KM Singapore 2010 Conference
KM Excellence Awards

Presentation by the
Attorney-General’s Chambers

16 September 2010

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
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
Organisation Environment

AG's Office

SPD  CJD  Civil  IAD  LLRD  CSD  ID

Advice to Govt
Int'l Negotiations
Int'l Dispute Resolution

Attorney-General's Chambers

Organisation Environment

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Drafting Laws
Law Reform
Law Revision

Attorney-General's Chambers
AG's Office

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
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

Information Division’s Organisational Structure
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"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”

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
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

Overview - AGC’s KM Journey

2002
- Vision & Strategy
- KM Blueprint

2003 to 2004
- Taxonomy
- Communities of Practice
- KM Portal Implementation
- Change management
- KM Committee

2005 – 2006
- AGC-IT Plan
- Knowledge Management Next Phase (KMN)

2007
- Enterprise Search
- Autoclassifier
- Desktop Search
- KM Audit
- Taxonomy review

2008 to Present
- Portal Re-fit
- KM Unit Established
- Integration to ELMS and LEAP

Attorney-General’s Chambers
AGC’s KM Journey started in 2002, and has moved progressively from Stage 1 of APQC Roadmap to KM.

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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

Taxonomy

Individual Divisional Homepages

Personalised Homepage

Enterprise Search

Staff profile database

Recently uploaded documents

Upload of Documents with Auto classification

Spydus Library Catalogue
Enterprise Search Engine

Key Capabilities

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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

Crime Cluster: Introduction

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

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
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

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

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
Areas for concern

- Disparate sources of information
- Not able to access information efficiently
- Knowledge held by senior DPP/APPs not always captured

Need for holistic KM strategy

SPD KM @ a glance

- Structured Taxonomy
- Clearly defined Resource Types
- Process for Capturing Information
- Engaging User Experience
- Revised KM Strategy
Our Updated Taxonomy
By Offence

Prevention of Corruption Act
Immigration Act
National Registration Act
Official Secrets Act
Penal Code
Police Force Act
Companies Act

DPP's Reports / Internal Minutes
Policies and Directives
Charges
Consents / Sanctions / Orders
Case law
Articles / Write-ups / Presentations
Statement of Facts
Submissions
Sentencing

Our Updated Taxonomy
By Resource Type

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Attorney-General's Chambers
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

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 i.e. what and whether to upload
- Directorate LE/CSO ensures KM form submitted/endorsed and routes IP to LE in charge of KM for uploading
The user experience

**SPD Portal** created as single point of contact for all resources available regardless of where source info resides

New Directorate-specific Portals are in the process of being created providing easy and comprehensive access to information relevant to particular Directorate.
Beyond I.T.

In-House Training Sessions

Induction and Mentoring Scheme

Goalkeeping & Buddy System

SPD KM @ a glance

Structured Taxonomy + Clearly defined Resource Types + Process for Capturing Information

Engaging User Experience = Revised KM Strategy

Now For A Demonstration…
Ag according to the Attorney-General’s Chambers, DEF has delegated its powers to DEF and DEF's subordinate agencies to enforce various statutes. Please refer to the link below for the DEF Circular issued on the subject matter.

[DEF Circular Link]

DEF's powers and duties are defined in the various statutes. Please refer to the DEF Circular issued on the subject matter for further details.

[DEF Circular Link]

DEF Forum will be held on 11 June 20XX.

[Forum Link]

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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

Processes

Various Work Processes Developed

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

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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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 …

THANK YOU