REFINING THE LEGAL ADVISORY DEPARTMENT'S REPORTING
MECHANISM VIA DASHBOARD SOLUTION

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DEDICATION

To my dearest mom and dad who have made endless sacrifices from day one,

To my beloved wife who is my pillar of strength and courage,

To my lovely children who keeps me going and cherish me every day,

To my family and friends, and everyone who had contributed to this journey.

This research is dedicated to you.

ACKNOWLEDGEMENT

ABSTRACT

The Legal Advisory Department's reporting mechanism can be improved via dashboard solution. The rise of technology often brings innovation and benefits and the Legal Advisory Department can certainly leverage on it to plug any gaps in its working environment. The objective of this study is to explore new opportunities for the application of new technology, processes and automation within the Legal Advisory Department for the benefit of the organisation at large. The methodology for this study involved interviews with relevant individuals, distribution of questionnaires and literature review. The proposed action plan is to promote migration of the existing reporting mechanism within the Legal Advisory Department into a dashboard solution and to develop it into a holistic solution via integration with the organisation's database. This study enabled the Legal Advisory Department to overcome obstacles to meet the ever-increasing appetite of the organisation and provided the management with opportunities to have an overview of the operational activities. In long term, it is recommended for the dashboard solution to be utilised to achieve real-time update and enable the management to make strategic and informed decisions in a swift manner.

Keywords: Technology Acceptance, Dashboard Solution, Adoption, Integration

ABSTRAK

Mekanisma pelaporan Jabatan Penasihat Perundangan boleh ditambahbaik dengan penyelesaian papan pemuka. Peningkatan teknologi sering membawa kepada inovasi dan manfaat dan Jabatan Penasihat Perundangan boleh memanfaatkannya untuk mengatasi jurang yang ada dalam persekitaran kerja. Objektif kajian ini adalah untuk meneroka peluang baru untuk penerapan teknologi, proses dan automasi di dalam Jabatan Penasihat Perundangan bagi kepentingan organisasi pada umumnya. Metodologi kajian ini melibatkan temu bual dengan individu yang berkenaan, pengedaran soal selidik dan tinjauan literatur. Pelan tindakan yang dicadangkan adalah untuk mempromosikan migrasi mekanisma pelaporan sedia ada di dalam Jabatan Penasihat Perundangan ke dalam penyelesaian papan pemuka dan membangunkannya untuk dijadikan penyelesaian holistik melalui penyatuan dengan pangkalan data organisasi. Kajian ini membolehkan Jabatan Penasihat Perundangan mengatasi cabarannya dalam memenuhi keperluan organisasi yang semakin meningkat serta memberikan pihak pengurusan peluang untuk mempunyai gambaran keseluruhan mengenai aktiviti operasi. Untuk jangka masa panjang, adalah disyorkan supaya penyelesaian papan pemuka digunakan untuk mencapai kemaskini masa nyata dan membenarkan pihak pengurusan untuk membuat keputusan strategik dan termaklum dengan pantas

Kata kunci: Penerimaan Teknologi, Penyelesaian Papan Pemuka, Penyerapan, Integrasi

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CHAPTER 1

INTRODUCTION

1.1   Introduction

The Malaysian Communications and Multimedia Commission (Commission) is a statutory body established under the Malaysian Communications and Multimedia Commission Act 1998 [Act 589] (MCMCA 1998) to regulate the converged communications and multimedia industry. Apart from its regulatory role, the Commission is also entrusted to develop the communications and multimedia industry pursuant to the national policy objectives enshrined in the Communications and Multimedia Act 1998 [Act 588] (CMA 1998).

As the regulator of the communications and multimedia industry, the Commission is responsible to the Minister of Communications and Multimedia or *Menteri Komunikasi dan Multimedia* (Minister) pursuant to its functions stipulated under the MCMCA 1998, CMA 1998. Amongst the powers and functions of the Commission are to advise the Minister on all matters concerning the national policy objectives; to supervise and monitor communications and multimedia activities; to encourage and promote self-regulation, and to promote and maintain the integrity of all persons licensed or authorised under the communications and multimedia laws.

The Commission consists of a Chairman, 3 members representing the Government, and between 2 to 5 other members from the Non-Government representatives whom are appointed by the Minister. The Chairman of the Commission carries out dual functions as the Chairman and the Chief Executive whilst any decision by the Commission is executed by way of voting by the members of the Commission.

