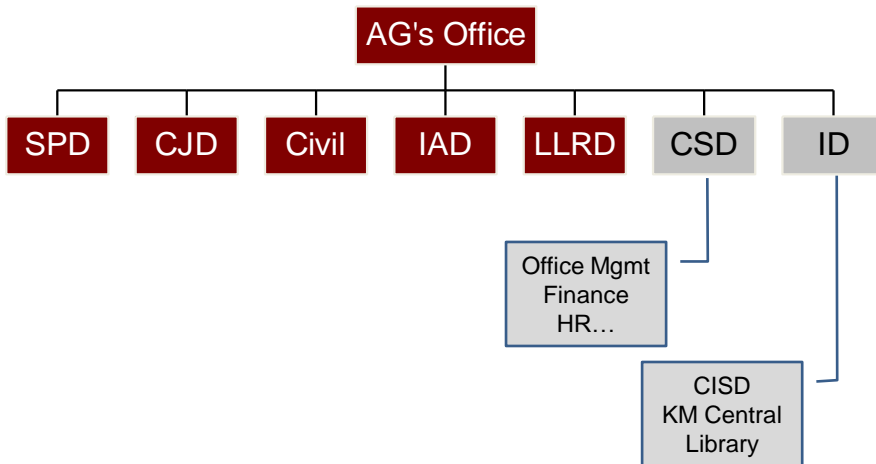
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Organisation Environment



Attorney-General's Chambers

Organisation Environment



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AGC Fundamentals

- ❑ **Vision** - An essential pillar upholding the Rule of Law for a just, harmonious and progressive society
- ❑ **Mission** - To enhance the rule of law and constitutional government in Singapore by providing sound legal advice and assistance in developing a fair and responsive legal system, furthering good public administration and protecting the interest of the state and of the people
- ❑ **Code of Conduct** -
 - ❖ Our Goal - For State and Public Interest
 - ❖ Duties of Legal Officers - People of Honour and Integrity
 - ❖ Professionalism and Excellence - The Best that We Can Be
 - ❖ Personal Conduct - Conduct Beyond Reproach
 - ❖ Esprit de corps - Committed and United

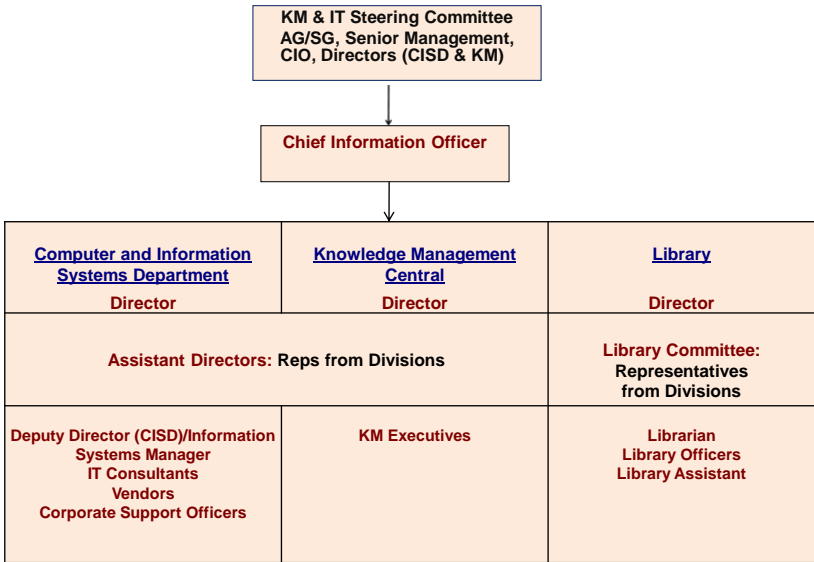
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AGC Fundamentals

- ❑ **Culture** - Our People: a Learning Ethos; Teamwork and Justice
- ❑ **KM Vision** – To develop our human capital and culture of sharing so as to provide quality legal services through the bold, effective, swift and thorough application of knowledge and experience

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Information Division's Organisational Structure



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Brought to you courtesy of the AGC-KM Committee

“Knowledge Management is the current buzz phrase for the idea that **an efficient organisation must know what it knows**, & that if it knows what it knows, it will be able to get the **maximum value** out of such knowledge.”

