

Continuous Improvement- Excellence is not finite



**Investments in Technology**

**Court Information Systems** - In 2010, the Judiciary of Jamaica invested in the development of a Court Information System (CIS) to improve the efficiency of the court system. The CIS is a web-based system that allows judges, clerks, and other court staff to access case files, schedules, and other court information. The CIS has been a success story, and it has helped to improve the efficiency of the court system.



**Continued Progress**

The Judiciary of Jamaica has continued to make progress in its efforts to improve the efficiency of the court system. In 2011, the Judiciary implemented a new case management system, which has helped to reduce the time it takes to process cases. In 2012, the Judiciary implemented a new case tracking system, which has helped to improve the transparency of the court system. In 2013, the Judiciary implemented a new case filing system, which has helped to improve the accuracy of the court records.

**Implementing Best Practices**

**Court Workforce** - To better predict and manage work load, the Judiciary implemented a Court Workforce Management System (CWMS). The CWMS is a web-based system that allows the Judiciary to track the work load of judges, clerks, and other court staff. The CWMS has helped to improve the efficiency of the court system by allowing the Judiciary to better manage its resources.

**cascade** **Less chaos, more visibility, faster results.**

- Predictable case load
- Improved case management
- Increased transparency
- Reduced case backlog

Report | Annual | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025

**The Shepherd...charting the course**

The Judiciary of Jamaica has been successful in its efforts to improve the efficiency of the court system. This success is due to the leadership of the Chief Justice, who has charted the course for the Judiciary. The Chief Justice has implemented a number of reforms, including the implementation of a new case management system, the implementation of a new case tracking system, and the implementation of a new case filing system. These reforms have helped to improve the efficiency of the court system and to reduce the time it takes to process cases.



**IFCE SELF-ASSESSMENT**

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**IMPLEMENTATION (post analysis)**

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**WHO WE ARE**

Caribbean Isle; Gained independence from UK in 1962; population 2.8M.  
 Judiciary- 1600 Judges and staff  
 UK Privy Council- final appellate court  
 CQ- original jurisdiction for CARICOM Trade matters Revised Treaty of Chaguaramas.  
 Superior Courts of record- Court of Appeal & Supreme Court  
 Inferior Courts of record- 13 Parish Courts, Traffic Court, Family Court, Children's Court.



**The Judiciary of Jamaica - the journey to Court Excellence**

**via IFCE & ICCE Membership**

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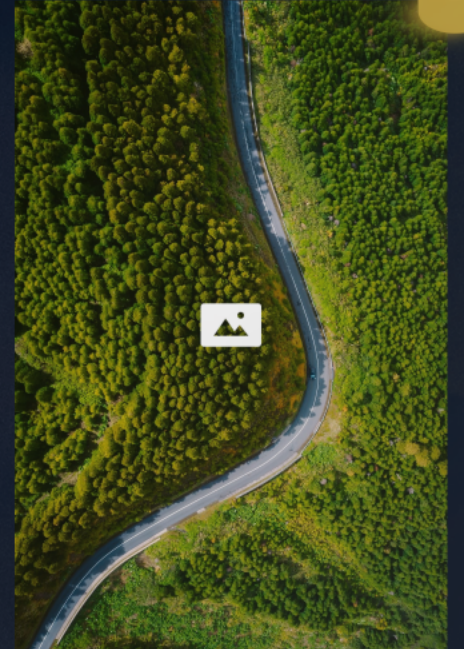
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# ● The Shepherd...charting the course

- The Honourable Mr. Justice Bryan Sykes, OJ, CD has demonstrated consistent use of the IFCE since his appointment as Chief Justice in 2018
- “Best in the Caribbean within three years, and one of the best globally, within six years”- Vision under the 1st Strategic Business Plan [2019-2023]
- Judiciary of Jamaica gained ICCE Implementing Member status on 11/12/2023



# *The Journey to ICCE Membership*

STEP 1- IFCE SELF-ASSESSMENT

STEP 2- DATA ANALYSIS (EVALUATE THE SELF- ASSESSMENT REPORT)

STEP 3- IMPLEMENT COMMITMENTS NECESSARY TO IMPROVE PERFORMANCE

STEP 4- EVALUATE RESULTS IN ANTICIPATION OF NEXT SELF-ASSESSMENT

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**Investments in Technology**

**Court Information Systems** - To improve efficiency and reduce the risk of error, the Judiciary has invested in technology. This includes the implementation of a new case management system, the use of video conferencing, and the implementation of a new court reporting system. These investments have resulted in a more efficient and cost-effective judiciary.



**Continued Progress**

The Judiciary has continued to make progress in its efforts to improve efficiency and reduce the risk of error. This includes the implementation of a new case management system, the use of video conferencing, and the implementation of a new court reporting system. These investments have resulted in a more efficient and cost-effective judiciary.

