



THE LAW SOCIETY
OF SINGAPORE

Structured Workplace Mentoring Programme Workbook

FOR LAW PRACTICES

Published by The Law Society of Singapore
January 2026

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Your SWMP Journey

A Two-Year Professional Development Programme



THREE PROGRAMME AREAS

1



Core Values of the Legal Profession

4 Sections

2



Safe and Sustainable Workplaces

2 Sections

3



Practice Management

9 Sections



YOUR TWO-YEAR PATH

START

YEAR ONE

Complete 6 Sections
(at least 1 from each area)

YEAR TWO

Complete 6 Sections
(at least 1 from each area)

YEAR THREE

Complete Remaining
3 Sections
(Optional)



TRACK YOUR PROGRESS

Use the Mentorship Checklist (Appendix)

15 SECTIONS TOTAL — 2 YEARS — 6 SECTIONS PER YEAR

Legend



Abbreviations

- 1 **AML** - Anti-Money Laundering
- 2 **CDR** - Law Society Cost Dispute Resolve
- 3 **CFT** - Countering the Financing of Terrorism
- 4 **CPD** - Continuing Professional Development
- 5 **CPF** - Countering of Proliferation Financing
- 6 **EPSC** - Ethics and Professional Standards Committee
- 7 **PCR** - Legal Profession (Professional Conduct) Rules 2015
- 8 **SAR** - Legal Profession (Solicitors' Accounts) Rules
- 9 **SILE** - Singapore Institute of Legal Education
- 10 **STR** - Suspicious Transaction Report
- 11 **SWMP** - Structured Workplace Mentoring Programme
- 12 **LPA** - Legal Profession Act 1966
- 13 **LPMC** - Legal Practice Management Course
- 14 **LSMS** - Law Society Mediation Scheme

Introduction

BACKGROUND

In its final report dated 8 January 2025 (“**EPSC Final Report**”)*, the Ethics and Professional Standards Committee recommended, among other measures, that the Law Society develop a syllabus for a structured mentoring programme within law firms which law firms can adapt for their use, the contents of which are to focus on topics corresponding to the core areas of law firm management and other issues covered in the syllabus of the expanded Legal Practice Management Course (“**LPMC**”)**.

At his Mass Call Address delivered on 19 August 2024***, The Honourable The Chief Justice Sundaresh Menon emphasised the importance of mentorship within the legal profession:

25. ***A key aspect of the concept of a community in this regard is mentorship. Mentorship is an essential part of a lawyer’s formation that all junior lawyers should actively cultivate and demand. Mentorship has always been a vital element of the training and development of young lawyers, serving as a bridge between legal education and practice. This is evident even today in our supervising solicitor regime. In a recent decision, the Court of Three Judges emphasised that “[t]rainees depend on their supervising solicitors to acquire the values, competencies and skills necessary to become members of a noble and honourable profession”.***

26. This underscores the importance of mentorship in the legal profession, in at least two ways. First, mentors play a crucial role in the professional development of our younger colleagues by facilitating the transmission of skills. And next, and perhaps more importantly, through their conduct, mentors serve as role models to junior lawyers, helping them internalise the profession’s values and best traditions. Beyond this, mentors play a pivotal role in so many other areas, such as in providing career or ethical guidance.

27. But recognising that our younger colleagues need mentorship means that we must ensure there is a pool of ready and able mentors who are committed to discharging this important role. This is an area that the profession as a whole needs to work on. In a survey conducted last year of more than 500 lawyers who had between 2 to 10 years of PQE, we found that while an overwhelming majority regarded mentorship as a key enabler to a conducive working environment, only one in ten had participated in a structured mentorship programme. We can and must do better.

28. Of course, mentoring relationships can develop informally or organically. But if we all accept the clear benefits of having a trusted mentor, then we should not leave this to chance. Instead, we should direct our attention to designing structured programmes that allow such mentoring relationships to flourish.