Chief Justice
(then Attorney-General
Chan Sek Keong)



AGC's Previous State

“Information resides in *multiple repositories and formats*”



“Each division operates as a *silo* not knowing what the others are doing”

“There are instances where multiple divisions *respond to the same request* for advice, resulting in inconsistent advice”

“You may know the final decision that was made, but *how and why* that decision was made may not be apparent”

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How does KM work in AGC? – K-Mining Legal “Jewels”

- **Capture knowledge content**
 - ✓ Explicit content in existing databases and systems or office automation applications
 - ✓ Tacit knowledge in the minds of experienced lawyers
- **Store and organise content**
 - ✓ Accurate, reliable, attributed knowledge content
- **Share content**
 - ✓ Browsing, searching, collaborating, pushing and enhancing content

“...we will have to carefully mine, conserve and nurture our intellectual capital through KM...”

- Solicitor-General, AGC



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Benefits of AGC-KM Project

- ❑ More knowledge sharing
- ❑ Integrated access to multiple databases via S A-G E Portal
- ❑ Preserve AGC's legal jewels for re-use
- ❑ Avoid re-invention
- ❑ Consistent advice
- ❑ Shorten learning curve
- ❑ Improve quality and response time for legal advice

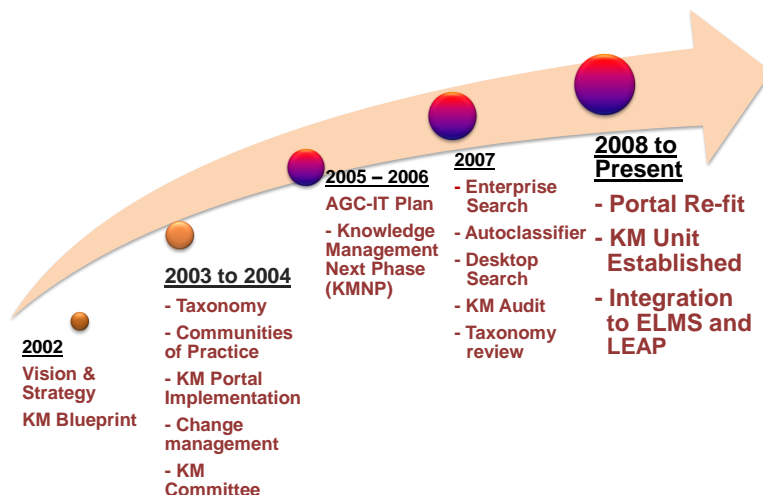
“ Legal knowledge is both the lawyer’s tool and ammunition without which lawyers cannot operate.”

- Solicitor-General, AGC



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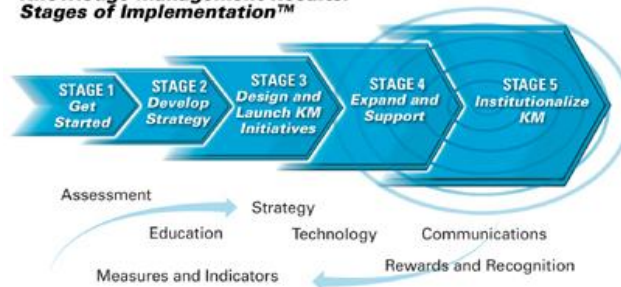
Overview - AGC's KM Journey