For the performance of its powers and functions, the Commission may be directed by the Minister under the MCMCA 1998 and the CMA 1998, The Minister may issue legal instruments known as 'Ministerial Direction' to the Commission for the exercise of the Commission's powers and the performance of its functions and duties. These may include directing the Commission to study and make recommendations to the Minister for regulations such as for the implementation of Universal Service Provision (USP) or procedures for the assignment of rights to spectrum. In addition, the Minister may also issue 'Ministerial Determinations' on any matter specified under the CMA 1998 and make 'Ministerial Declarations' to impose certain licence conditions, to exempt licensees from certain conditions or to decide on the benefits that licence holders may enjoy.

While it is the responsibility of the Commission to regulate and oversees the licensees, it is the Minister who, on the recommendation of the Commission, grants new operating licences or their renewal. The Minister may also declare license conditions and vary or revoke license conditions in respect of the individual and class licenses granted under the CMA 1998. The Minister is also empowered under the CMA 1998 to make any regulations as may be necessary to give full effect to the CMA 1998. In carrying out these initiatives, the Commission organisational leadership is divided into four sectors, namely the (1) Chairman's office, (2) Financial and Strategy cluster, (3) Operation cluster, and (4) Legal.

Figure 1.1: Organisational Leadership of the Commission 2021 (Source: www.mcmc.gov.my)

1.2 Case Company Introduction

The Legal Advisory Department (Department) of the Commission has undergone a series of transformation since the inception of the Commission in 1998. The Department's focus is to provide core legal support and services to the Commission that is crucial for its regulatory roles and functions as well as operational activities. The Department's line of reporting has shifted numerous times throughout the years based on the Commission's restructuring of the organisation. Nevertheless, this does not dampen the role of the Department but instead prompted a dynamic transformation when many of the Commission's core operational activities rely on the Department's support and services. The Department has evolved from merely providing a 'business-as-usual' legal support and services to being part of the Commission's strategic management team for business decision making purposes.

Apart from the support and services provided by the Department to the Commission, i.e. the internal stakeholders, the Department also extends its support and services to external stakeholders comprising of the Minister, the Ministry of Communications and Multimedia Malaysia or *Kementerian Komunikasi dan Multimedia Malaysia* (KKMM), various Government agencies that relates to the communications and multimedia industry, and the Attorney General's Chambers (AGC). The level of support provided by the Department to the external stakeholders is on a case-to-case basis, depending on the required legal functions expected from the Commission.

The officers working in the Department are in-house legal counsels and assistant executives. The assigned tasks varies depending on the required functions to be performed. The role of an in-house legal counsel in the legal market has evolved tremendously over the years as recent studies revealed that the legal market is a dynamic, fast-changing, environment due to a combination of technology and globalization. Cybersecurity and data privacy and media and technology are the two red-hot practices in the legal market (Nadimpalli, 2017). The officers are the quintessence of the red-hot practices in the legal market where technology and law converged immensely.

Despite the nature of the job in dealing with various legal matters related to technology and law, the officers often faced challenges including technological barriers to overcome workloads, pressures from critical deadlines, and complex matters requiring immediate response but thorough legal analysis. The Department is also understrength to fulfil the ever-increasing appetite of the internal and external stakeholders as many regulatory and compliance issues become more complex, requiring more attention and legal scrutiny in order to ensure accurate legal responses are provided in the best interest of the Commission.

The usage of technology to overcome the challenges faced by the Department is still unclear as there is a lack of experimentation and adoption of technology in the Department's day-to-day operation. In this regard, this research will attempt to identify the root cause of the challenges, to examine the current practice of the Department and to explore the available dashboard solutions for the Department to overcome the identified challenges, specifically in its reporting mechanism.

1.2.1   Environmental Analysis / PESTLE Analysis

In assessing the external environment, a PESTLE analysis was conducted to examine the factors that affect the Department and the Commission. PESTLE analysis is a tool to evaluate the key factors that contributes to the changes in an organisation. The diverse external environment are analysed to understand the critical factors that would contribute to the success of the Department and the Commission. The result from the PESTLE analysis is as per **Table 1.1** below:

POLITICAL	The communications and multimedia industry is led by the Minister in-charge of KKMM. Based on the political environment over the past few years, there have been 5 different Ministers at helm from 2015 to 2021. A change of Minister by the Government of the day could have some impact towards the Department and the Commission in general as the organisation is subject to the Ministerial Direction, Determination and Declaration