Supplementary Resources Available on Pg. 20



Introduction

BACKGROUND

29. This is an area that the Ethics Committee is currently looking into, and the Committee's further recommendations will include the following initiatives:

a. first, developing a suggested syllabus for a structured mentoring programme that law firms can adapt for their use; and

b. second, providing law firms with the resources to administer mentor training programmes. This recognises the reality that we cannot assume that all lawyers are equipped to be effective mentors, and therefore, we must be intentional about training prospective mentors.

30. With these initiatives, it is hoped that more law firms will be able to establish their own structured mentorship programmes. These programmes will then complement the mentorship schemes that are externally run and which aim to connect mentees with mentors from beyond their immediate workplace. As you have heard from Ms Sam, one example is the remodelled Law Society Mentorship Scheme, which recently completed its first run.

31. Ultimately, the success of these new initiatives and recommendations will depend on the willingness of senior lawyers to take up the mantle as mentors, and I therefore reiterate my call to the profession to respond to this urgent need.



Supplementary Resources

* Supreme Court of Singapore, Final Report of the Ethics and Professional Standards Committee (8 January 2025) ("EPSC Final Report") at para 12(a).
Online: <https://www.judiciary.gov.sg/docs/default-source/announcements/epsc-final-report.pdf?sfvrsn=265f0af6_1>.

** EPSC Final Report, para. 165.
The Law Society implemented the expanded LPMC in February 2025.

*** The Honourable The Chief Justice Sundaresh Menon, Mass Call Address 2024: "The Legal Profession – A Community of Learned Friends".
Online: <<https://www.judiciary.gov.sg/news-and-resources/news/news-details/chief-justice-sundaresh-menon--speech-delivered-at-mass-call-2024>>.

Introduction

STRUCTURED WORKPLACE MENTORING PROGRAMME

In accordance with the EPSC Final Report's recommendations, the Law Society has developed the Structured Workplace Mentoring Programme ("SWMP") to strengthen professional development for junior lawyers through structured, meaningful mentorship by senior lawyers from the same law practice.

For a start, the SWMP will focus on **three key programme areas** which are closely mapped to the core areas of law firm management and other topics covered in the syllabus for the expanded LPMC, namely:

- (a) Core values of the legal profession;
- (b) Safe and sustainable workplaces; and
- (c) Practice management.

The detailed syllabus for the SWMP has been specially curated to address some of the key issues and challenges that a junior lawyer may encounter in his or her early years of practice, including the interface between legal practice and issues of ethics and professional standards. It is a mentoring resource that law practices can adapt and use in developing their own structured mentorship programmes to best fit the professional development needs of their junior lawyers.

Each of the three (3) mentoring programme areas is divided into the following **15 sections**:



Core Values of the Legal Profession

- 1A Integrity
- 1B Professionalism
- 1C Justice
- 1D Application



Safe and Sustainable Workplaces

- 2A Workplace Harassment and Bullying
- 2B Sustainable Practice Initiative



Practice Management

- 3A Client Confidentiality
- 3B Conflict Checks
- 3C AML/CFT/CPF
- 3D Client Intake and File/Case Management
- 3E Client Communications
- 3F Client Money
- 3G Use of Technology
- 3H Supervision of Staff
- 3I Undertakings

Your SWMP Journey

SECTION B: THE STRUCTURE

YEAR ONE

Building Foundations

Core Values of the Legal Profession

- 1A Integrity
- 1C Justice

Safe and Sustainable Workplaces

- 2A Workplace Harassment and Bullying

Practice Management

- 3A Client Confidentiality
- 3B Conflict Checks
- 3C AML/CFT/CPF

YEAR TWO

Deepening Skills

Core Values of the Legal Profession

- 1B Professionalism
- 1D Application

Safe and Sustainable Workplaces

- 2B Sustainable Practice Initiative

Practice Management

- 3D Client Intake and File/Case Management
- 3E Client Communications
- 3G Use of Technology

SECTION C: PLANNING YOUR SESSIONS

Flexible Format:

- ✓ Individual or group mentoring
- ✓ Recommended: 3 sessions per year
- ✓ Duration: 30-60 minutes each
- ✓ Cover sections in any order you prefer

Track Your Progress:

Use the Mentorship Checklist (Appendix 1) to record completed sections.

