

MINISTRY OF JUSTICE
JUSTICE TRAINING INSTITUTE
Report on Performance for period September 2007 – September 16, 2008

The Justice Training Institute continued to pursue its mandate through the strategic alignment of its training programmes to the mission, goals and objectives of the Ministry of Justice. One of its primary objectives is to provide support to the thrust by the Ministry to develop its human resources and build capacity to enable persons to improve their performance in their current jobs or to equip them with the required skills and competences to perform new functions through the introduction of new technology.

As part of the effort to streamline the programmes and to maintain the University Council of Jamaica (UCJ) quality assurance standards, the institution upgraded the curricula of the paralegal programmes moving them from certificate to diploma levels. This resulted in a significant increase in demand for these programmes and as a result, enrolment in these programmes increased by approximately 40%. 1057 persons were enrolled and trained during the period and this is broken down as follows:

Performance Management Appraisal System	213
Trafficking in Persons	137
Paralegal Programmes	78
Court Reporting	47 (34 full time and the 13 upgraders)
Financial Crimes Investigations	15
Court Management	32
Training in Counter Terrorism	39
Training of Bailiffs	17
Training of JPs	295
Preparing Cabinet Submissions	20
Court Room Protocol	26
(For CDA's Officers who have to appear in Court)	
Detecting Financial Irregularities	22
(Taxpayers Audit and Assessment Dept)	
Deputy Clerks' Qualifying Programme	25
Customer Service Training	91

The training of Court Reporters continued with two streams of students comprising of 34 persons, three of whom are from other Caribbean countries. These persons are being trained specifically for placement within the Resident Magistrates' Courts. Training of Court Reporters for the Resident Magistrates' Courts is one of the strategies being employed to improve the recording of proceedings in these courts and thereby contribute to improvement in the turnaround for the disposal of cases. 13 Court Reporters who are assigned to the Supreme Court and who were not trained in the Real-Time methodology underwent a 2 – week training exercise in August 2008. This was facilitated by a consultant from the USA. Prior to the court reporting workshops, these persons also

participated in a 1-week upgrading in Information Technology to assist them with mastering the relevant computer software programmes.

Training in Financial Crimes Investigations and Document Fraud, Detection, Deterrence and Prevention is conducted in association with other agencies such as Bank of Jamaica and the Financial Investigation Division of the Ministry of Finance and the Public Service.

The institution continued its strategy of expanding and delivering its programmes through partnership arrangements with local and international agencies and organizations. The institution was selected by the Commonwealth Secretariat as the Caribbean Centre for Excellence for training in counter terrorism. Between March 31 and April 4, 2008, a five-day work shop on counter terrorism was conducted here in Jamaica for Caribbean nationals. There were twenty five (25) participants from other Caribbean countries and fifteen (15) participants from Jamaica. Presenters were drawn from Scotland Yard Police; the Office of the Public Prosecutions in England, Jamaica and other Caribbean countries and the Organization of American States (OAS). Senator the Hon. Dorothy Lightbourne, QC, Attorney General and Minister of Justice gave the main address and officially opened the workshop. Mrs. Carol Palmer, Permanent Secretary in the Ministry of Justice gave the closing address. Since then the Institute has maintained close contact with the Commonwealth Secretariat and officials from the other Caribbean countries with a view to ensuring that there is effective transfer of knowledge at the workplace and that they are utilizing the knowledge that they gained from the training.

The issue of human trafficking continues to be a major concern for this Ministry as it seeks to satisfy the international protocols on trafficking in persons, one of which is training of key persons within the criminal justice system. In support of the country's initiatives to improve its ratings and reverse the negative perception and image, the Institute has undertaken a series of training workshops across the island for key players. The objective of these workshops is to sensitize key players to the issues relating to human trafficking; how to detect and prosecute human traffickers and how to treat victims of trafficking. Participants include police officers, clerks of the courts, deputy clerks of the courts, members of the Victim Support Unit and others. The training was delivered jointly with the Modernization and Reform Unit of the Jamaica Constabulary Force and additional training interventions are planned for the 4th Quarter of this financial year.