	for the performance of its regulatory powers and functions under the MCMCA 1998 and CMA 1998.
ECONOMIC	Communications service is regarded as one of the essential services in the country because of the reliance on network infrastructure during Covid-19 pandemic and Movement-Control-Order (MCO) situation. The increasing demand for more bandwidth and network capacity spurred the economic activities in the country to improve access to broadband services that requires more regulatory intervention and supervision by the Commission.
SOCIO CULTURAL	The usage of social media platforms had increased over the years due to the improved connectivity in the country. As more people are connected and have online presence, there is a need to regulate online activities to ensure no contravention of the law. The Commission plays an important role as the regulator to advocate the public on the prudent use of the internet and to monitor and assist law enforcement agencies for matters related to network security and cybercrimes. In this regard, the Department works closely with other Government agencies.
TECHNOLOGY	The advancement of technology in the implementation of Fifth-Generation (5G) rollout has contributed to the change of working environment in becoming more agile and adaptive to the current Covid-19 pandemic and MCO situation. At present, the work-from-home (WFH) arrangement has become the new norm with the increase utilisation of virtual platforms to conduct meetings, projects and legal proceedings involving the Commission.

LEGAL	The MCMCA 1998 and CMA 1998 are the main legislations that governs the communications and multimedia industry. At present, both legislations are undergoing a holistic review that may have an impact towards the Commission's roles and functions as the regulator and the public in general. In addition, the declaration and revocation of Emergency Ordinance (EO) during the Covid-19 pandemic had also intensified the role of the Commission as one of the law enforcement agencies in the country.
ENVIRONMENT	The outbreak of the Covid-19 pandemic at the end of 2019 had caused movement restrictions to the Commission's premises. This had caused the employees of the Commission including the officers in the Department not being able to access their workstations or work on rotational basis. The implementation may have resulted in less energy consumed in the Commission's premises and less paperwork, which is a positive environmental impact.

Table 1.1: PESTLE Analysis

1.2.2 Internal Environmental Analysis

The internal environment analysis was conducted to identify the internal strengths and weaknesses of the Department. The Department's internal strength can be seen in the wide range of online legal database available to the officers. The online legal database are subscribed by the Commission for the officers to conduct research on legal matters involving contracts and employment law, offences committed under the MCMCA 1998 and CMA 1998, law reform initiatives and other related matters. The availability of the online legal database is considered as one of the main strength of the Department.

Another strength of the Department lies in the systematic file reference system. The officers are trained to conduct proper filing and record keeping for all matters handled by the Department and each files are assigned with unique reference and location coding to ensure that it can be properly stored and retrieved in the future. The Department also possess commendable teamwork rate whereby at least 2 officers will be attending to specific legal matters to expedite the process of issuing legal advice or documents.

One of the internal weaknesses in the Department is the small number of officers attending to the tasks assigned on daily basis. The Department is understrength to cater for the demand of the stakeholders when more legal issues arise that require legal scrutiny and advice in a prompt manner. The number of officers are not proportionate to the stakeholders and had in some instances being stretched to cater for the demanding tasks. The Department is in the midst of recruiting more officers but the current Covid-19 pandemic situation had caused the recruitment process to slow down.

Another internal weakness is the imbalanced portfolios assignments whereby only 2 out of 13 officers are attending to corporate matters that involves drafting, vetting and reviewing of contracts, agreements compared to 11 officers attending regulatory matters involving preparation of legal opinion, litigious and contentious matters and law reform. This is mainly due to the wide range of regulatory portfolios that require more officers to handle the matter as opposed to the corporate portfolio. To remedy the situation, all of the officers are doing work interchangeably between the corporate and regulatory portfolios to cater for the stakeholders' demand and inevitably, this has created a barrier for specialisation among the officers.

In addition, due to the immense tasks handled, the Department lacks real time update for monitoring and reporting purpose. The real time update is difficult to achieve because of the workload handled by the officers that would require some time for the officers to prepare status update on matters handled based on their respective portfolios.

1.2.3 SWOT Analysis

A SWOT analysis was conducted to assess the Department's Strength, Weakness, Opportunity and Threat. The internal factors are assessed by the researcher for the purpose of improvements and decision making in the Department. By using the SWOT analysis, the researcher is able to identify the characteristics in the internal environment that have influence on the Department's operations. The result from the SWOT analysis conducted can be seen as per **Figure 1.2** below:

STRENGTH	WEAKNESS
- Wide range of legal database - Systematic file reference system - Commendable teamwork	- Understrength to fulfil the demand of stakeholders - Imbalanced portfolios assignment - Lack of specialisation - No real-time update
OPPORTUNITY	THREAT
- Usage of technology to improve reporting mechanism - Recruitment of new officers	- Collapse of existing legal database - Competition in recruitment process - Transfer/resignation of officers

Figure 1.2: *SWOT Analysis*

Based on the SWOT diagram above, the Department possesses strength from its wide range of legal database to support its core activities. The systematic file reference system also served as one of the key operational aspect in the Department apart from the good teamwork rate. However, the existing weaknesses are apparent in terms of the small number of officers to cater for the stakeholders' demand and in particular, the lack of real-time update in terms of reporting and monitoring purposes.