SECTION D: BONUS - CPD POINTS

DID YOU KNOW?

You may potentially earn private CPD points by structuring your mentoring sessions as:

In-house Seminars OR **Small Group Discussions**

Visit SILE's website for more information on claiming CPD points.

Frequently Asked Questions

01. HOW DO I CHOOSE WHICH TOPICS TO COVER?

Requirements:

- Complete **6 sections per year** (2 years = 12 sections total)
- Must include **at least 1 section from each of the 3 Programme Areas** every year
- Remaining sections can be completed in Year 3 or through your firm's training programmes

You have flexibility to:

- Choose sections in any order
- Focus on topics most relevant to your current practice needs
- Adjust based on your mentor's expertise

Track Your Progress: Use the Mentorship Checklist (Appendix) to record completed sections.

Example: Planning Your Two-Year Journey: Refer to Pg. 05 for sample plan.



02. HOW SHOULD MENTORING SESSIONS BE STRUCTURED?

Flexible Format:

- **Individual or group sessions** - Your firm decides what works best
- **Frequency:** Minimum 3 sessions per Mentoring Year recommended
- **Duration:** 30 minutes to 1 hour per session (excluding breaks)

Mix and Match: You can combine multiple sections in a single session if convenient.

Example Session Plan:

- Session 1: Cover 3A, 3B, 3C (Practice Management sections)
- Session 2: Cover 1A, 1B (Core Values sections)
- Session 3: Cover 2A (Safe Workspaces section)

Best Practices:

- Mentors should share your firm's internal protocols and procedures
- Discuss real-world examples from practice experience
- Encourage questions and open dialogue



Frequently Asked Questions

03. CAN I EARN CPD POINTS FOR MENTORING SESSIONS?

Both Mentors and mentees may potentially claim **Private CPD Points** from the Singapore Institute of Legal Education (SILE).

How to qualify: Structure your mentoring sessions as either:

- **In-house seminars**, OR
- **Small group discussions**

Follow SILE's relevant CPD Guide for requirements.

More information:

- Visit SILE's website: www.sile.edu.sg
- Review the latest CPD Guide for detailed instructions



04. HOW CAN MENTORS LEARN TO BE MORE EFFECTIVE?

The Law Society introduced a **mentorship training session** in the expanded Legal Practice Management Course (LPMC) in 2025.

Future Support:

- LPMC will continue to include mentorship training for rising partners and law practice owners
- Focus on developing effective mentoring skills for junior lawyers

05. WILL THIS WORKBOOK BE UPDATED?

Yes, the Law Society intends to **update the SWMP Workbook regularly** to reflect:

- Changes in professional standards
- New practice management developments
- Feedback from participants

Questions or Feedback?

Contact the Law Society's Knowledge Management Department: km@lawsoc.org.sg



Programme Overview

The SWMP syllabus is designed to span across two (2) Mentoring Years.

Mentoring pairs should complete a total of six (6) Sections, **with at least one (1) Section from each of the three (3) Programme Areas within each Mentoring Year.**



Core Values of the Legal Profession

1A Integrity | **1B** Professionalism | **1C** Justice | **1D** Application



Safe and Sustainable Workplaces

2A Workplace Harassment and Bullying
2B Sustainable Practice Initiative



Practice Management

3A Client Confidentiality	3E Client Communications
3B Conflict Checks	3F Client Money
3C AML/CFT/CPF	3G Use of Technology
3D Client Intake and File/Case Management	3H Supervision of Staff
	3I Undertakings

1 Core Values of the Legal Profession

The core values of the legal profession should be widely communicated in order to: *attract suitable candidates* to the profession; *unify* the profession; and *sustain its sense of purpose*.

“ In essence, it is important that lawyers **understand the nature of the mission they are engaged in** and why it is important to subscribe to, and work to preserve, the core values of the profession.

