Elevate your practice with L·I·F·T·E·D

Singapore Academy of Law's Legal Industry Framework for Training & Education
“I believe that the caution not to become transfixed with past or present ways of doing things is as much applicable to lawyers and law schools as it is to anyone else. I think we must not “miss the future”; rather, we must choose instead to be equipped so that we might meet it successfully.”

THE HONOURABLE THE CHIEF JUSTICE SUNDARESH MENON
PRESIDENT, SINGAPORE ACADEMY OF LAW
The Legal Industry Framework for Training and Education (‘LIFTED’) is a professional learning and development initiative by the Singapore Academy of Law (‘SAL’).

This planner is a tool to help you identify your learning needs and the solutions for you to meet those learning needs … not just for the practice of the law as it has been or is, but for what it might and can be in the future.

LIFTED helps you identify:

<table>
<thead>
<tr>
<th>WHO</th>
<th>you are as a learner in terms of your job role and career progression.</th>
</tr>
</thead>
<tbody>
<tr>
<td>WHY</td>
<td>you need to achieve certain standards of performance.</td>
</tr>
<tr>
<td>WHAT</td>
<td>you need to know, do and be at each level of job role.</td>
</tr>
<tr>
<td>HOW WHEN WHERE</td>
<td>you can undertake the learning you need to advance in your job role or transition to another within the legal industry.</td>
</tr>
</tbody>
</table>

The LIFTED frameworks are being developed in phases, working with key stakeholders such as The Law Society of Singapore, Singapore Corporate Counsel Association, and Institutes of Higher Education.

When completed, there will be three LIFTED verticals: Legal Practitioners, In-House Counsel, and Legal Support.

We have included an infographic on the Legal Support vertical as an insert, and will release the others as they are developed over the course of 2017-2018.

For more detailed materials on LIFTED, please visit www.LIFTED.sg
Set out below is a simple six-step process with relevant page numbers, to enable you to make the best use of this planner.

**Step 1:** Appreciate what your learning preferences are and how to manage them effectively (p. 3)

**Step 2:** Use the simple learning needs questionnaire to reflect on your learning needs (p. 4-5)

**Step 3:** Select learning solutions which meet your needs (p. 5-6)

**Step 4:** Check whether there is eligible funding to subsidise the learning you wish to undertake (p. 7)

**Step 5:** Register for the relevant programmes via www.sal-e.org.sg (p. 7)

**Step 6:** Learn actively from a range of other SAL resources (p. 8)
What learner type are you?

Being aware of your learning preferences and dispositions enables you to adopt appropriate strategies for making the most of your learning experience. Which of these sound like you?

**Visual**

“I see what you mean!”
You prefer visual representations of information, concepts, processes etc.

**Tip:** Choose learning programmes which involve handouts, videos, posters, diagrams, presentation slides and other visual aids. Facilitate your own learning by drawing mind-maps and taking notes using coloured pens to heighten visual interest.

**Auditory**

“I hear it loud and clear!”
You benefit from what you hear and verbalise.

**Tip:** Use active listening techniques and participate actively in discussion, debate or Q&A. Instead of taking verbatim written notes, try dictating summary notes after, or recount the activity and what you learnt to an interested friend or colleague.

**Read-Write**

“I note the point!”
You benefit from written words in the form of detailed textual handouts and readings.

**Tip:** Take verbatim notes during learning, for review later. Documenting non-verbal thoughts and verbal expressions in writing may also facilitate understanding and retention of learning.

**Kinaesthetic**

“I just do it!”
You prefer learning through lived experiences.

**Tip:** Choose experiential learning involving role play, simulations, hands-on activities and being mentored. When undertaking other types of learning, try associating the content with real-life situations you have encountered, as an aide-memoire.

**Caution:**
Learning styles are not diagnostic or prescriptive. In fact, it has been observed that a learning style or preference may be a learning handicap if it is a sole way that learning takes place.

**Remember:**
It is important to seek a balance between pursuing learning that engages because it is familiar, and learning that challenges you to step outside of your comfort zone and learn in new ways.
Your learning needs

Reflect on your learning needs using the following guide to identify gaps in your capabilities or opportunities for higher-level professional development.