There is an opportunity for the Department to leverage on technology to improve its operations and working environment. In this regard, the dashboard solution is the proposed intervention to refine the existing reporting mechanism. The identified threats are not remote since there is a possibility of the database to collapse. In addition, the competition in recruitment of new officers from both inside and outside of the organisation and the possible transfer or resignation of officers also pose some threats to the operation of the Department.

1.3   Problem Statement

There are 13 officers working in the Department whom are expected to fulfil the requests from the internal and external stakeholders. The officers are expected to provide legal support and services ranging from corporate and commercial work to regulatory and advisory work. The ratio of the officer-to-stakeholder is imbalanced as the officers have to cater for various stakeholders as illustrated in **Figure 1.3** below:
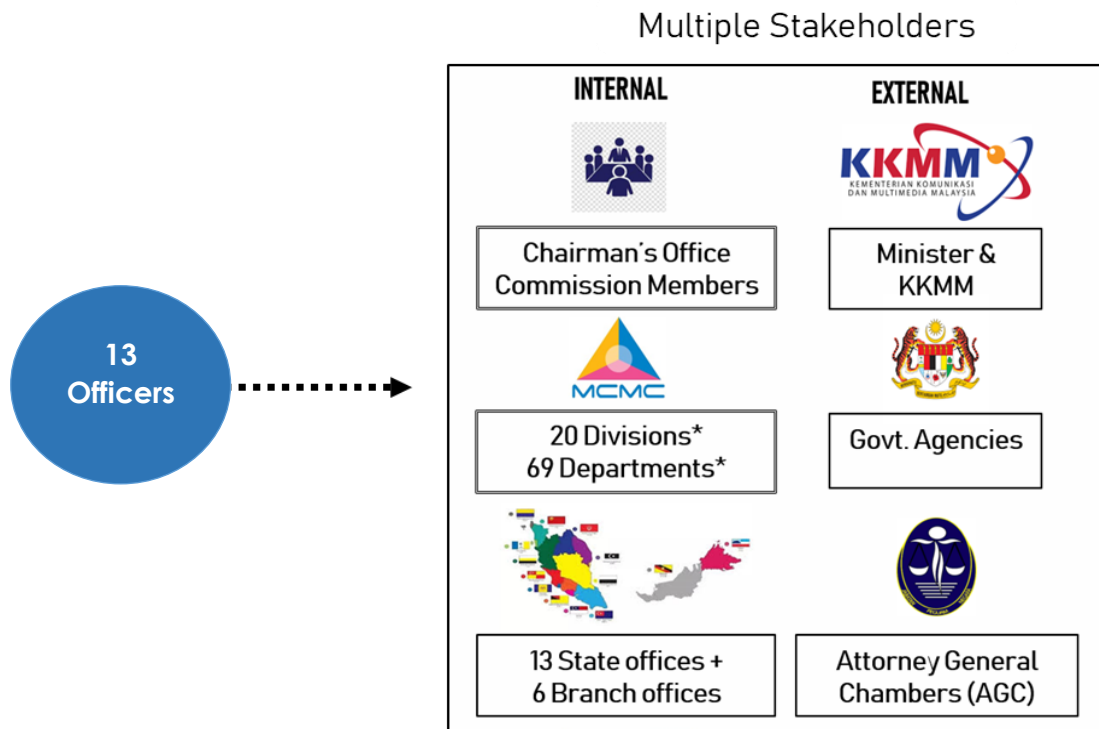
Figure 1.3: *The Legal Advisory Department and its Internal and External Stakeholders*

The current practice of the Department is that the officers are divided into 2 units, namely the corporate unit and the regulatory unit. The corporate unit main portfolio is to handle corporate and commercial work ranging from contract life cycle, vetting of documents, conducting due diligence and providing support for project management and negotiations with third parties. The regulatory unit main portfolio handles various legal issues under the purview of the Commission's regulatory roles and functions. This includes legal issues in relation to the MCMCA 1998, CMA 1998, Postal and Services Act 2012 [Act 741] and Digital Signature Act 1997 [Act 562].

The regulatory unit also handles ad hoc legal issues on a case-to-case basis including legal issues under the Strategic Trade Act 2010 [Act 708] as the Commission is one of the specific bodies that controls the export, transhipment, transit and brokering of strategic items and technology under the purview of Ministry of International Trade and Industry (MITI).