— Final Report Recommendation 1, from EPSC Final Report 2025

Integrity

Discuss the key aspects of “Integrity”

- the lawyer’s status as **an officer of the court**
- the principle that a lawyer must always act with **uncompromising honesty**
- the lawyer’s paramount duty to **assist in the administration of justice**

Professionalism

Discuss the key aspects of “Professionalism”

- the lawyer’s duty to be **diligent** in their relationships with **client, court and fellow counsel**
- the lawyer’s duty to be **fair, courteous, and professional**, towards every person they interact with in the course of their work
- the lawyer’s duty to have the knowledge, skill and experience to provide competent advice and representation and to be committed to **lifelong learning, training and development**

Justice

Discuss the key aspects of “Justice”

- lawyers are integral in promoting and upholding the day-to-day **administration of justice**
- the lawyer’s duty to facilitate the **access of members of the public to justice**
- lawyers are key players in ensuring that society continues to be governed by the **rule of law**

Application

How are the core values of the legal profession practiced?

Give examples of how the core values of the legal profession are illustrated in practice e.g. Courtroom etiquette, continuing professional development and pro bono activities.



2 Safe and Sustainable Workplaces

Lawyers who identify with the core values of the legal profession and the duty to hold themselves to high ethical and professional standards are **more likely to act with their responsibilities** as members of an honourable profession in mind.

This **can only be encouraged** where lawyers are able to pursue careers **within healthy workplaces** which allow them to fully appreciate their involvement in the mission of administering justice

— Paragraph 169, from EPSC Final Report 2025

Workplace Harassment and Bullying

Review the [Law Society's Guidance Note 3.16.1](#)

Law Society's Guidance Note 3.16.1 – Prevention of Workplace Harassment and Bullying

- Discuss the key principles on the prevention of workplace harassment and bullying
- Identify common signs and behaviours of workplace harassment and bullying, and distinguish these from legitimate supervisory or managerial conduct
- List external resources and support systems available to lawyers

Review and discuss your Law Practice's internal escalation protocol

Include reporting mechanisms and the roles of designated personnel

Sustainable Practice Initiative

Review the [Law Society's Guidance Note 8.9.1](#) and discuss

Law Society's Guidance Note 8.9.1 – Sustainable Practice Initiative

- The importance of preserving one's mental well-being to remain in legal practice long-term
- The importance of professional courtesy and open communication towards practitioners

Discuss strategies on practicing sustainably

- How to integrate sustainable practices into the mentee's daily work as a lawyer
- How to respectfully advocate for reasonable response timelines in correspondence or hearing, especially when facing urgent demands.



3 Practice Management

Junior lawyers who are relatively inexperienced on the interface between practice and issues of ethics and professional standards **must have an effective avenue** in their immediate workplaces where they can seek guidance and mentorship

— Paragraph 164, from EPSC Final Report 2025

Client Confidentiality

Discuss the rationale and best practices for client confidentiality

- Discuss the importance of client confidentiality with reference to Rule 6 of the Legal Profession (Professional Conduct) Rules 2015 (“PCR”)
- Identify common mistakes that inadvertently result in breaches of client confidentiality e.g.
 - discussing client matters in social or public settings;
 - sharing of work-related images on social media platforms;
 - casual disclosures to friends or significant others.
- Discuss how confidentiality should be maintained in various practice settings
 - multi-party cases or when separate teams/departments are involved in related matters
 - sharing client documents with external consultants or experts
 - collaborating with other law practices on matters across different jurisdictions with varying data protection laws
- Explain the need to ensure client confidentiality when working remotely or using cloud-based and/or Generative AI tools
- Discuss the obligation to maintain client confidentiality after the termination of the lawyer-client relationship (see Rule 21 PCR) or after the client passes away

Explain what internal protocols are available to ensure client confidentiality

e.g. Confidentiality policy, personal data protection policy

Conflict Checks

Discuss the rationale and best practices for conflict checks

- What are the consequences of acting in a position of conflict of interest?
- Identify the key personnel responsible for overseeing conflict checks
- How and where does one record the conduct of a conflict check?
- How can the firm’s practice management system be able to capture and detect less obvious connections? (e.g. affiliates, former directors, or beneficial owners)