Customer Service training is an area that received significant attention as poor customer service provided by some court staff continues to be a source of concern within the Criminal Justice System. This was highlighted in the report of the Jamaican Justice System Reform Task Force. The Institute worked closely with the Human Resource Management and Administration Department, the Customer Service Officer and the Chief Justice to design and deliver a series of 3-day workshops for Court Staff in May Pen (Pilot Court), Kingston and St. Andrew and Spanish Town. To date, 91 court staff

have been trained and the roll of the training is on going with the next set of workshops scheduled for the Western Region for the following dates:

September 30 – October 2, 2008
October 6 – October 8, 2008
October 9 – October 11, 2008

Strengthening the court management functions through training and development of current court administrators and other personnel who perform related functions is a key recommendation of the Jamaican Justice System Reform Task Force. Driven by this need, the Institute, in collaboration with the National Centre for State Courts from the USA and in consultation with key stakeholders such as the Chief Justice and others, designed an advanced Court Management certification programme for Court Administrators. This is an internationally recognized qualification. Some components of the training are being developed to be accessed on line. The first workshop entitled, Fundamental Issues of Case Flow Management was conducted in February 2008 and the second one entitled, Performance Standards in the Courts was conducted August 22 – 24, 2008. The 3rd workshop on Managing Human Resource in the Courts is scheduled for October 3 – 5, 2008.

The training of Justices of Peace was conducted island –wide under the auspices of the JTI and between September 2007 and August, 2008, 295 persons were trained as follows:

Kingston –	90
St. Andrew –	50
Clarendon -	35
Westmoreland	–25
St. Ann	48
St Elizabeth	32
Manchester	15

Retired High Court Judges, including the former Chief Justice and President of the Court of Appeal have been the main facilitators for the training.

Other parishes are currently conducting training as well and it is projected to intensive the training programmes as the Justices of the Peace assume new responsibilities as recommended by the Task Force.

As the Ministry continues its thrust to automate the processes in the Courts, the Institute continued to train the staff of the courts in computer skills to ensure that they are computer literate. Arrangements were put in place for training in the specialized software in the Courts and the Office of the Director of Public Prosecutions, that is, the Judicial Enforcement Management System (JEMS) and Prosecuting Attorney System (PAS) respectively, as soon as they are installed.

The Institute contributed to the developmental work for the implementation of Restorative Justice in Jamaica and it now has the responsibility to coordinate all the relevant training in RJ. This major project of training police officers; teachers, guidance counselors and student leaders from schools on the safe school programme; development of national RJ curricula for schools and colleges and the establishment of Community Justice Tribunal is being coordinated through the institution. This programme is being funded by the Canadian Caribbean Fund, a project of the Canadian International Development Agency.

The Ministry of Justice is preparing to implement the Government's Performance Management Appraisal System (PMAS). Training was conducted for all supervisory and managerial staff that will be required to facilitate the process and to ensure a successful implementation. This training will be rolled out in the courts, beginning with the staff at the Supreme Court. Additionally, based on request from the Cabinet Office, the Institute has been conduct PMAS training in several Government departments and agencies such as the Institute of Jamaica, Post and Telecommunications department, Transport Authority, the Jamaica Cultural Development Commission (JCDC), Ministry of Foreign Affairs and Foreign Trade for their Heads of Mission, among others.

The institution will continue to provide the necessary support to the Ministry of Justice to ensure that members of staff are equipped with the necessary training and developmental programmes to enable them to perform their jobs effectively and efficiently.

The institution in consultation with the Chief Justice developed a curriculum outline for the training of Resident Magistrates, especially for those who have been appointed within the past 3 years. Training will be delivered through a series of workshops and the first workshop is scheduled to be conducted by November 2008.

The institution continued to work along with the Norman Manley Law School, the Chief Justice and the Director of Public Prosecutions to develop training course in Trial Advocacy and Court Procedure for Clerks of the Courts. Training is scheduled for November 2008.

On June 20, 2008 25 Assistant Clerks commenced the Deputy Clerks' Qualifying Course which is scheduled to be completed in February 2009. The aim is to upgrade the skills and competences of persons who attend court and who are involved in the prosecution of cases. High Court Judges and other senior members of the Bench are the main facilitators of the programme.