**Implementing Best Practices**

**Court Workforce** - To better predict and manage work load, the Judiciary has implemented a new workforce management system. This system allows the Judiciary to better predict and manage work load, resulting in a more efficient and cost-effective judiciary.

**cascade** **Less chaos, more visibility, faster results.**

- Predictable case load
- Improved case management
- Increased efficiency
- Reduced costs

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**IFCE SELF-ASSESSMENT**

The Judiciary has successfully completed its self-assessment under the IFCE framework. This assessment identified areas for improvement and provided a roadmap for the Judiciary to achieve excellence.



The Judiciary has successfully implemented the recommendations from its self-assessment. This has resulted in a more efficient and cost-effective judiciary.

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# IFCE SELF-ASSESSMENT

THE 1ST STEP WAS THE HARDEST-"STARTING WITH THE MAN IN THE MIRROR" - Michael Jackson

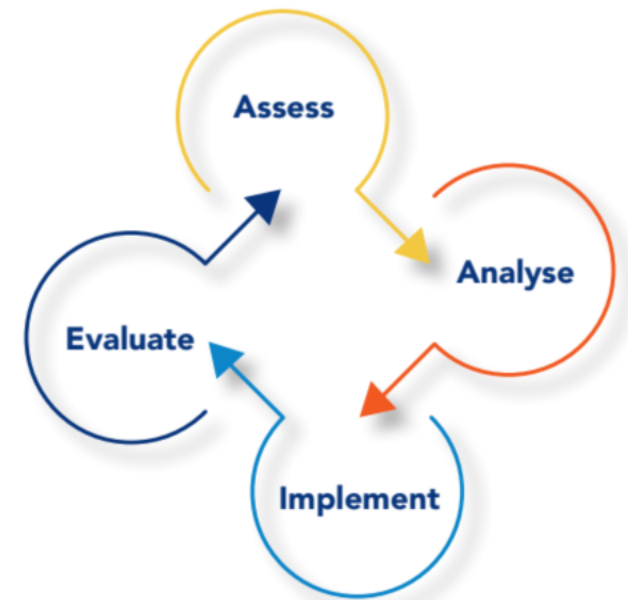
303 Judges and staff across every work group, in every court, in the 14 parishes

The length of the Survey, fatigue owing to the previous attempts at Membership, and \*cognitive dissonance contributed to an extended data collection period (3-4 months) but the response rate was 99%

\*Cognitive dissonance- the mental stress people experienced when exposed to information that is inconsistent with their beliefs, ideals or values

The above challenges were overcome by assuring participants of the anonymity of responses and of the accountability mechanisms of the ICCE- including regular assessments whereby participants would judge the demonstration of growth and improvement in court culture, court governance and court leadership.

Figure 2 Continuous Improvement Methodology




# IMPLEMENTATION (post analysis)

Nov 2023- Strategic Planning Committee met over 4 days to examine the Self-Assessment Report & craft the new Strategic Business Plan (2024-2028).

New vision, mission and core values [FAIR CARE] are embedded on all 4 websites of the judiciary, and used as screensavers (image on the right)

Innovation and Communication were added as new core values.



**JUDICIARY  
OF JAMAICA**

**VISION STATEMENT: A WORLD CLASS JUDICIARY UTILIZING INNOVATION AND TECHNOLOGY FOR EFFICIENT SERVICE DELIVERY.**

**MISSION STATEMENT: TO PROVIDE SOUND, TIMELY JUDGMENTS AND EFFICIENT COURT SERVICES IN AN ENVIRONMENT WHERE ALL STAKEHOLDERS ARE VALUED.**

**CORE VALUES: FAI<sup>4</sup>R C<sup>3</sup>ARE**

**FAIRNESS, ACCOUNTABILITY, INNOVATION, INDEPENDENCE, INTEGRITY, IMPARTIALITY, RESPECT, COMMITMENT, COMMUNICATION, COURTESY, ACCESSIBILITY, RESPONSIVENESS, EMPATHY**



# Implementing Best Practices

**Court Workforce-** To better predict and manage workload -acquired Cascade software- world's #1 strategy execution platform!  
Developing a Continuous Professional Development programme for staff.



Replacing subjective staff evaluation system with a modern, fair and transparent Employee Performance Management sys.

Chief Justice as Chairman of the Judicial Service Commission has introduced more open recruitment of judges to include Psychometric evaluation, and assessments.

**Less chaos, more visibility,  
faster results.**

- ✓ Centralize your strategy execution.
- ✓ Connect business-level metrics to targets.
- ✓ Diagnose & align initiatives.
- ✓ Map priorities, dependencies & risks.
- ✓ Accelerate delivery & performance.

JOIN THOUSANDS OF OTHER HIGH-PERFORMING ORGANIZATIONS





# Investments in Technology

**Court Infrastructure-** To ensure security and integrity (storage and retrieval) of physical and electronic records --

- To acquire and implement an Integrated Electronic Case Management System.
- Have established a Records Mgmt Unit headed by an Int'l consultant and 3 full-time staff.
- Introducing a new work group- "Digital Transcriptionists" to support Court Reporters to ensure the timely production of court transcripts which are needed for appeals.
- Microsoft Office 365- is in use in the Supreme Court, and will be fully-implemented across the Judiciary over the coming months.





