



COURT
ADMINISTRATION
DIVISION

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THE COURT NEWSLETTER

Service Excellence in the Judiciary: Elevating Standards Through Comprehensive Training



Mrs. Melody Palmer presenting to a cohort of employees from the Courts

The Judiciary of Jamaica has embarked on a holistic journey towards service excellence; upholding the highest standards of judicial service in Jamaica. While legal accuracy, fair, and timely judgements have traditionally defined quality service to the clients and customers of the Judiciary, this metamorphosis includes an active enhancement of the public's interaction, accessibility and court-user experience. Service excellence as a core principle accentuates the judiciary's commitment to efficiency, innovation, modernisation and continuous improvement.

Through the Client Services, Communications and Information Division of the Court Administration Division, the Judiciary has launched a comprehensive training for all employees in Service Excellence.

Led by Mrs. Melody Palmer, Modernisation Projects Coordinator at Ministry of Finance & Public Service, this training has been tailored to enhance their competencies in key areas of service excellence including communication, work efficiency, ethics and integrity, reinforcing the vital role each person plays in the delivery of justice.

This initiative will accelerate the Judiciary's journey towards increased public confidence, greater efficiency and stronger institutional framework. Steadfast in its mission to provide sound, timely judgments and efficient court services in an environment where all stakeholders are valued, service excellence is an investment that will strengthen the foundation of the Judiciary of Jamaica.

SERVICE EXCELLENCE IN THE JUDICIARY: ELEVATING STANDARDS THROUGH COMPREHENSIVE TRAINING

As training sessions continue to roll out, the Judiciary looks forward to witnessing the positive impact on service delivery, ensuring that every individual who interacts with the courts experiences the highest level of professionalism and efficiency.



Court staff at the onset of the Service Excellence Training.



Participant sharing insights on delivering exceptional service.



Participants engaging in a practical team exercise.



Staff focused and engaged during the Service Excellence training.

SWEARING IN CEREMONY FOR THE HILARY TERM

On January 6, 2025, five judges were appointed by The Honourable Steadman Fuller, CD, JP, Deputy Governor General to serve in the Court of Appeal and the Supreme Court, signifying the commencement of the Hilary Term at King's House.

The appointments include:

The Honourable Mr. Justice Kissock Laing as Judge of Appeal

The Honourable Mrs. Justice Georgiana Fraser as Acting Judge of Appeal

Her Honour Miss Opal Smith and Her Honour Mrs. Tracey-Ann Johnson as Acting Puisne Judges

Her Honour Miss Christine McNeil as Acting Master-in-Chambers

In their respective remarks, the Deputy Governor-General, President of the Court of Appeal, Justice Marva McDonald Bishop, and the Chief Justice Bryan Sykes, OJ, CD expressed confidence in the newly appointed judicial officers as they pledge to safeguard justice with unwavering commitment, diligence, and impartiality.

On behalf of the appointees, Justice Laing, who was permanently appointed as a Judge of Appeal, conveyed their gratitude to all colleagues, court staff and their families; as well as the Judicial Services Commission for trusting in their ability to perform at the highest level. Justice Laing poised to assure the Commission and the citizens of Jamaica that they will continue to efficiently and effectively dispense justice in accordance with the solemn oaths of allegiance and of the Commission.



The Hon. Mr. Justice Bryan Sykes, O.J., CD
Speaking at the Swearing-in Ceremony at King's House
for the Hilary Term



Deputy Governor-General, Hon. Steadman Fuller (seated left),
and Chief Justice, Hon. Bryan Sykes (seated right), (from left)
Justice Kissock Laing; Justice Georgiana Fraser; Her Honour
Opal Smith; Her Honour Tracey Ann Johnson; and Her Honour
Christine McNeil paused for a photo after the ceremony.

THE CCJ AND JUDICIARY OF JAMAICA STRENGTHENED REGIONAL JUSTICE THROUGH THE LAUNCH OF THE REFERRAL PROCESS WORKSHOP SERIES

The Judiciary of Jamaica, in collaboration with the Caribbean Court of Justice (CCJ) and the CCJ Academy for Law, officially launched the Referral Process Workshop Series at the Montego Suite, Pegasus Hotel, on January 11, 2025. This initiative, supported by the 11th European Development Fund (EDF) through the European Union, represents a significant step toward strengthening Jamaica's justice system by enhancing the understanding of the CCJ's Original Jurisdiction (OJ) and the referral process under the Revised Treaty of Chaguaramas (RTC).