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Overview - AGC's KM Journey

APOC's Road Map to Knowledge Management Results: Stages of Implementation™



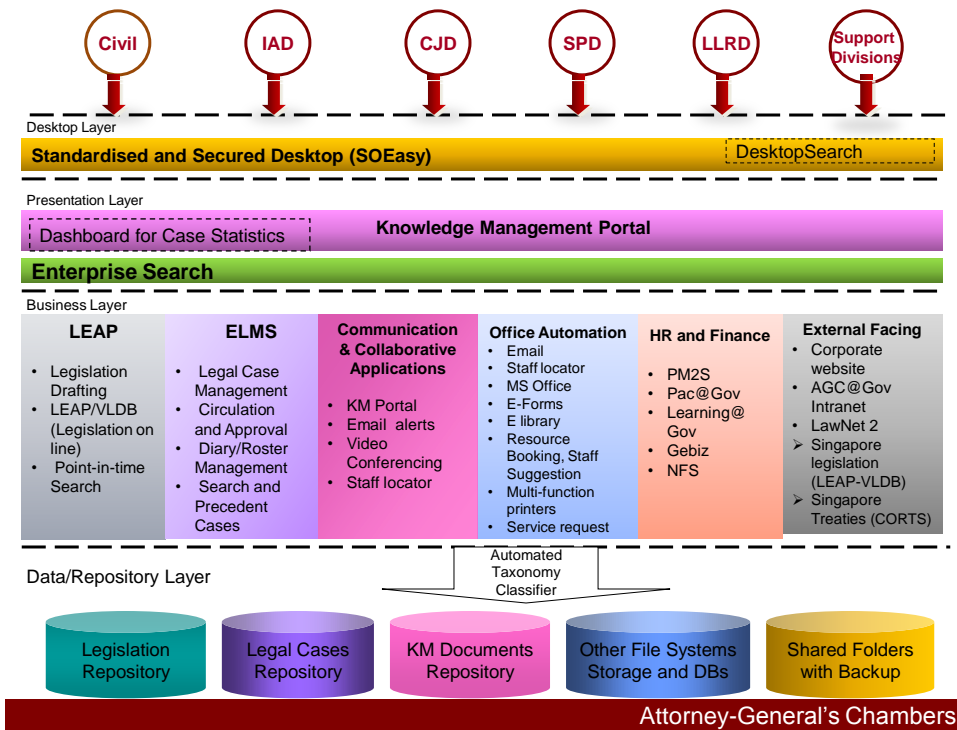
AGC's KM Journey started in 2002, and has moved progressively from Stage 1 of *APOC Roadmap to KM*

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Taxonomy

Individual Divisional Homepages

Personalised Homepage

Legal resources e.g. LawNet, Lexis-Nexis, Westlaw, CORT

Announcements

Message of the day

Newsfeed

One stop login to AGC and Service wide Apps e.g. Pac@Gov, PM2S, Learning@Gov

My Pages Home

Legal Matters Do a Transaction Quick Links Divisional Pages Need Help?

Announcements

Enterprise Search

Staff Locator

My Service Gateway

Enterprise Search

Staff profile database

Recently uploaded documents

Upload of Documents with Auto classification

Spydus Library Catalogue

Announcements

Enterprise Search

Newsfeed - Recent Judgments

Headlines by SLW

Staff Locator

CVIPS Search

Document Upload

Library Online Catalogue

Enterprise Search Engine Key Capabilities

The screenshot shows a search results page for the term 'legislation'. The interface includes a search bar, navigation tabs (Search Preference, Advanced Search, Taxonomy Search, Save Search, Help), and a results list. Callouts point to various features:

- Search within results:** A checkbox option below the search bar.
- Sort by relevance and date:** A dropdown menu in the top right corner.
- Browse via AGC Taxonomy:** A link in the top navigation bar.
- Extract summary and highlight keywords:** A callout pointing to a search result snippet.
- Filter results by apps/repositories:** A callout pointing to the 'Source Navigation' sidebar.
- Display related documents and source:** A callout pointing to the 'Related Documents' sidebar.

