

Court Management Services

4th Quarter Review Report

April – June 2012

*Budget Allocation:
Expenditure to Date*

*Department/Division/Agency:
Role & Mission:*

Objectives	Strategies	Major Tasks	Achievements Current Quarter	Year-to- Date	Constraints	Remarks/Projections
Establish and operationalize a governance framework in alignment with the strategic direction of the entity.	Review the policy/legislative and regulatory framework to support CMS operationalization	Review completed by July 2012	<i>Background research on Governance models for Court Administration that was prepared by the CMS was submitted to Ministry of Justice in June 2012. Other documentation provided to support the drafting of the Concept Paper.</i>			<i>The JUST Program is assisting in developing the Strategic Framework Document that will establish the governance structure of the CMS Programme. A draft outline for the Strategic Framework is being developed by the Department of Justice, Canada (DOJ) and the Office of the Federal Judicial Affairs, Canada (OCFJA), working with the Ministry of Justice and the Court Management Services</i> <i>A first draft of the document is scheduled to be completed by</i>

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						November, 2012
	Establish the strategic framework to guide CMS operations and functions	Strategic Business Plan developed by March 2012	<p><i>A five (5) year Strategic Business Plan has been completed for the Courts and CMS with accompanying budget. This has been submitted for the approval of the Chief Justice.</i></p> <p><i>An Operation Plan for the 2012/ 2013 financial year has been developed and the divisions have completed their divisional plans.</i></p> <p><i>Annual Report for CMS and Court prepared and submitted to Chief Justice for approval</i></p>			
Developing and implementing a structure which will provide for the Judiciary, continuous, necessary and relevant training	<i>Develop and commence implementation of Project Plan for establishment of JEI</i>	<i>Develop Project Plan</i>	<p><i>Proposal for the establishment of a Judicial Education Institute submitted to the Ministry of Justice.</i></p> <p><i>Technical advice provided to the Ministry of Justice Policy Meeting on the Judicial Education Institute.</i></p> <p><i>Proposal for the separation of the Judicial Education prepared and submitted to Minister of Justice via the Chief Justice</i></p>		Direction for the Judicial Education Institute to be decided by the Ministry, especially within the context of the review of the Justice Training Institute that is being undertaken. This will inform the development of the Project Plan.	

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Increasing the availability and access to appropriately trained Judicial support staff	Enhance the skills and competence of the Judicial administrative support staff	Conduct Training Needs Assessment for judicial administrative support staff Train Administrative Judicial support	Training plan developed based on needs identified from Needs Assessment for CMS and Courts. Budget prepared for training of staff as per needs identified. The first in a series of Human Resource Management Workshops held for Court Administrators and Supervisors. Twenty-six (26) staff members were trained.		Budgetary limitations to roll-out this plan. Inadequate budget support	Training on Discipline and Recruitment Process planned for the next quarter
	Create a pool of Judicial Clerks and Proof readers	Make recommendations to establish Posts	Contract for Organizational specialist to review structure of Courts has been submitted to the Procurement Unit for processing		<i>Inadequate budget support resulted in this activity being pushed back</i>	Recommendations are contingent upon the overall review of the court posts by the consultant
		Staff recruited and trained	Not yet done			Contingent upon the overall review of the court posts by the consultant
	Conduct Job analysis and evaluation for CMS and Court staff.	Job functions and profiles reviewed	Review of some senior court posts in the Supreme Court and the RMCs was conducted and recommendations sent to the Office of the Cabinet for approval.			Recommendations include the posts of Manager, Court Registry.

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Develop and implement an appropriate organizational structure and staffing profile for CMS and the Courts.	Develop Human Resource Manual	Human Resource Manual for supervisors developed	<i>Human Resource Manual developed in collaboration with Court staff with support from Federal Judicial Affairs, Canada (FJA)</i>			<i>Manual to be finalized in September 2012 and action plan will be developed for roll out. Chart to be disseminated to relevant persons</i>
	Develop an appropriate functional and organizational structure for CMS and the Courts.	Organisational structure proposed for CMS and the Courts	<i>Organizational Chart updated for CMS as approved by Cabinet Office.</i>			
	Develop and implement a strategy for recruiting and retaining sufficient and competent staff for supporting the CMS and the Courts	<i>Develop Recruitment Plan for CMS</i>	<i>The Recruitment plan has been developed and approved posts are being filled in the CMS as follow:</i> <i>Five (5) new positions have been filled: Finance and Accounts Division - 2; ICT division-1; Client Services and Customer Service Division – 2</i>			
		<i>Develop Orientation Plan/ Programme for the CMS</i>	<i>An Orientation Programme is being developed for staff of the CMS. The programme will include presentations on Court processes to be delivered from Judges and staff in the Courts.</i>		<i>Staff limitations</i>	