The text in **RED** provides an illustration. Visit [www.LIFTED.sg](http://www.LIFTED.sg) to use an automated form of this tool.

### WHO

**Who am I as a learner in terms of my job role?**
Tick one.

**Tip:** No dedicated vertical for your role? Select the one that is closest to the nature of your work for some learning possibilities.

<table>
<thead>
<tr>
<th>Tick one</th>
<th>LIFTED Vertical</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓</td>
<td>Legal Practitioner</td>
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<tr>
<td></td>
<td>In-house Counsel</td>
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<tr>
<td></td>
<td>Legal Support</td>
</tr>
</tbody>
</table>

### WHY

**Why am I seeking to undertake learning?**
Rank three reasons, ‘1’ being most immediate.

**Tip:** Reading key publications on subjects of interest can add to your level of understanding and enhance your face-to-face learning experience. Visit Journals Online and LawNet for some options.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Need</th>
<th>Format</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Acquire baseline skills</td>
<td>Workshops</td>
<td>Foundational</td>
</tr>
<tr>
<td></td>
<td>Develop higher-level skills</td>
<td>Workshops</td>
<td>Intermediate</td>
</tr>
<tr>
<td>2</td>
<td>Master advanced skills</td>
<td>Workshops</td>
<td>Advanced</td>
</tr>
<tr>
<td>3</td>
<td>Establish a functional understanding of various subjects</td>
<td>Lectures/</td>
<td>Foundational/</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Seminars</td>
<td>Intermediate</td>
</tr>
<tr>
<td>2</td>
<td>Deepen my understanding of various subjects</td>
<td>Seminars/</td>
<td>Advanced</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Roundtables</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Obtain a quick update on latest developments in a specific area of my</td>
<td>Seminars/</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lectures/</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>e-Learning</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Update</td>
<td></td>
</tr>
</tbody>
</table>
### WHAT

**What areas of learning are my focus?**

Match each ranked need to the corresponding focus of learning.

**Tip:** Already specialising in a particular area? Find out more about SAL’s Specialist Accreditation Scheme, also being implemented in phases at the following website: [http://www.sal.org.sg/accreditation](http://www.sal.org.sg/accreditation)

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#### Vertical & Category

<table>
<thead>
<tr>
<th>Rank</th>
<th>Focus</th>
<th>Vertical &amp; Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Legal domain</strong></td>
<td>Blackletter law; traditional legal skills such as drafting, advocacy, negotiation, alternative dispute resolution, problem identification, evaluation and resolution; regulatory and governance requirements; legal processes, procedures, formalities and precedents etc.</td>
</tr>
<tr>
<td>1</td>
<td><strong>Technology domain</strong></td>
<td>The application of technology in areas such as legal and general research, information management, data analytics, practice management, knowledge management, workplace productivity; and technology innovations having an impact on the provision of legal services and access to justice etc.</td>
</tr>
<tr>
<td>3</td>
<td><strong>Interpersonal domain</strong></td>
<td>Written and verbal communication best practices; strategies for working in teams across disciplines and cultures; managing professional relationships and interactions with internal and external parties; familiarity with the jargon and communication formalities of the legal industry; appropriate communication styles for different recipients and contexts etc.</td>
</tr>
<tr>
<td>4</td>
<td><strong>Intrapersonal domain</strong></td>
<td>Reflective strategies for building self-awareness to understand professional strengths and limitations; managing work-life challenges to sustain professional well-being; best practices for effective work planning, time and resource management; adapting to change; personal branding etc.</td>
</tr>
<tr>
<td>5</td>
<td><strong>Complementary domain</strong></td>
<td>Generic financial literacy; business acumen and development; leadership and management; resource planning; administrative skills and processes; project management; strategic planning; risk management and compliance etc.</td>
</tr>
<tr>
<td>6</td>
<td><strong>Ethical domain</strong></td>
<td>Capacity to deal with ethically ambiguous situations through the exercise of sound judgment and professional conduct; and opportunities to engage with professional mentors and develop an intra-profession network etc.</td>
</tr>
<tr>
<td>7</td>
<td><strong>Specialist domain</strong></td>
<td>Niche areas of substantive legal or legal support work by practice area, industry, or technical expertise e.g. family practice, OTC derivatives documentation, building and construction practice, e-discovery and litigation support, corporate secretarial support etc.</td>
</tr>
</tbody>
</table>

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### 3 Find learning programmes

Consolidate your responses in the following table for your LIFTED Learning Key.