On the allocation of work, there is no specific portfolios in the corporate unit. In contrast, the officers in the regulatory unit are assigned with specific portfolios based on subject matter expert and the required legal functions. An officer who is designated as the main desk officer act as the primary counsel or contact person for the subject matter and is responsible for the upkeep of physical files and observance of the mandatory requirement for record keeping. A second desk officer is responsible to provide support to the main desk officer whenever required and also handles work related to the subject matter when a particular request came in. Based on the above, the assignment of the portfolios in the regulatory unit is as per **Figure 1.4** below:

No.	Subject Matter	Main Desk Officer	Second Desk Officer
	LLAD: Subject Matter Desk Officers – Regulatory Work (effective 5 January 2021)		
1.	Finance	Assignments are made on a case to case basis, subject to the relevant subject matter	
2.	Industry Research & Data Analytics		
3.	Internal Audit (Dept.)		
4.	International Affairs (Dept.)		
5.	MCMC Academy		
6.	Parliamentary Affairs (Dept.)		
7.	Procurement		
8.	Property and Administration		
9.	Prosecution (Dept.)		
10.	Risk Management (Dept.)		
11.	Strategic Communications and Industry Relations		
12.	Strategic Information Technology		
13.	Strategy Planning		
14.	State Transformation & Coordination and PMO		
15.	Consumer and Industry Affairs	AZMIR	■
16.	Digital Services and Data Platform	■	■
17.	Enforcement	■	■
18.	Human Capital	■	■
19.	Infrastructure	■	■
20.	Licensing and Assignment (except for ■ matters which will be undertaken by the ■)	■	■
21.	Market Regulation	■	
22.	Network Security	■	AZMIR
23.	Next Generation Technology and Standards	AZMIR	
24.	Postal, Courier and E-Commerce Services	■	■
25.	Quality Monitoring	■	■
26.	Spectrum Planning	■	■
27.	Universal Service Provision		■
28.	Review of the MCMCA and CMA	AZMIR	■

No.	Subject Matter	Main Desk Officer	Second Desk Officer
29.	Review of the Subsidiary Legislations	**Dependent on specific portfolios**	
30.	Recovery of Debts	██	████
31.	IP/Trademark	███	████
32.	M	███	████
33.	Y	███	████
34.	N	AZMIR	████
35.	E	██	████

Figure 1.4: Allocation of Portfolios in the Regulatory Unit[1]

In spite of the distinct units and specific allocations of portfolios, the work attended by the officers are usually inter-related, hence there is a blurred line between the 2 units as most of the officers handle both corporate and regulatory matters.

(a)   Huge Data Repository

Based on the existing stakeholders and the nature of the work, a huge data repository was inadvertently created by the officers due to the volume of work handled and the mandatory requirement for each officers to keep records of their work in the form of physical files. The physical files need to be manually updated for status update and for tracking and monitoring purposes implemented in the Department.

(b)   No Real Time Update

The mandatory requirement has also constrained the reporting mechanism to achieve a real time update as the officers are regularly swarmed with on-going work, incoming requests and voluminous documents. The real time update proves to be the biggest stumbling block for the tracking and monitoring purposes especially for litigious matters or time-sensitive matters which require urgent updates by the officers for the stakeholders' information, necessary actions or deliberation by the management.

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[1] Some of the information is hidden to observe confidentiality

(c)   Delay in Information Retrieval

Based on the current reporting mechanism, a delay in information retrieval from the Department's available records is inevitable. When a request came in for specific information or documents from the management or the stakeholders, the officers often have to comb physical records in the files to obtain the specific information or document depending on the subject matters. This is a typical situation occurring in the Department. This process has wasted valuable resources of the officers in conducting file search to extract the relevant information or documents that can be done in a more efficient manner.