At the bottom of the screenshot, a dark red banner contains the text: **Attorney-General's Chambers**

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Crime Cluster: Introduction

- ❑ Knowledge is essential to Crime Cluster work
 - ❖ Legal precedents
 - ❖ Past practice, policies & guidelines

- ❑ Culture of Sharing Knowledge
 - ❖ Need for consistency in exercise of prosecutorial discretion recognised

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Crime Cluster: Introduction

- ❑ KM adapts to organisational change & growth
 - ❖ **Processes** are developed;
 - ❖ Assisted by **technology**;
 - ❖ To foster a **culture** of knowledge management

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Crime Division (before 1998)

- ❑ Organisation smaller in size
 - ❖ Simpler organisational structure
 - ❖ Easy to pass information from person-to-person
- ❑ Focus of KM Processes on:
 - ❖ Ensuring that knowledge was captured and retained
 - To withstand changes in personnel
 - To overcome challenges of dual location

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Criminal Justice Division (1998 onwards)

- ❑ Introduction of specialist directorates
 - ❖ Larger headcount (including APPs)
 - ❖ Narrower focus within specialisations
 - ❖ Rotation between specialisations
- ❑ Focus of KM Processes on:
 - ❖ Capturing specialist knowledge generated
 - ❖ Enabling officers to “hit the ground running”
 - ❖ Ensuring that knowledge continues to be shared across the Division

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Community Spaces

- ❑ Specific portal page for each specialist directorate
- ❑ Meant for storage and organisation of topical reference materials
- ❑ Facilitates discussions and sharing of information
- ❑ Supported by regular directorate meetings

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Crime Cluster (2008 onwards)

- ❑ Division of criminal litigation work between existing CJD and newly-formed State Prosecution Division in 2008
 - ❖ Criminal Justice Division
 - Conduct of trials and appeals in the Supreme Court
 - Prosecution of complex financial crimes and other serious offences in the Subordinate Courts
 - Rendering advice on criminal law and mutual legal assistance
 - ❖ State Prosecution Division
 - Prosecution of criminal offences in the Subordinate Courts (more than 80% of all Crime Cluster prosecutions)

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- ❑ Rapid growth in headcount
- ❑ Change in demographic
- ❑ Impact on KM?
 - ❖ KM – “Survival tool”
 - ❖ KM – Critical component of work process