Explain what internal protocols are available to address conflict issues

e.g. China walls, conflict waiver letters, and data protection policies

Supplementary Resources Available on Pg. 20 and 21



AML/CFT/CPF

Discuss the rationale and best practices for conducting checks

- Discuss the importance of the lawyer as a gatekeeper, with reference to Part 5A of the Legal Profession Act 1966 (“LPA”) and the Legal Profession (Prevention of Money Laundering, Financing of Terrorism and Proliferation Financing) Rules 2015
- How and when should simplified, general, enhanced and ongoing customer due diligence measures be conducted?

Discuss the rationale and best practices for conducting checks

- When must a Suspicious Transaction Report (STR) be filed?
- How to identify common high-risk indicators or red flags

Explain what internal protocols are available for AML/CFT/CPF compliance

Client Intake and File/Case Management

Discuss the rationale and best practices

- Discuss the importance of taking instructions in a proper manner from a potential client
- What are some of the best practices during an intake meeting, including:
 - how to assess the client's needs, establish a professional lawyer-client relationship and explain the work that is to be conducted on the client's behalf and the costs involved;
 - how to avoid obtaining confidential information from the potential client;
 - how to document information gathered, including taking contemporaneous attendance notes (with reference to Rule 5(2)(k) PCR);
 - how to identify potential conflicts of interest;
 - how to identify and record any key dates.
- Identify the circumstances where the law practice should accept or decline instructions

Supplementary Resources Available on Pg. 21 and 22



Discuss the rationale and best practices

- Explain the procedure for opening a client file to commence a matter
- Discuss the importance of a written letter of engagement or fee agreement, including:
 - the different types of fee arrangements and their suitability for the client’s matter e.g. contentious vs non-contentious, fixed fee, capped fees and conditional fees;
 - the duty to provide costs disclosures to the client, with reference to Rule 17(3) PCR;
 - how to manage the client’s expectations regarding costs;
 - the lawyer’s duty to advise clients on their right to have the bill of costs assessed or to review any fee agreement, with reference to Rule 17(5)–(6) PCR.
- Discuss the importance of file management i.e. reviewing and updating the client file
- Explain the procedure for closing a client file and document retention protocols

Client Communications

Discuss the rationale and best practices for client communications

- Discuss the importance of communicating with clients effectively, with reference to Rules 5 and 17 PCR;
- List the best practices for communicating with clients effectively e.g.
 - how to maintain appropriate ongoing communication to keep clients informed
 - how to develop soft skills to build and maintain professional client relationships;
 - how to tailor and adapt communication styles to different types of clients;
 - how to handle challenging client conversations, such as delivering bad news or addressing billing concerns.

Explain what internal protocols are available to address client disputes

To address and de-escalate disputes with or complaints by clients, taking into account:

- the client’s entitlement to lodge formal complaints with the Law Society under section 75B or section 85(1) LPA;
- the importance of including a pre-complaint mediation clause [see paragraphs 158 to 160 of the EPSC Final Report] in the law practice’s letter of engagement or fee agreement;
- the availability of external avenues provided by the Law Society to resolve lawyer–client disputes, such as the Law Society Mediation Scheme and the Law Society Cost Dispute Resolve Scheme.



Discuss the circumstances where it may be necessary for the law practice to terminate the lawyer–client relationship, with reference to Rule 26 PCR

Client Money

Discuss the rationale and best practices for handling client money

- Discuss the importance of properly managing client’s money and consequences of breaching these obligations, with references to the LPA and the Legal Profession Rules
- List the best practices for handling client money e.g.
 - the roles and responsibilities of key personnel involved in handling client money;
 - the procedures and processes for depositing and withdrawing client money;
 - the need to maintain accurate and up-to-date time and billing records for all matters;
 - the rules and safeguards that apply to digital payments to and from client accounts.
- Explain common mistakes in handling client money e.g.
 - depositing client money into the wrong account;
 - failing to deposit client money into the client account promptly;
 - failing to draw up a bill of costs before withdrawing client money from the client account.