# Continued Progress

**Court User Engagement-** In addition to introducing "Communication" as a core value, we are seeking to improve communication internally and externally; and to incorporate feedback into our processes and procedures.

Internal- Regular Judges/Staff Meetings, Surveys, Newsletters, and publication of FAIR CARE Magazine.

External- Surveys via our websites and social media platforms; Media interviews, Regular Stakeholder Engagement meetings are held at Court of Appeal, Supreme Court, and Parish Courts.

# Implementation Hurdles

Overcoming entrenched cultural biases (internal and external stakeholders) which enable inertia, and support nepotism and mediocrity.

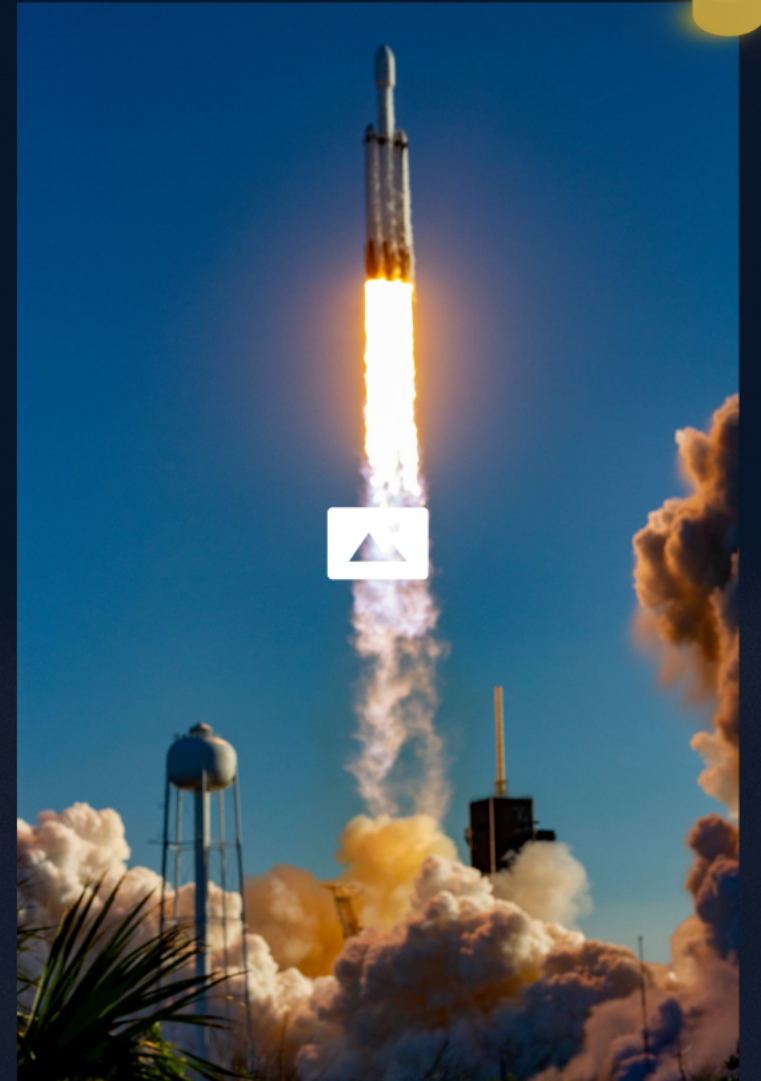
Overcoming resistance to accountability, meritocracy and time-based performance.





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- Retake IFCE Self-Assessment in August 2024



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**Investments in Technology**

**Court Information Systems** - To improve efficiency and productivity of the court system, the Judiciary has invested in technology. This includes the implementation of the Court Information System (CIS) and the Court Management System (CMS). These systems have enabled the Judiciary to manage its resources more effectively and to provide a more efficient service to the public.



**Continued Progress**

The Judiciary has continued to make progress in its efforts to improve the efficiency and productivity of the court system. This includes the implementation of the Court Information System (CIS) and the Court Management System (CMS). These systems have enabled the Judiciary to manage its resources more effectively and to provide a more efficient service to the public.

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- Improved case management
- Increased transparency
- Enhanced accountability

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**IFCE SELF-ASSESSMENT**

The Judiciary has successfully completed its self-assessment under the International Framework for Court Excellence (IFCE). This assessment has identified areas for improvement and provided a roadmap for the Judiciary to achieve excellence in its operations.



**IMPLEMENTATION (post analysis)**

The Judiciary has successfully implemented the recommendations of its self-assessment. This includes the implementation of the Court Information System (CIS) and the Court Management System (CMS). These systems have enabled the Judiciary to manage its resources more effectively and to provide a more efficient service to the public.



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