The Opening Ceremony was attended by key figures in the leadership, legal and judicial landscape, including:

- Hon. Delroy Chuck, KC, MP, Minister of Justice
- The Hon. Mr. Justice Bryan Sykes, OJ, CD, Chief Justice of Jamaica
- The Hon. Mrs. Justice Marva McDonald-Bishop, OJ, CD, President, Court of Appeal
- Mr. Piotr Byczkowski, Chargé d'Affaires of the European Union Delegation to Jamaica, Belize, and The Bahamas
- Mr. John Furlonge, Project Coordinator, 11th European Development Fund (EDF) Support for the Caribbean Court of Justice



L-R His Honour Mr. Chester Crooks– Chief Judge of the Parish Courts, The Hon. Mr. Justice Bryan Sykes, OJ, CD-Chief Justice, Honourable Delroy Chuck- KC, MP, Minister of Justice, Hon. Mr. Justice Winston Anderson-Chair of the CCJ Academy for Law, The Hon. Ms. Justice Carole Barnaby– Puisne Judge, The Hon. Mrs. Justice Vinette Graham-Allen– Puisne Judge, Director of JEIJ, The Hon. Mme Justice Chantal Ononaiwu, CCJ, The Hon. Mrs. Justice Stephane Jackson-Haisley, Puisne Judge, Ms. Gladys Young, The Hon. Mrs. Justice Marva McDonald-Bishop, OJ, CD, President, Court of Appeal, Mr. Piotr Byczkowski, Chargé d'Affaires of the European Union Delegation to Jamaica, Belize, and The Bahamas.

THE CCJ AND JUDICIARY OF JAMAICA STRENGTHENED REGIONAL JUSTICE THROUGH THE LAUNCH OF THE REFERRAL PROCESS WORKSHOP SERIES



The Hon. Mme Justice Chantal Ononaiwu, delivering a presentation at the referral session.

Throughout the morning, judicial officers engaged in discussions on:

- Overview of CSME – Ms. Gladys Young outlined the fundamental principles and objectives of the Caribbean Single Market and Economy.
- OJ & Dispute Resolution – Justice Winston Anderson provided insights into dispute resolution mechanisms within the CCJ's Original Jurisdiction.
- Concept and Process of Referral – Justice Chantal Ononaiwu detailed the procedural aspects of referral, ensuring clarity in the judicial process.
- Case Study of DCPS – Justice Dale Staple presented a case study, illustrating real-world applications of the referral process.

The Hon. Mr. Justice Winston Anderson, Chair of the CCJ Academy for Law, The Master of Ceremonies, The Hon. Ms. Justice Carole Barnaby, Puisne Judge, led the proceedings, setting the tone for a workshop aimed at fostering a more integrated and efficient legal system in the Caribbean.

The workshop aimed to equip judicial officers and legal practitioners with a deeper understanding of the referral process to the CCJ. Emphasis was placed on the responsibility of national courts to refer cases regarding the interpretation of the RTC and matters under the Caribbean Single Market and Economy (CSME) to the CCJ.

The training featured distinguished faculty members, including The Hon. Mr. Justice Winston Anderson (CCJ Judge), The Hon. Mme Justice Chantal Ononaiwu, and Ms. Gladys Young, Assistant General



The Hon. Mrs. Justice Marva McDonald-Bishop, OJ, CD, President, Court of Appeal sharing remarks at the opening ceremony.

THE CCJ AND JUDICIARY OF JAMAICA STRENGTHENED REGIONAL JUSTICE THROUGH THE LAUNCH OF THE REFERRAL PROCESS WORKSHOP SERIES

This inaugural workshop marks a significant step in reinforcing collaboration, knowledge-sharing, and adherence to international best practices within the Caribbean justice system. The Judiciary of Jamaica, alongside its regional and international partners, remains committed to ensuring that legal practitioners are well-equipped to navigate matters within the CCJ's Original Jurisdiction.

With continued support from the European Union and the Caribbean Court of Justice, this initiative is expected to enhance the efficiency, consistency, and integrity of judicial decision-making, ultimately strengthening the rule of law across the region..



Judicial officers in active engagement during the training session.