Explain what internal protocols are available to ensure proper management

To ensure the proper management of client money

- receiving or making payments from the client account;
- preventing the misuse or misappropriation of client money

Use of Technology

Discuss the role of technology in the law practice

With reference to

- the relevant IT policies in the law practice;
- improving productivity and time management;
- the risks of using certain types of technology in creating a work product e.g. AI

Supplementary Resources Available on Pg. 22 and 23



Supervision of Staff

Discuss the rationale and best practices for the supervision of staff

- Discuss the importance of the protection of the public underlying specific provisions dealing with the unauthorized practice of law, with reference to sections 33 and 77 LPA.
- Discuss the ethical obligations and implications of delegation and supervision, including:
 - lawyers are ultimately responsible for the supervision of their staff, with reference to Rule 32 PCR;
 - supervision of legal support staff e.g. practice trainees and paralegals;
 - ensuring quality control and ethical compliance e.g. preventing breaches of the SAR, the unauthorized practice of law and/or financial misconduct.
- How does one provide clear instructions, guidance and constructive feedback to staff?
- What are some techniques for effective delegation and task management to optimise workflows and ensure active monitoring and accountability?

Undertakings

Discuss circumstances in which fee-earners may give an undertaking and the process by which undertakings are controlled within the law practice

- the necessity, implications and consequences of giving undertakings, with reference to Rules 7(6)-(7) and 13(4)-(5) PCR;
- the differences between routine and non-routine undertakings;
- the importance of drafting clear and precise undertakings;
- what internal protocols are available for the giving of undertakings on behalf of the law practice, including whether undertakings may be given by email.



Mentorship Checklist

Mentee:

Mentorship Year No.: 1 / 2 / 3

Mentor:

Commencement Date: / /

Law Practice:

Completion Date: / /

Elected	No.	Topics <i>May be completed in any order</i>	Date of Completion	Mentor Sign-off
	1	Core Values of the Legal Profession		
	1A	Integrity		
	1B	Professionalism		
	1C	Justice		
	1D	Application		
	2	Safe and Sustainable Workplaces		
	2A	Workplace Harassment and Bullying		
	2B	Sustainable Practice Initiative		
	3	Practice Management		
	3A	Client Confidentiality		
	3B	Conflict Checks		
	3C	AML / CFT / CPF		
	3D	Client Intake and File/Case Management		
	3E	Client Communications		
	3F	Client Money		
	3G	Use of Technology		
	3H	Supervision of Staff		
	3I	Undertakings		

Complete at least one Section from each of the three Programme Areas within each Mentoring Year.

Supplementary Resources



On Area 1 (Core Values of the Legal Profession)

- 1 [A Civil Practice – Good Counsel for Learned Friends \(2nd edition, 2024\).](#)
- 2 [“Why Etiquette Matters – Inspirations from C C Tan Award Recipients”
Singapore Law Gazette August 2020](#)
- 3 [Annex C of the EPSC Final Report](#)

On Area 2 (Safe and Sustainable Workplaces)

- 1 [Law Society’s Workplace Harassment and Bullying Prevention Toolkit
Available in the Members’ Library of the Law Society’s website:
<https://www.lawsociety.org.sg> > ‘Lawyers’ > Members’ Library
> Best Practices Toolkits > Workplace Harassment and Bullying Prevention Toolkit](#)
- 2 [“The Law Society’s New Guidance Note on the
Prevention of Workplace Harassment and Bullying”
Singapore Law Gazette November 2025](#)
- 3 [“Sustainability in Legal Practice”
Singapore Law Gazette August 2022](#)

On Area 3 – 3A (Client Confidentiality)