1.3.1   Problem Diagnosis

The problems found in the Department eventually leads to the lack of real-time update in terms of reporting mechanism. By using the Ishikawa Fishbone Diagram, an infographic on the root and cause of the problems can be traced and investigated accordingly. The Ishikawa Fishbone Diagram allows the researcher to identify the causes to the problems and explore possible solutions.
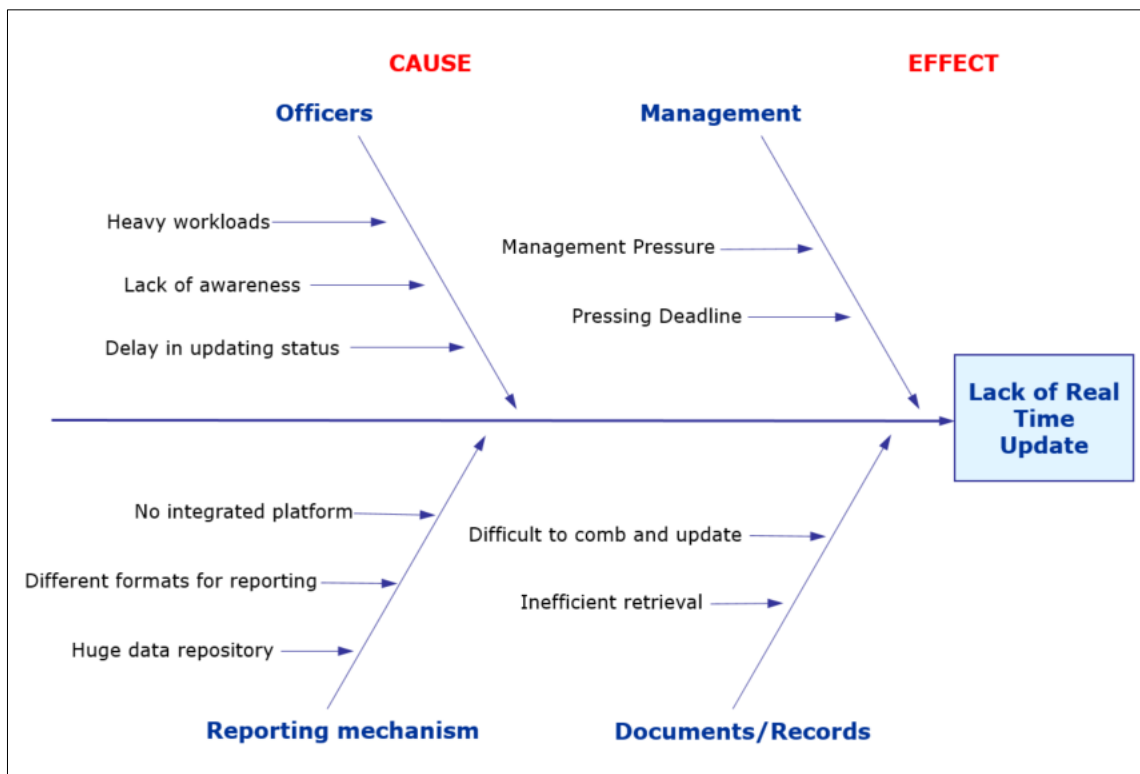
Figure 1.5: Ishikawa Fishbone Diagram

Based on the Ishikawa Fishbone Diagram, it can be seen that there are multiple factors that contributed to the lack of the real-time update in the Department. For the officers, the heavy workloads from the stakeholders' demand and the lack of awareness had contributed to the identified problem. In addition, the delay in updating the status also had created some accumulations or backlogs and contributed to the lack of real-time update.

Moreover, the pressure from the management to complete urgent tasks had limited the time allocated by the officers for the preparation of status update reports. When priorities takes place, most of the officers were unable to deliver the status update report within the stipulated time. Pressing deadlines is also one of the factor that contributed to the identified problem as the officers are required to meet the deadlines given by the management for a particular tasks or project.

With regard to the existing reporting mechanism in the Department, there is no integrated platform that enable the officers to consolidate their status update reports for the management's viewing. At present, a manual process is undertaken by the assistant executive on a weekly basis to consolidate the officers' reports. The different formats adopted by the officers also pose some problems for consolidation as different portfolios required different formats of reporting. Some reports are prepared in Excel sheets while others may be prepared in Word format. In addition, the huge data repository also contributed to the lack of real time update as the process of combing the documents and updating the records are time-consuming and not efficient for the purpose of quick information retrieval.

One of the possible solution is to explore the application of technology via a dashboard solution to initiate an automation of processes in the Department's day-to-day functions. The use of the dashboard solution can certainly assist the officers to streamline their work effectively and to provide real-time update. In addition, the use of technology can also improve the management's decision based on the available information and remedy any loopholes that may exist in the Department's current processes and reporting mechanism.