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Review of SPD's KM Strategy

Knowledge is a
valuable asset

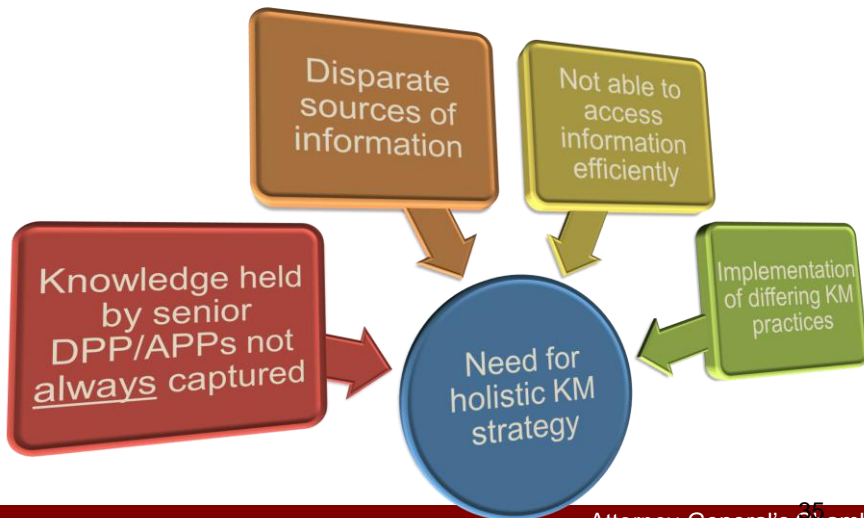
'Silo mentality'
is detrimental

Savings in time
and effort

Bottom-Up review to cater to unique needs of SPD

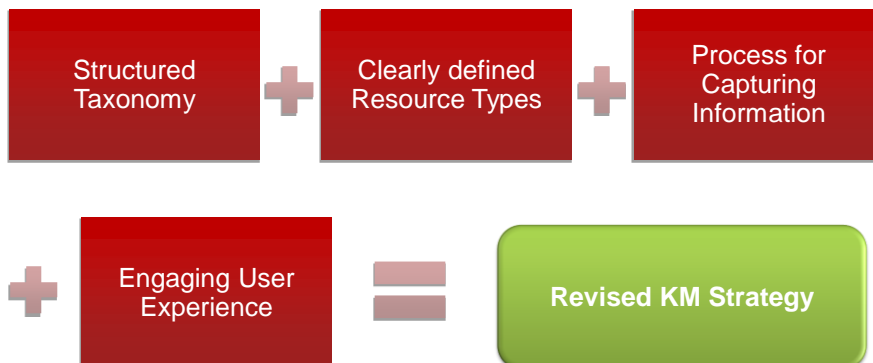
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Areas for concern



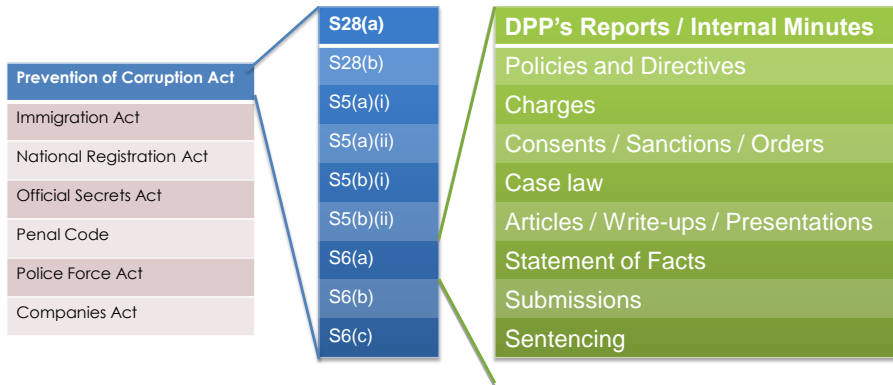
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SPD KM @ a glance



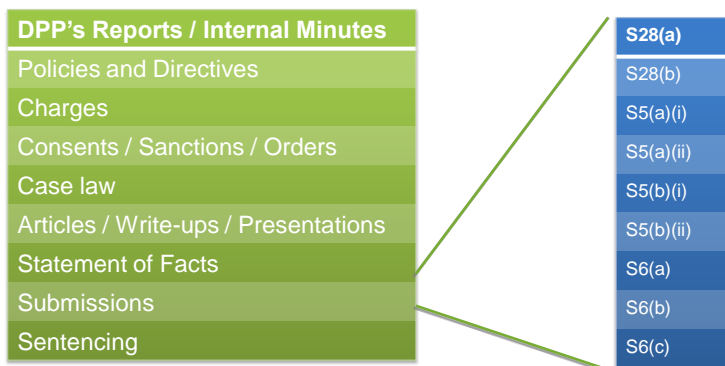
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Our Updated Taxonomy By Offence



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Our Updated Taxonomy By Resource Type



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SPD's KM Processes

- ❑ Ideal KM culture = Spontaneous sharing
- ❑ How to capture/acquire high-quality knowledge created
- ❑ Implemented **standardised process** across Directorates
- ❑ Process has been **integrated** into the normal workflow of concluding cases

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SPD's KM Processes

A **KM Upload Form** to be completed by DPP/APP and attached to every concluded IP

- **Standardized** form across directorates
- **Director endorses** recommendation in form ie. what and whether to upload
- Directorate LE/CSO ensures KM form submitted/endorsed and routes IP to LE in charge of KM for uploading

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SPD KNOWLEDGE MANAGEMENT FORM

This form must be completed and attached to the front cover of the following files:

(a) Concluded Court IPs (PG / Trial)
 (b) Any IP with a fresh internal minute which has been cleared

The purpose of this form is to identify legal information / precedents that are suitable for capture in the SPD Knowledge Management (KMI) system.