- 1 [Practice Direction 6.1.1 – Media Comments and Internet / Social Media Posts](#)
- 2 [Practice Direction 8.4.1 – Legal Practitioners’ Correspondence in Sealed Covers](#)
- 3 [Practice Direction 9.1.3 – Professional Secrecy and Privilege](#)
- 4 [Guidance Note 3.12.1 – Storage of Documents in Electronic Form](#)
- 5 [Guidance Note 3.4.1 – Cloud Computing](#)
- 6 [Guidance Note 6.1.1 – Ethics and Information Technology.](#)
- 7 [Guidance Note 7.3.1 – Guidelines for Handling of Clients’ Files when a
Legal Practitioner Leaves a Law Practice to Practise in Another Law Practice](#)
- 8 [“Disclosing Client Confidences to Your Spouse or Significant Other”
Singapore Law Gazette February 2019](#)
- 9 [“Let’s Keep It Confidential”
Singapore Law Gazette March 2017](#)



- 10 Law Society's Practice Management Guide 2017
(see Sections 5.3.3, 5.4.3, 5.4.4, 5.7, 5.8.3, 10.1.2, 10.2.2).
- 11 Guide to Ethical Best Practices for Legal Practitioners and Arbitrators in Dispute Resolution in Singapore (2025) (see paragraphs 15, 33, 70, 72-75).

On Area 3 – 3B (Conflict Checks)

- 1 Practice Direction 1.7.1 – Legal Practitioners as Witnesses
- 2 Practice Direction 1.9.1 – Appointment of a Solicitor or a Person Employed by a Solicitor to Act as Bailiff under Section 15A of the State Courts Act
- 3 Practice Direction 1.9.2 – Commissioner for Oaths: Attestation by a Member of the Same Law Firm
- 4 Practice Direction 7.2.1 – Acting Against a Public Authority.
- 5 Practice Direction 7.2.2 – Acting for Both Applicant Creditor and Provisional Liquidator
- 6 Practice Direction 7.2.3 – Acting for Both Complainant and Accused
- 7 Practice Direction 7.2.4 – Acting for Both Debenture Holder of a Company and Receiver Appointed by the Holder
- 8 Practice Direction 7.2.5 – Council Ruling: Conflict of Interest – Acting Against Former Client in Litigation Pertaining to Same Transaction
- 9 Practice Direction 7.2.6 – Council Ruling: Conflict of Interest – Mortgagor / Mortgagee
- 10 “Counselling Multiple Clients with Conflicting Interests”
Singapore Law Gazette December 2015
- 11 Law Society's Conflicts of Interest Toolkit (2021) – Checklist 2
(Conflicts of Interest Systems, Policies and Controls for Law Practices).
Available in the Members' Library of the Law Society's website:
<https://www.lawsociety.org.sg> > 'Lawyers' > Members' Library
> Legal Ethics > Conflicts of Interest.
- 12 Law Society's Practice Management Guide 2017 (see Sections 11.1, 11.2).

On Area 3 – 3C (AML/CFT/CPF)

- 1 Corruption, Drug Trafficking and Other Serious Crimes
(Confiscation of Benefits) Act 1992 (CDSA).
- 2 Terrorism (Suppression of Financing) Act 2002 (TSOFA).
- 3 Law Society's Practice Direction 3.2.1 – Prevention of Money Laundering and Financing of Terrorism



- 4 [Law Society's Sample Customer Due Diligence Checklist Template, Sample Ongoing Customer Due Diligence Checklist Template and Sample Firm-Wide Risk Assessment Template](#)
- 5 ["Managing Legal and Ethical Risks in Cross-Jurisdictional Transactions" Singapore Law Gazette November 2019](#)

On Area 3 – 3D (Client Intake and File/Case Management)

- 1 [Practice Direction 3.12.1 – Storage and destruction of documents](#)
- 2 [Guidance Note 3.12.1 – Storage of Documents in Electronic Form](#)
- 3 [Practice Direction 5.2.1 – Fee Arrangement with Clients](#)
- 4 [Practice Direction 5.6.1 – Conditional Fee Agreements](#)
- 5 [Practice Direction 7.1.1 – Confirming instructions and keeping attendance notes](#)
- 6 [Law Society's Conflicts of Interest Toolkit \(2021\) – Checklist 1 \(Managing Conflicts of Interest in Practice\)](#)
[Available in the Members' Library of the Law Society's website:
https://www.lawsociety.org.sg > 'Lawyers' > Members' Library > Legal Ethics > Conflicts of Interest.](#)
- 7 [Law Society's Practice Management Guide 2017 \(see Sections 11 and 12\)](#)