Then, match this criteria to available SAL and partner programmes in the SAL Learning Calendar (see insert sheet) to meet your specific learning needs!

**Caution:** This tool is not a prescription for your learning. Rather, it is a way for you to actively direct your own professional development through reflection on your aims and the available means.
Learning holistically doesn’t have to be difficult. We have curated a range of SAL learning programmes and publications, and other resources, to meet your learning needs for the year.

To find out more about these packages, please e-mail enquiries@sal.org.sg or visit www.sal-e.org.sg. Terms and conditions apply.

### For the Small Law Firm

**Fully transferable within the firm so that there is something for everyone**

**Essentials:**
- 4 Small Law Firm seminars
- 1 Practical Technology workshop
- 1 *Legal Profession (Professional Conduct) Rules 2015: A Commentary* by Professor Jeffrey Pinsler SC

**Add ons:**
- 1 SAL Conference
- 1 Legal Support Fundamentals workshop

**$321.00**

**Save up to 70%**

**$588.50**

**Save up to 45%**

Use your SAL Credit Dollars on both for additional savings!

### For the Corporate/Commercial legal professional

**Your holistic learning for the year**

- 1 SAL Conference
- 1 Transactional Lawyering Essentials workshop OR
- 1 Data Protection series workshop
- 1 *Legal Profession (Professional Conduct) Rules 2015: A Commentary* by Professor Jeffrey Pinsler SC

**$1,658.50**

**Save up to 35%**

Use your SAL Credit Dollars for additional savings!

### For the Criminal Litigation lawyer

**Essentials to keep you updated**

- 1 SAL Conference
- 1 Practice Insights seminar
- 1 Practical Technology workshop
- 1 *Legal Profession (Professional Conduct) Rules 2015: A Commentary* by Professor Jeffrey Pinsler SC

**$1,037.90**

**Save up to 30%**

Use your SAL Credit Dollars for additional savings!
Check out the following to help you fund your ongoing professional training and education, then register for our programmes:

**SAL-e**

- Online: [www.sal-e.org.sg](http://www.sal-e.org.sg)
- Email: lcs@sal.org.sg

**SAL Credit Dollars (C$)**

To encourage SAL members to engage in continuing legal education and upgrade their legal knowledge, each SAL member will receive 35 C$ per year upon payment of their SAL annual subscription. Members may use C$ to register for places in SAL conferences, seminars, workshops; or to acquire books, journals and other publications by SAL.

- For further assistance, email enquiries@sal.org.sg
- Terms and conditions apply.

**SkillsFuture Credit and Awards**

The SkillsFuture initiative is the most recent national effort to support Singaporeans in developing themselves to their fullest potential, attaining mastery of skills in their chosen career, through lifelong learning. Singaporeans aged 25 years and above can apply the SkillsFuture Credit which they have towards SAL programmes which are SkillsFuture eligible as indicated on [www.sal-e.org.sg](http://www.sal-e.org.sg). SkillsFuture Awards can also be applied for subject to eligibility. For more information, please visit the links below:

- For SkillsFuture Credit: [http://www.skillsfuture.sg/credit](http://www.skillsfuture.sg/credit)

**WSQ Programmes**

SAL is an Approved Training Organisation (ATO) for Business Management framework programmes under the Singapore Workforce Skills Qualifications (WSQ) system. The WSQ system is designed to be practical, accessible and affordable, enabling each individual to take charge of his/her own career and advancement. It also allows employers to access and maintain a skilled workforce, thus enhancing their competitive edge and advancing their businesses. Programmes which we run which are WSQ-certified will be identified as such. For more information, please visit the links below:


**Others**

From time to time, SAL programmes will tap into other funding schemes which are relevant to the specific programme in question. Details of this will be available in the programme information found on [www.sal-e.org.sg](http://www.sal-e.org.sg)
The following learning and knowledge resources are also by the Singapore Academy of Law (‘SAL’):

**e-Lex**

E-Lex is a free-to-access, on-demand portal of curated and commissioned legal education videos. With e-Lex, private CPD points are just a click away and free! Just look for the ‘CPD’ tag which indicates whether a video is eligible. Visit [www.e-Lex.sg](http://www.e-Lex.sg) or access the site via [www.LIFTED.sg](http://www.LIFTED.sg) — anytime, anywhere.