(1) Is there information in this IP which should be uploaded?
 Yes No

(2) If yes, which of the following types of information needs to be captured?
 Please tick the relevant boxes: -

<input type="checkbox"/> Submissions <input type="checkbox"/> Internal Minutes <input type="checkbox"/> Sentencing Tables <input type="checkbox"/> Charges (with present value) <input type="checkbox"/> Statement of Facts (with present value) <input type="checkbox"/> Consents / Sanctions / Orders etc <input type="checkbox"/> Circulars arising from the case <input type="checkbox"/> Media Reports <input type="checkbox"/> Caselaw / Research materials	Offices involved - 1) _____ 2) _____ 3) _____ Issues of evidence / procedure involved #E:EA:1:1099C 1) _____ 2) _____ 3) _____
---	--

(3) Additional Comments (if any):

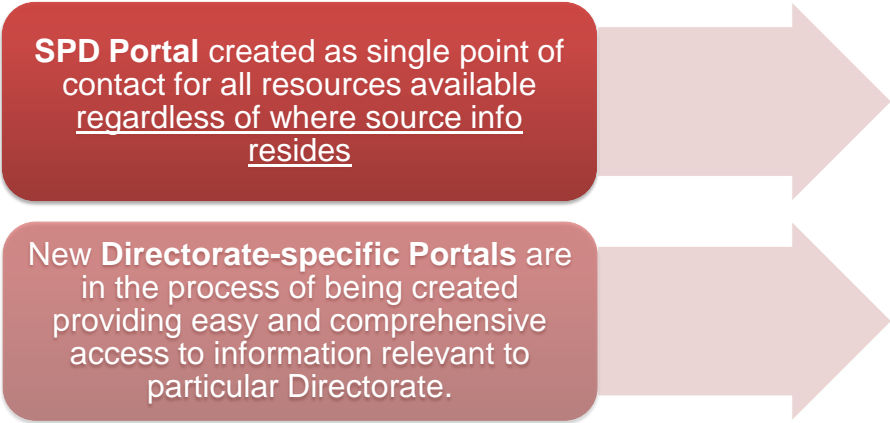
(4) Signatures of Prosecutor and Director (even if answer to question 1 is NO)

Submitted by:	Endorsed by:
_____ Prosecutor	_____ Director

(5) If answer to Question 1 is YES


Submitted to SPD KMI Committee by:	Uploaded by:
_____ LE / CSO	_____ LE / CSO

The user experience



Beyond I.T.

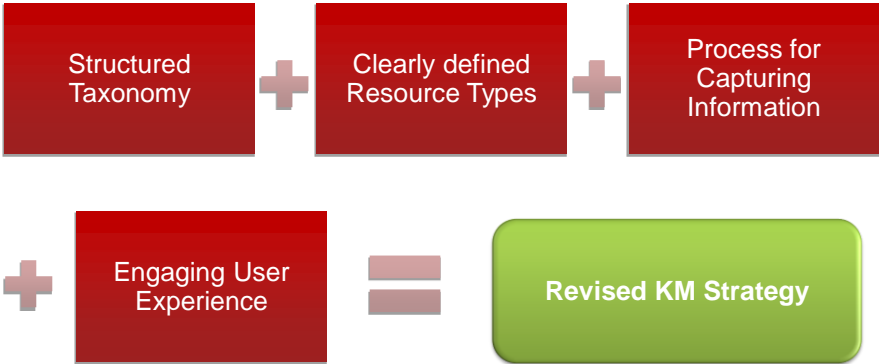
 **In-House Training Sessions**

 **Induction and Mentoring Scheme**

 **Goalkeeping & Buddy System**

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SPD KM @ a glance



Now For A Demonstration...

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Windows Internet Explorer - Edit Directory

http://agcapp11/portal/server.pk?open=17&objID=30618&DirMode=2&parentname=Dir&parentid=18&mode=2&in_hi_userid

File Edit View Favorites Tools Help

Our Resources Legal Matters Do a Transaction Quick Links Divisional Pages Need Help?

AGC Taxonomy : Resource Types : Crime Cluster : Legal Resources

Subfolders in "Legal Resources" (Edit Mode)

Submit Document.