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	Implement a Performance Management System for CMS and the Courts that include a strategy for staff incentive and motivation.	Plan for the roll-out of PMAS for the Courts and CMS developed. Develop incentive plan to support PMAS	<i>Process not yet started for the development of the Plan.</i> <i>Divisional work plans for CMS have been prepared in the PMAS format as part of the groundwork for the introduction and roll-out of the new appraisal system.</i> <i>Awaiting development of Plan</i>		<i>Process contingent upon recruitment of PMAS Officer</i> <i>Staffing Limitations</i>	<i>PMAS Officer to be recruited in the next quarter</i>
Manage the finance and accounting activity for CMS and the Courts independently of the MOJ	Establish CMS's own financial, profile independent of the MOJ	Detailed records of all funds in the custody of the Courts maintained using appropriate technology	<i>Financial procedures established and implemented to: (a) improve compliance to FAA Act; and (b) improve compliance to Government procurement procedures.</i> <i>Reconciliation of warrant and cash issue is consistently in tandem with Accountant General Dept since the start of 2012/ 13 financial year</i>			
		Separation of functions effectively streamlined	<i>Payroll Manager now separated from the Ministry and sits in the offices of the CMS. MoJ no longer prepares payroll for the CMS and the Courts.</i> <i>With the establishment of the CMS</i>			

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			<i>structure and corresponding staff recruitment, efforts have been made to ensure proper separation of duties in keeping with financial regulations</i>			
	Facilitate staff familiarization and training in relevant computer and accounting applications	Train Finance and Accounts staff in relevant applications	<i>An Accounting Procedures Manual is being developed for the CMS. Procedures for different section of Accounts Division are developed each month. Procedures for Salaries and payables have been developed</i>		Budgetary Allocation	<i>The overall Accounting manual is expected to be completed in December 2012</i>
Review and recommend an efficient system for information, communication and technology across all Courts to improve overall efficiency.	Review Strategic ICT Plan for using technology to improve processes used in the administration and management of Courts across Jamaica and to support the functions performed by the Judiciary and the Magistracy	Develop Strategic ICT Plan for CMS and the Courts	<i>The five year ICT Strategic Plan for CMS and the Courts is being reviewed.</i>			
	Implement an appropriate technological solution to facilitate the integration of the	Develop and Implement VOIP system for CMS and the Supreme Court and Court of Appeal	<i>VOIP System implemented in the Court of Appeal and Supreme Court is fully functional. The system was also implemented in the CMS in</i>			

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	Courts and CMS for efficient communication.		<p>April, 2012.</p> <p>An internal directory including name search feature and extension to extension dialing is enabled between Court of Appeal, Supreme Court and CMS. Associated This facilitates, <u>inter alia</u>, ease of communication through direct dialing. Calls are therefore free of cost. Calls from CUG to wimax lines and vice versa are also free of charge. Wimax lines installed in RMCs to allow for chargeless calls between Courts</p>			
		Website for Court of Appeal and Supreme Courts and CMS implemented	<p>Supreme Court website has been upgraded. For this quarter, 83 judgments have been uploaded to the site.</p> <p>The redesign of the Court of Appeal Website is 90% complete.</p>			
		Email accounts established for Court	<p>Individual email accounts for CMS, Supreme Court and Court of Appeal have been established. Each RMC</p>			