Remarks from the Honourable Minister of Justice during the session.



Sharing a moment of camaraderie — dignitaries engage in warm conversation at the event.



The Hon. Mr. Justice Winston Anderson sharing remarks.

CASE MANAGEMENT WORKSHOP EMPOWERS PARISH COURTS

The Judiciary of Jamaica has reaffirmed its commitment to enhancing the efficiency and effectiveness of the justice system through the Case Management Workshop, which took place on January 25-26, 2025, at the Courtleigh Hotel in St. Andrew. This two-day event brought together judicial officers from the Corporate Area and St. Catherine Parish Courts to explore innovative strategies for streamlining case processing, improving committal proceedings, and implementing Differentiated Case Management (DCM).

The workshop provided a thorough examination of case management procedures, equipping judicial officers and court personnel with the necessary tools to effectively handle plea and case management hearings, committal rules, and case progression.

The first day featured stimulating discussions and expert presentations, starting with Chief Justice Bryan Sykes, OJ, CD, who outlined the Judiciary's long-term vision for efficiency and service excellence in his presentation on the Strategic Plan of the Judiciary. This was followed by a session led by Ms. Althea McBean, Senior Justice Advisor at PADF, on Case Management Rules and Time Standards, highlighting best practices in case scheduling and compliance with procedural timelines. Justice Vinette Graham-Allen, Puisne Judge of the Supreme Court, addressed the Challenges of Committal Proceedings, focusing on the obstacles faced in transitioning cases to the Circuit Court. The day concluded with a session on Caseflow Management and the Role of Case Progression Officers, facilitated by Mr. Bruce Preston, Chairman of International Justice Partners, who emphasized the importance of structured case movement and tracking mechanisms.

The second day reinforced the growing importance of digital technology in modernizing Jamaica's justice system. Key sessions included the Integration of Digital Processes, which explored the use of video conferencing, electronic file transfers, and digital court sheets to enhance case efficiency. Insights from Mr. Rohan Thompson, Gun Court Coordinator, and Mr. Chad Wilson, Software Implementation and Development Manager at the Court Administration Division, were shared during a session on The Gun Court's Digital Experience, focusing on the impact of technology-driven case management. Additionally, Ms. Althea McBean led a discussion on Proposed Amendments to Parish Court Rules, covering legislative updates regarding appeals and improvements in record-keeping.

The workshop concluded with a reflection on lessons learned from the implementation of DCM, facilitated by Chief Judge of the Parish Courts, His Honour Mr. Chester Crooks. Ms. Katie Taylor, Executive Director of PADF, provided closing remarks.

By enhancing case management strategies and embracing digital solutions, this workshop exemplified the Judiciary's commitment to efficiency, transparency, and improved service delivery. As the Judiciary of Jamaica continues to modernise its operations, stakeholders can anticipate faster case resolutions, reduced backlogs, and a more effective justice system for all.

JUDICIARY OF JAMAICA RUNS FOR A CAUSE AT SIGMA HONOUR RUN 2025



Chief Justice captured taking on the road at the Sigma Honour Run 2025

In a remarkable display of unity and commitment to corporate social responsibility, the Judiciary of Jamaica participated in the Sagicor Sigma Corporate Run 2025, leaving an indelible mark on both the track and the community. With 150 staff members joining the event, the initiative not only promoted health and wellness but also made a significant difference in the lives of those in need.

The Sagicor Sigma Corporate Run, now in its 27th year, has raised over \$750 million for health, child-related, and educational initiatives. The 2025 staging raised an impressive One hundred twenty-eight million, six hundred fifty dollars (\$128,000,650) for the Kingston Public Hospital, Father Ho Lung and Friends Foundation, and Sir John Golding Rehabilitation Centre with a record-breaking participation of over 30,000 runners.

This remarkable achievement underscores the Judiciary's unwavering commitment to serving the community beyond the courtroom, leveraging its collective strength to effect positive change. The participation of staff members from various courts reflects a deep sense of camaraderie and shared purpose within the organisation. Running side by side, they embodied the values of teamwork, unity, and solidarity, inspiring others to join in the noble cause of giving back to society.