Folder Name
<input type="checkbox"/> Children & Young Persons' Act
<input type="checkbox"/> Common Gaming Houses Act
<input type="checkbox"/> Companies Act (Cap. 50)
<input type="checkbox"/> Computer Misuse Act
<input type="checkbox"/> Copyright Act
<input type="checkbox"/> Enlistment Act
<input type="checkbox"/> Films Act
<input type="checkbox"/> Immigration Act (Cap. 133)
<input type="checkbox"/> Miscellaneous Offences Act
<input type="checkbox"/> Misuse of Drugs Act
<input type="checkbox"/> Moneylenders' Act (Repealed)
<input type="checkbox"/> Moneylenders' Act 2008
<input type="checkbox"/> Motor Vehicles (Third-Party Risks and Compensation) Act
<input type="checkbox"/> National Registration Act (Cap. 201)
<input type="checkbox"/> Official Secrets Act
<input type="checkbox"/> Penal Code
<input type="checkbox"/> Police Force Act (Cap. 235)

Windows Internet Explorer - Edit Directory

http://agcapp11/portal/server.pk?open=17&objID=30648&DirMode=2&parentname=Dir&parentid=14&mode=2&in_hi_userid

File Edit View Favorites Tools Help

My Home Welcome, Sanjiv VASWANI My Account Log Off Help Portal Simple Search: Everywhere

My Pages My Communities Directory Administration

Our Resources Legal Matters Do a Transaction Quick Links Divisional Pages Need Help?

AGC Taxonomy : Resource Types : Crime Cluster : Legal Resources : Penal Code

Subfolders in "Penal Code" (Edit Mode)

Submit Document.

Folder Name
<input type="checkbox"/> Causing death
<input type="checkbox"/> Cheating offences
<input type="checkbox"/> Hurt
<input type="checkbox"/> Hurt to public servants
<input type="checkbox"/> Property offences
<input type="checkbox"/> Public Order Offences
<input type="checkbox"/> s 182
<input type="checkbox"/> s 204A
<input type="checkbox"/> s 204B
<input type="checkbox"/> s 427
<input type="checkbox"/> s 506 PC
<input type="checkbox"/> Sexual offences

Documents in "Penal Code"

Windows Internet Explorer - Edit Directory

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File Edit View Favorites Tools Help

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SAGE ELMS

Our Resources Legal Matters Do a Transaction Quick Links Divisional Pages Need Help?

AGC Taxonomy : Resource Types : Crime Cluster : Legal Resources : Penal Code : Causing death

Subfolders in "Causing death" (Edit Mode)

Submit Document.

Folder Name
<input type="checkbox"/> s 304A(a)
<input type="checkbox"/> s 304A(b)

Documents in "Causing death"

View items: 0 to 0 >>

This folder does not contain any items.

Best viewed using MS Internet Explorer 6.0, with 1024*768 screen resolution.

Windows Internet Explorer - Edit Directory

http://agcapp11/portal/server.pk?open=17&objID=3096&DirMode=2&parentname=Dir&parentid=14&mode=2&in_hi_userid=...

File Edit View Favorites Tools Help

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SAGE ELMS

Our Resources Legal Matters Do a Transaction Quick Links Divisional Pages Need Help?

AGC Taxonomy : Resource Types : Crime Cluster : Legal Resources : Penal Code : Causing death : s 304A(b)

Subfolders in "s 304A(b)" (Edit Mode)

Submit Document.

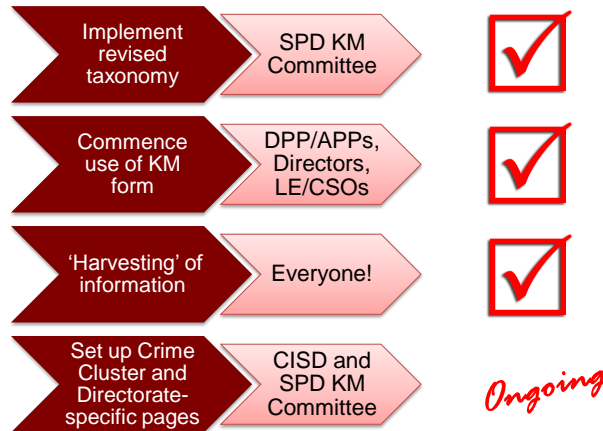
Folder Name
<input type="checkbox"/> [Template] Charges
<input type="checkbox"/> [Template] Consents/ Sanctions / Orders
<input type="checkbox"/> [Template] Statement of Facts
<input type="checkbox"/> Articles / Write-ups / Presentations
<input type="checkbox"/> Case Law
<input type="checkbox"/> Internal Minutes
<input type="checkbox"/> MA Case Reports
<input type="checkbox"/> Policies & Directives
<input type="checkbox"/> Sentencing
<input type="checkbox"/> Submissions