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		users island-wide	<i>and the family Courts has an email account managed by the Court Administrator.</i>			
	Implement Computer inventory management database system	Computer inventory management database system Implemented	<i>Computer inventory is 75% completed for the Courts</i>			
		Computer software subscriptions and license maintained	<i>All subscriptions are up to date</i>			
		Data and network security policy developed for Courts	<i>CMS ICT Network Policy drafted</i>			
	Develop Disaster Recovery Plan for CMS and the courts	Safeguard Data in CMS and the Courts with disaster recovery and backup systems in place.	<i>A Disaster Management Committee has been established and is in the process of developing the Plan.</i>			<i>Committee consists of representatives from Procurement, ICT and HRM Divisions</i>
	Local area network for CMS implemented	Install LAN	<i>Server acquired and Permanent LAN equipment has been installed in June 2012. ICT Division conducting ongoing work to improve ICT Infrastructure.</i>			
		Establish JEMS Implementation Committee	<i>The JEMS Committee has been established and convened in May 2012 and the terms of reference has been approved by the Chief Justice</i>		There is limitation on meeting deadline for completion of the mapping process due to	<i>It is projected that mapping in all the divisions of the Supreme Court will be completed in</i>

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			<p><i>and disseminated to all members of the Committee.</i></p> <p><i>Business Processes in the divisions of the Supreme Court are being mapped for re-engineering to improve greater efficiency. Preliminary mapping of High Court Civil Registry has been prepared. This will be rolled out to the RMC after pilot is deemed workable.</i></p>		the unavailability of critical staff due to duties	November 2012
Improving services standards provided to Court users.	Develop and implement Customer Service policy Framework for Courts	<p>Customer Service Charter developed and implemented</p> <p>Design and conduct training in Customer Relations</p>	<p><i>Customer Service Charter in place. Draft Customer Service Delivery Framework has been prepared for this Financial year.</i></p> <p><i>Customer Service Training manual finalized and is being rolled out in the Courts. Plans are advanced for delivering the first training in Hanover RMC. The Training team is comprised of staff from the Courts and the CMS.</i></p>		<p>Inadequate staffing and funding</p> <p>Inadequate budget support</p>	<p>Charter to proceed to publication pending funding</p> <p>training to commence in the next quarter.</p>
Improve availability	Develop and	Develop and implement	The one-year Public Education			Full scale public

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and access to information on the Court and its processes.	implement strategies for ongoing Public Education on Court procedures, roles of Judges and protocols for the Judiciary.	a one-year Public Education programme	<i>Programme has been developed in partnership with the JIS to improve communication on Court processes and protocol.</i> <i>Information prepared for a jury duty public education campaign. The documents include a jury duty brochure, power point presentation, feature article and a script and has been submitted to the MOJ</i>			<i>education programme will be implemented by March 2013.</i>
		Implement awareness and promotional programme for CMS and the Courts	<i>Draft brochures have been prepared for divorce proceedings, summons service, jury duty and the CMS.</i> <i>CMS has produced and distributed the Newsletter, "The Court Report" which is published bi-monthly; Publication began in June.</i>			<i>Content of the draft brochures have been sent to Judges and other relevant persons for review /verification.</i>
	Provide Appropriate Protocol Support Services for the Judiciary, Magistracy and CMS staff	Develop and implement guidelines for providing assistance for visits from international organizations	<i>Guidelines completed for providing assistance for visits from overseas judges and overseas organizations on mission to Jamaican Courts. The Guidelines have been submitted to the Chief Justice for approval and circulation and comments from</i>			

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			<i>members of the judiciary</i> <i>A Guide to the process for submitting applications for official passports was prepared and submitted to the Chief Justice for dissemination to members of the Judiciary</i>			
		A system for monitoring media and responding to key and relevant issues highlighted in the national media developed and implemented	<i>A monitoring system is in place since – May 2012. All major radio stations and printed media are being monitored. Stories of interest on the CMS and the Courts are reported to the Chief Justice and the PEO and acted upon where necessary.</i>			
Develop and implement strategies and procedures to support the reduction of the backlog of civil and criminal cases in the Supreme Court and Resident Magistrate Courts.	Islandwide implementation of Criminal and Civil Case Management	Develop Criminal and Civil Case Management Procedures and rules for the RMCs and SC	<i>The Resident Magistrates Rules are being reviewed by the RM Rules Committee. The TOR for the engagement of a consultant is being prepared.</i>			
		Roll out Case	<i>Criminal Case Management is being</i>			