**ed:VANTAGE**

The quarterly eNewsletter ed:VANTAGE is dedicated to raising awareness of the learning innovations and opportunities available to the legal community. Each issue features curated and bespoke articles and other resources from diverse contributors. You can access archived copies of ed:VANTAGE at [www.LIFTED.sg](http://www.LIFTED.sg).

**Journals Online by Academy Publishing**

Journals Online provides instant access to all journals and magazine content published by the Singapore Academy of Law. Journals Online is available at [http://journalsonline.academypublishing.org.sg/](http://journalsonline.academypublishing.org.sg/).

**LawNet and LawNet Premium**

LawNet is a subscription portal that caters to the research and legal information needs of the legal community. Since its inception in 1990, [www.lawnet.com.sg](http://www.lawnet.com.sg) has grown in leaps and bounds, adding information, applications and databases to suit the evolving needs of legal practitioners, corporate counsel, paralegals, law academics and law students. Visit [https://www.lawnet.sg](https://www.lawnet.sg).

**Singapore Law Watch**

Singapore Law Watch is a free daily legal news service for the law community in Singapore and abroad. We feature the latest Singapore law headlines, judgments, case highlights, legislation as well as a current listing of seminars and publications. Visit [http://www.singaporelawwatch.sg/](http://www.singaporelawwatch.sg/).

**Singapore Legal History**

Through its Legal Heritage Committee, SAL has an active programme to document and showcase Singapore’s legal heritage. Our legal heritage work is carried out through the following projects: Oral History; Legal Heritage Database; Exhibitions; Heritage Publications; Old Supreme Court App. Visit [http://www.singaporelegalhistory.org/](http://www.singaporelegalhistory.org/) and download the App from iTunes or Google Play Store.
“The repute and relevance of Singapore’s legal services industry depends on the excellence and innovation of the men and women who are its legal professionals and support roles. SAL is committed to supporting each of you in your professional learning journey. We hope that our programmes inspire you to learn actively and fulfillingly.”

SERENE WEE
CHIEF EXECUTIVE, SINGAPORE ACADEMY OF LAW
## SAL Learning Programmes 2017