1.3.2 Theoretical Gaps

In terms of theoretical gaps, the researcher is attempting to fill the gap through this research by being a proponent of the usage of technology such as the dashboard solution for the legal industry. This includes the officers in the Department. The researcher is of the view that the outcome of this research is important because there is no specific study that links the legal industry with the usage of dashboard as a solution for reporting mechanism.
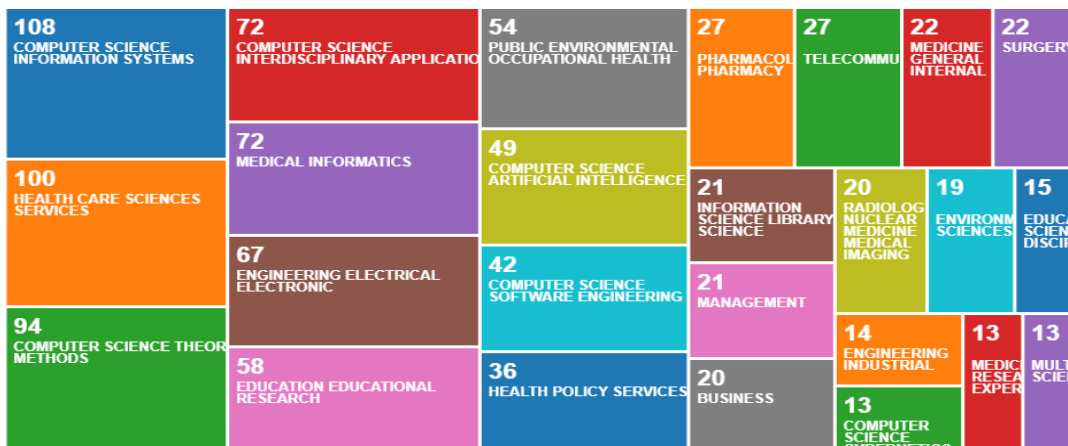
Figure 1.6: Tree Map Analysis on Dashboard Reporting from Web of Science
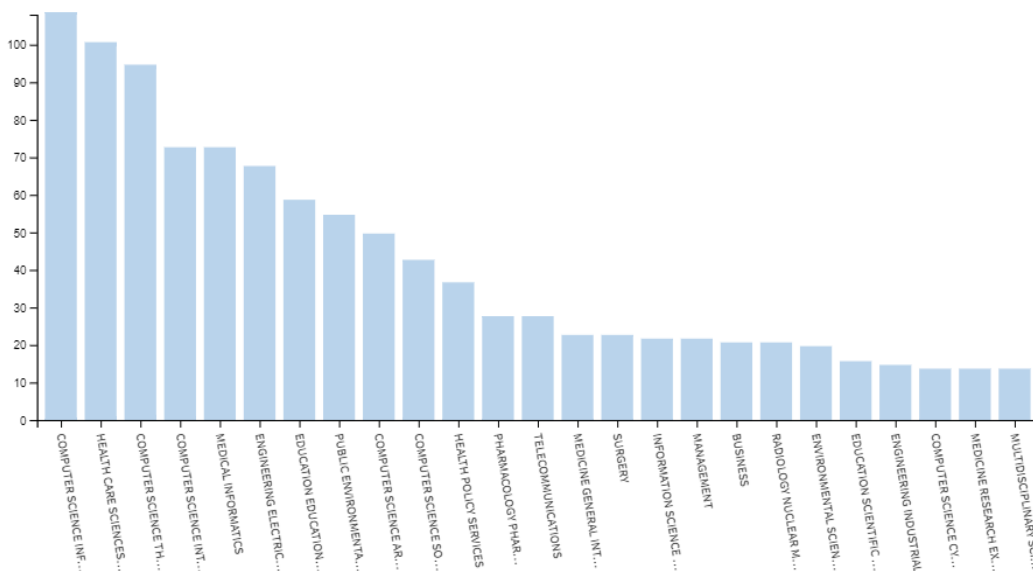
Figure 1.7: Bar Graph Analysis on Dashboard Reporting from Web of Science

Based on **Figure 1.6** and **Figure 1.7** above, the findings from Web of Science showed that there are no specific linkages on the usage of dashboard reporting with the legal industry and most of the studies conducted are on the topic related to the area of computer sciences and healthcare sciences. As such, the topic of this research is very relevant based on lack of references available for the dashboard to be applied to the legal industry.

1.3.3   Practical Gaps

The scope of this research emphasizes on the operational activities, the processes and reporting mechanism of the Department only. This research does not reflect the practices or trends of other legal departments in similar organisations and it does not attempt to improve the position therein. Any references made to the practices of others or the legal fraternity are for comparison purposes only as the targeted respondents in this research are the officers working in the Department.

The research topic is relevant as technology plays an important role in transforming the legal industry to deliver the best legal service to its stakeholders. The significance of this research is that the outcome can be replicated in other legal departments in the Government sector or similar organisations such as tribunals, law firms, in-house legal team and even sole-proprietor who practice law. Therefore, this research can be the initial step towards introducing dashboard solution for reporting mechanism.

The limitation of this research is the limited scope of literature review that is specific to the research topic. Another limitation is the time allocated to conduct this research which is very critical as only 9 months is given to complete the research and propose a disruptive solution for the Commission's consideration. For clarification purpose, this research only focuses on the Department's activity in the last 5 years and did not take into account the position from the inception of the Commission in 1998.