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		Management in five (5) RM Courts	<i>piloted in three (3) RMCs: Corporate Area, St. Mary and St. James. Plans are being made for roll out in additional Courts by the Case Management Steering Committee</i>			
	Increase in number of night Court sessions	Increase Night Court sessions	<i>The Civil Court now holds Night Court sessions four (4) nights per week at the Half Way Tree Criminal Court since April, 2012. Plans in place to further extend night court in two courts.</i>		Funding	<i>Projection for night court to begin in Clarendon and St. Elizabeth</i>
	Establish an automated scheduling system that centrally records the bookings of cases in a database	JEMS fully functional in the Supreme Court	<i>JEMS Implementation Committee has been established in May 2012 to spearhead the optimal use of the JEMS software in the SC. The committee is engaging the staff to map the process flow to inform ICTs configuration of the programme.</i>			
Establish adequate Judicial cadre.	Conduct assessment for human resource needs of Judiciary and make appropriate recommendations	Staff needs assessment conducted and staffing plan developed	<i>Assessment not yet conducted</i>		Staffing constraints.	

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		Increase in the number of judges	<i>No addition for the period</i>			
Develop and implement a strategy for improving the physical infrastructure, aesthetics and profile of the Courts that reflect the needs of court users, independence, importance and dignity of the judicial system.	Develop a comprehensive plan for the development, relocation, rehabilitation and maintenance of all Court infrastructures.	<p>Conduct survey of Court infrastructure needs to identify critical problem areas</p> <p>Develop Master Plan</p>	<p><i>Needs Assessment survey on Courts Infrastructure is in progress – 30 % responses received.</i></p> <p><i>Phase 1 has begun with audits being conducted of the Courts.</i></p> <p><i>The Water Reserve Plan is on track for completion in Nov. 2012. However, scheduled implementation has commenced for select Courts</i></p> <p><i>Internal electrical audits are being conducted to identify deficiencies in the systems at court houses across the island.</i></p> <p><i>Proposal for the relocation of the traffic Court is being developed. Proposal is 50% complete.</i></p>		<p><i>Low participation level from Court Administrators</i></p> <p><i>No funding</i></p>	<p><i>Technical Assistance/ Consultant required for overall master plan development</i></p>

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		Relocation plan developed for the Traffic Court				
Review and reengineer business processes of court-related functions, systems, processes identified in CMS and the Courts	Examine existing processes and provisions for Jurors, recommend and implement new processes for the improvement of treatment of Jurors.	Administration process review conducted	<i>A five (5) member committee (Finance and Accounts, Internal Audit and Legal) has been established to conduct a review of the current process for payment for Jurors.</i>		Staffing limitations	
	Review two key administrative processes in RM and	Review Records Management Processes	Review of Records Management procedures commenced. A record Management Committee has been			Cost of this project is estimated at \$5,000,000.00

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	<p>Supreme Court to improve efficiency and implement recommendations accordingly.</p>		<p><i>established to develop revised records management processes within the Courts.</i></p> <p><i>A pilot project for Records Management has commenced with the support of FJA Canada. The project focuses on developing a colour coded filing system for each court. The pilot location is the Portland RM court.</i></p> <p><i>Terms of Reference prepared and approved by the Chief Justice for the engagement of a consultant to improve records management in Supreme Court. Procurement commenced</i></p> <p><i>Training was held in June 2012 for mapping the business processes for HCV. Criminal and Family courts.</i></p> <p><i>Five projects are being implemented to improve filing and records. The projects are in the Civil Registry, Gun Court Registry, Mediation, Chief Justices' Office and the Matrimonial</i></p>		<p>Funding</p>	<p><i>There is an upcoming training for Court Administrators in colour coding filing system in November 2012.</i></p> <p><i>Projects driven by Chief Justices' priorities. Costs approx. \$1.5 million per month</i></p>

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			<i>divisions</i>			
	Review and make recommendations for improving the fee structure and accompanying collection processes in relevant RM and Supreme Court	Fee structure reviewed	<p><i>Initial work has begun where the current collections process in one RM court and Fee structure in one RMC has been documented by Finance & Accounts.</i></p> <p><i>To be addressed as part of the revision to the RM Rules.</i></p>			<i>Technical assistance to be engaged.</i>