On Area 3 – 3E (Client Communications)

- 1 ["Addressing Client Dissatisfaction – A Primer for Law Practices" Singapore Law Gazette March 2021](#)
- 2 [Law Society's Practice Management Guide 2017 \(see Section 10\)](#)
- 3 [Law Society Mediation Scheme \(LSMS\)](#)
- 4 [Law Society Cost Dispute Resolve \(CDR\) Scheme](#)
- 5 [Law Society's Practice Management Guide 2017 \(see Section 10\)](#)

On Area 3 – 3F (Client Money)

- 1 [Practice Direction 3.3.1 – Drawing Money for Legal Costs from Client Account](#)
- 2 [Practice Direction 3.3.6 – Query: Solicitors' Accounts Rules – Application of the Rules on Cash, Cheques and Deposit Accounts](#)
- 3 [Practice Direction 3.3.8 – Query: Solicitors' Accounts Rules – Payment into Client and Office Accounts](#)



- 5 [Practice Direction 3.3.11 – Online Digital Payments from Client Accounts](#)
- 6 [Guidance Note 3.3.1 – Deposit of Moneys in the Client Account of a Law Practice](#)
[“A Common Sense Approach to Client Money Management”](#)
- 7 [Singapore Law Gazette August 2003](#)
- 8 [“Digital Payments from Client Accounts”](#)
[Singapore Law Gazette September 2023](#)
- 9 [Law Society’s Guide to Solicitors’ Accounts \(2016\)](#).
- 10 [Law Society’s Practice Management Guide 2017 \(see Section 8\)](#).

On Area 3 – 3G (Use of Technology)

- 1 [Guidance Note 3.12.1 – Storage of Documents in Electronic Form](#)
- 2 [Guidance Note 3.4.1 – Cloud Computing](#)
- 3 [Guidance Note 6.1.1 – Ethics and Information Technology](#).
- 4 [“Technology Basics – Part 1: Taming the Inbox”](#)
[Singapore Law Gazette July 2024](#)
- 5 [“Technology Basics – Part 2: Commanding the Content”](#)
[Singapore Law Gazette October 2024](#)
- 6 [“Technology Basics – Part 3: Collaborating with Confidence”](#)
[Singapore Law Gazette February 2025](#)
- 7 [“Technology Basics – Part 4: Connecting with Clarity”](#)
[Singapore Law Gazette May 2025](#)
- 8 [“Perils of Using Generative AI: Personal Costs for Citing Fictitious Authority”](#)
[Singapore Law Gazette October 2025](#)
- 9 [Law Society’s Practice Management Guide 2017 \(see Section 5\)](#).

On 3H (Supervision of Staff)

- 1 [Practice Direction 3.11.1 – Signing the Name of the Law Practice](#)
- 2 [Practice Direction 3.11.2 – Work Done by an Unauthorised Person](#)
- 3 [Guidance Note 3.7.1 – Supervision of Paralegals](#)
- 4 [“Commentaries on the Law Society of Singapore’s Practice Circular on the Supervision of Paralegals Introduction” \(March 2015\)](#).



On Area 3 – 3I (Undertakings)

- 1 [Guidance Note 6.1.1 – Ethics and Information Technology \(see paragraphs 22-23\)](#)
- 2 [“Back to Basics: Undertakings”
Singapore Law Gazette April 2024](#)
- 3 [Law Society’s Practice Management Guide 2017
\(see Sections 5.4.6, 5.8.4, 11.7 and Appendix 11H\)](#)

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Questions or Feedback?

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THE LAW SOCIETY
OF SINGAPORE

Supporting Professional Excellence in Legal Practice

Published by The Law Society of Singapore, January 2026

www.lawsociety.org.sg