1.4   Research Questions

Based on the problem statements discussed above, the relevant research questions in this research are as stated below:

(a)   what is the kind of request received from the internal and external stakeholders;

(b)   how do the Department implement its reporting mechanism; and

(c)   how effective is a dashboard solution for the Department's reporting mechanism.

1.5   Research Objectives

The objectives of this research is to explore viable solutions through the use of technology to suit the Department's requirement and to improve the existing reporting mechanism. In this regard, a dashboard solution is proposed for the Department's reporting mechanism. Based on the above, the research objectives are stated as per below:

(a)   to identify the volume of work and the record keeping practice by the officers;

(b)   to identify the current reporting mechanism in the Department for monitoring and tracking purposes; and

(c)   to determine the effectiveness on the use of a dashboard solution in the Department's reporting mechanism.

1.6   Researcher's Role

The researcher's role is to lead the transformation of the Department's operation specifically for the improvement of its reporting mechanism to increase operational efficiency. As the only representative from the Department, the researcher is responsible to come up with a viable solution for the management's consideration and approval. In doing so, many efforts were undertaken by the researcher to achieve

the objectives of this research including but not limited to conducting research using online database, deciding on the problem statements and research methodology, consultations with industry experts on the expectations from the research and execution of data gathering and analysis to produce the outcome of the research.

The researcher is also responsible to provide explanation on the intention of the research to the respondents and to raise awareness among the respondents on the usage of dashboard solutions as a method of improving working environment and performance. It is hopeful that from the efforts undertaken and the researcher's role, the outcome of this research would contribute to the improvement of the Department's operation and the legal industry at large.

1.7 Research Ethics

This research was conducted in full compliance with the ethical standards expected from a researcher. All of the respondents were engaged and briefed accordingly prior to the data gathering exercise. For the interview sessions, consent forms were distributed and the respondents acknowledged the main objective of the interview sessions and how their input will be analysed as part of the research and contributed to the outcome of the data gathering analysis. The researcher also maintain strict confidentiality on certain information obtained from the data gathering exercise. In addition, the respondents were provided with the option to withdraw from participating in this research and were not pressured to answer any of the questions from the questionnaires distributed and the interview sessions conducted.

1.8 Significance of Research

The increasing demand for legal support and services from the stakeholders necessitates a disruptive intervention on how the Department operates to ensure its operating model become relevant in the coming years and to achieve greater efficiency from the use of technology. The significance of this research is to identify and implement the best solution for the Department's requirement and operational activities.

Conventional methods are frequently associated with the legal services as the emergence of technologies does not move in tandem with the rate of adoption by the legal industry. Technology offers in-house legal functions the opportunity to become business partners through the integration of legally important processes with other business critical processes (Brayne, 2019). The evolution of the Department's role in the Commission over the years would require the officers to become more business-savvy when lawyering, as increasing demand for a pinpoint and pragmatic response from the Department is crucial for the Commission to carry out its roles and functions as the regulator.

Based on the problem statements mentioned above, this research is important because the lack of experimentation and adoption of technology in the Department's operation had caused the working environment to be segmented by the creation of a huge data repository, providing no real time update on the operational activities and delay in the information retrieval.

1.9 Definition of Terms

The definition of terms are stated to provide clarity given the context of this research. The terms defined are based on the MCMCA 1998, the CMA 1998 and explanations attached to it are intended to convey the meaning that is accurate to the respective terms.

CMA 1998: Communications and Multimedia Act 1998 [Act 588], an Act gazetted by Parliament to provide for and to regulate the converging communications and multimedia industries and for incidental matters.

Commission: Malaysian Communications and Multimedia Commission, a statutory body established under the Malaysian Communications and Multimedia Commission Act 1998 [Act 589].

KKMM: Ministry of Communications and Multimedia Malaysia, a Malaysian Government ministry in-charge of the communications and multimedia sector.

MCO: Movement-Control-Order, the imposition of movement restrictions by the Government to curb the spread of the Covid-19 pandemic.

MCMCA 1998: Malaysian Communications and Multimedia Commission Act 1998 [Act 589], an Act gazetted by Parliament to provide for the establishment of the Malaysian Communications and Multimedia Commission with powers to supervise and regulate the communications and multimedia activities in Malaysia, and to enforce the communications and multimedia laws of Malaysia, and for related matters.

Ministerial Direction / Determination / Declaration: Legal instruments issued by the Minister for the exercise of powers and functions of the Minister pursuant to the provisions under the CMA 1998 and MCMCA 1998.

MITI: Ministry of International Trade and Industry, a Malaysian Government ministry in-charge of the international trade and industry.

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