Documents in "s 304A(b)"

View items: 0 to 0 >>

This folder does not contain any items.

SPD's KM Process Thus Far ...



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In a
Nutshell

Our KM Strategy

Challenges identified:

- Specialisation may lead to silos
- Security of information
- Capture of tacit knowledge
- Time required to capture knowledge

Multi-Pronged Strategy:

Processes + Technology → Culture

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In a
Nutshell

Processes

Various Work Processes Developed

- Circulation Process
- Documentation and AARs
- Regular Meetings
- Not one-size-fits-all
- Tailored to specific needs of Divisions

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In a
Nutshell

Technology

Not an ends in itself

Used as an enabler

All products have their limitations

Constantly changing

Key systems include:

KM Portal

ELMS

LEAP (forthcoming)

Electronic, commercial databases/services

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In a
Nutshell

Culture

- Ongoing efforts to acculturalise KM
- KM vision is frequently articulated
- Strong support by management
- Relentless efforts to ensure buy-in
- Quid pro quo: dividends must be seen by everyone

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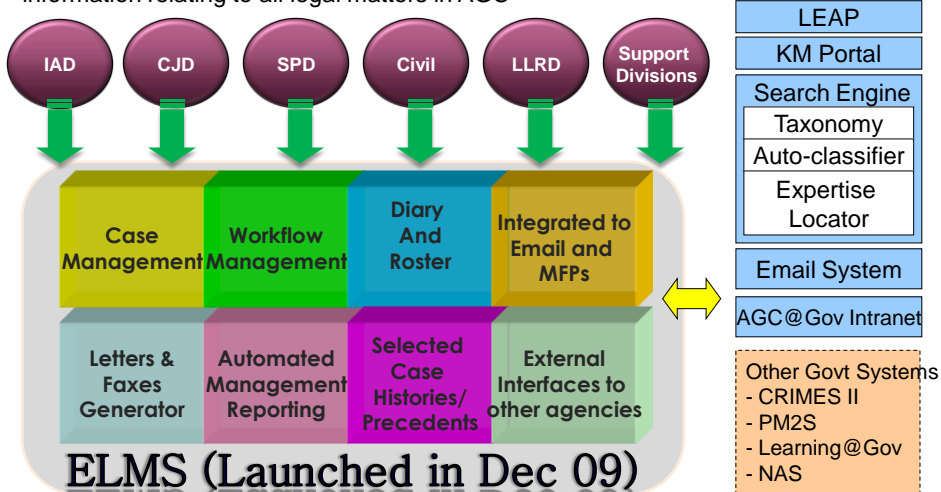
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Enterprise Legal Management System (ELMS)

Implement a single collaborative system with an integrated electronic view of information relating to all legal matters in AGC



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LEAP (coming soon...)

- ❑ to replace existing database of Singapore legislation known as VLDB
- ❑ electronically manage entire life-cycle of legislation from document creation to record publishing within intuitive drafting environment
- ❑ improved versioning and search features
- ❑ in the future – contemporaneous delivery of authoritative copies of Singapore legislation online

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Concluding Points

- ❑ Our **processes** are assisted by **technology** to foster a **culture** of Knowledge Management
- ❑ Efforts are customised to specific needs of each Division but under similar overarching framework
- ❑ **The Journey Continues**...more collaboration, pushing out content, sharing and implementation of best practices ...

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THANK YOU

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