<table>
<thead>
<tr>
<th>What</th>
<th>How</th>
<th>How Much</th>
<th>When</th>
<th>Where</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Conferences</strong></td>
<td></td>
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<tr>
<td>1</td>
<td>W</td>
<td>C</td>
<td>Can</td>
<td>Medico-Legal Forum (registration by session also available)</td>
</tr>
<tr>
<td>2</td>
<td>W</td>
<td>C</td>
<td>Can</td>
<td>Competition Conference</td>
</tr>
<tr>
<td>3</td>
<td>W</td>
<td>C</td>
<td>Can</td>
<td>Trusts &amp; Wealth Symposium</td>
</tr>
<tr>
<td>4</td>
<td>W</td>
<td>C</td>
<td>Can</td>
<td>Sentencing Conference</td>
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<tr>
<td><strong>Seminars</strong></td>
<td></td>
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</tr>
<tr>
<td>1</td>
<td>S</td>
<td>Int</td>
<td>Financial Crime 201</td>
<td>171.20</td>
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<tr>
<td>2</td>
<td>S</td>
<td>Int</td>
<td>Civil Procedure</td>
<td>128.40</td>
</tr>
<tr>
<td>3</td>
<td>S</td>
<td>Int</td>
<td>Criminal Law</td>
<td>128.40</td>
</tr>
<tr>
<td>4</td>
<td>S</td>
<td>Int</td>
<td>Family Law</td>
<td>128.40</td>
</tr>
<tr>
<td>5</td>
<td>S</td>
<td>Int</td>
<td>Tort Law</td>
<td>128.40</td>
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<tr>
<td><strong>Practice Insights Series</strong></td>
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<tr>
<td>1</td>
<td>S</td>
<td>Int</td>
<td>Technology-Enabled Legal Productivity Solutions</td>
<td>Free</td>
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<td><strong>Small Firms Series</strong></td>
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<tr>
<td>1</td>
<td>S</td>
<td>Fou</td>
<td>Finance for Legal Professionals</td>
<td>858.00</td>
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<td><strong>Lectures</strong></td>
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</tr>
<tr>
<td>1</td>
<td>L</td>
<td>Can</td>
<td>SAL Annual Lecture</td>
<td>Free</td>
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<tr>
<td><strong>Workshops</strong></td>
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<tr>
<td>1</td>
<td>W</td>
<td>Fou</td>
<td>Litigation for Users</td>
<td>642.00</td>
</tr>
<tr>
<td>2</td>
<td>W</td>
<td>Fou</td>
<td>Litigation for Cause Book Search</td>
<td>214.00</td>
</tr>
<tr>
<td>3</td>
<td>W</td>
<td>Fou</td>
<td>Litigation for Administrators</td>
<td>214.00</td>
</tr>
<tr>
<td>4</td>
<td>W</td>
<td>Fou</td>
<td>Litigation for Family</td>
<td>214.00</td>
</tr>
<tr>
<td>5</td>
<td>W</td>
<td>Fou</td>
<td>Litigation for Probat</td>
<td>214.00</td>
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<tr>
<td><strong>Data Protection Series</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>1</td>
<td>W</td>
<td>Fou</td>
<td>Fundamentals of the Personal Data Protection Act, updated</td>
<td>556.40</td>
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<tr>
<td>2</td>
<td>W</td>
<td>Int</td>
<td>Practical Analysis of the PDPA Policies</td>
<td>1,496.00</td>
</tr>
<tr>
<td>3</td>
<td>W</td>
<td>Int</td>
<td>Conducting a Personal Data Audit</td>
<td>1,496.00</td>
</tr>
</tbody>
</table>

### LIFTED Key

#### Legal Practitioner
1. Technical Lawyering
2. Technology Affinities
3. Intrapersonal Effectiveness
4. Intrapersonal Intelligence
5. Leadership, Business & Strategy
6. Ethics & Professionalism
7. Specialisms
8. Others

#### In-House Counsel
1. Legal Advisory
2. Technology Affinities
3. Intrapersonal Effectiveness
4. Intrapersonal Intelligence
5. Leadership, Business & Strategy
6. Ethics, Governance & Compliance
7. Specialisms
8. Others

#### Legal Support
1. Legal Operations
2. Technology & Information
3. Administration & Problem-solving
4. Communication & Teamwork
5. Professionalism & Service
6. Specialisms
7. Others

#### Funding
- **Foundation**
  - Conference: SF SkillsFuture Credit
- **Intermediate**
  - Seminar: SFA SkillsFuture Study Award
- **Advanced**
  - Lecture: C$ SAL Credit Dollars
- **General**
  - Workshop: WSQ Workforce Skills
  - Roundtable: Qualification subsidies

### Disclaimer
While the information above is accurate at the time of publication, it may be subject to change. SAL reserves the right to amend, update, make other changes to the details of the above programmes at its sole discretion.

For up-to-date information, please refer to the programme details on www.silecpdcentre.sg and the details contained in your pre-programme registration confirmation email. Registration terms and conditions apply.

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**Tip:** Can’t find what you need? Check out other programmes on the SILE Calendar of Accredited Learning Activities at [https://www.silecpdcentre.sg/calas/](https://www.silecpdcentre.sg/calas/).
Legal Industry Learning Highlights 2017

Event Organisers:
- ABLU: Asian Business Law Institute
- CCS: Competition Commission of Singapore
- IPA: IP Academy Singapore
- IPAS: Insolvency Practitioners Association Singapore
- LawSoc: The Law Society of Singapore
- MinLaw: Ministry of Law Singapore
- NUS: National University of Singapore
- SAL: Singapore Academy of Law
- SMU: Singapore Management University
- SMC: Singapore Mediation Centre
- SMU: Singapore Management University
- State Courts: The State Courts of Singapore
- TECH: Centre for Computer Law and Technology

For the detailed Legal Support competency map and information about LIFTED generally, please visit [www.LIFTED.sg](http://www.LIFTED.sg).