Through their collective effort, Judiciary staff members not only crossed the finish line but also broke barriers to make a meaningful difference in the lives of others. Notably, the Judiciary of Jamaica secured an impressive **45th place** in the men's category, showcasing the determination and endurance of its participants. The fastest male runners from the Judiciary were:

Dwimar Pinnock – 26:17
Dwayne Thomas – 28:22
Okeithi Vickers – 28:55
Mario Miller – 33:19
Mario Millwood – 33:24

The Judiciary's female team also delivered an outstanding performance, placing **14th overall**. The fastest female runners were:

Tracy-Ann Robinson – 35:28
Trishawna Bennett – 37:05
Natalie Brooks – 39:35

JUDICIARY OF JAMAICA RUNS FOR A CAUSE AT SIGMA HONOUR RUN 2025

Their participation is a testament to the power of unity, compassion, and commitment to building a better Jamaica for all.



The Judiciary of Jamaica team still vibrant and full of energy after running/walking 5.5km



Judiciary staff paused for a photo before the run/walk.



Judiciary staff captured mid-walk braving the walk with a pleasant aura.



With a bright smile, a staff was snapped during her run

ST. MARY PARISH COURT PUBLIC EDUCATION DAY SYMPOSIUM



(L-R) Chief Judge of the Parish Courts, His Honour Mr. Chester Crooks, Judge of the St. Mary Parish Court, Her Honour Ms Georgette Grant, CAD Director/CEO Mrs Cameron– Anglin, Senior Judge of the St. Mary Parish Court, Her Honour Ms Nicole Kellier, President of the Court of Appeal, The Hon. Mrs. Marva McDonald-Bishop, OJ, CD, and Chief Justice, The Hon. Bryan Sykes, OJ, CD, paused for a photo after the civic ceremony at the St. Mary Parish Court Public Education Day by a portrait of the court.

On February 27, 2025, the St. Mary Parish Court opened its doors to the public in an unusual and dynamic manner as the Judiciary hosted its quarterly Public Education Day Symposium. Under the theme, “Justice in Action: Empowering Citizens, Strengthening Justice”. The St. Mary Parish Court, for its first staging, provided a platform for engagement, learning, and community empowerment.

The symposium attracted a diverse gathering of students, community members, and seventeen key stakeholders including the RJRGLEANER Communications Group whose presence underscored the shared commitment to transparency, and shared knowledge. The live coverage featured interviews with the Chief Justice, President of the Court of Appeal, Senior Judge of the St Mary Parish Court and few key stakeholders. Notably, the stakeholders included legal professionals, Justices of the Peace, divisions from the Ministry of Justice, along with other civic, educational, and social development representatives.

ST. MARY PARISH COURT PUBLIC EDUCATION DAY SYMPOSIUM

Beyond media engagement and interactive booths with principal stakeholders, a key feature of the symposium was the civic ceremony, which was engagingly moderated by Her Honour Ms. Nicole Kellier, Senior Judge of the St. Mary Parish Court. It featured remarks from the Chief Judge of the Parish Courts, the Minister of Justice, the Custos Rotulorum of St. Mary, the CEO|Director of the Court Administration Division, the President of the Court of Appeal, and the Chief Justice. Notably, the President of the Court of Appeal enthusiastically shared insights in her background as a proud native of St. Mary. With a touch of the St. Mary vigour, the audience was gifted by spirited performances from the court staff in the forms of a poem, a tribute to Tacky, and a melodious song.

The St. Mary Parish Court Public Education Day Symposium was pivotal in bridging the gap between the Judiciary and the people of St. Mary by providing valuable insights on the courts operations and access to interactive booths. As the Chief Justice paid tribute to his predecessor Chief Zaila McCalla, he noted the importance of events of this manner.

"We continue them because it is an important avenue and means by which – we demystify the process and to continue the process of transforming the Judiciary from being seen as a product of a colonial institution but to one in which we actually serve our people."

Through this collaborative effort, the event fostered a learning environment as well as the opportunity to obtain relevant resources, in accordance with the core values of the Judiciary.



His Honour Mr. Chester Crooks, Mrs. Cameron-Anglin and Her Honour Ms Nicole Kellier admire a portrait of the St. Mary Parish Court.



Chief Justice and President of the Court of Appeal engaging with stakeholders at their booth.

ST. MARY PARISH COURT PUBLIC EDUCATION DAY SYMPOSIUM



President of the Court Appeal shares a cheerful moment with attendees at the event.



Chief Judge of the Parish Court, His Honour Mr. Chester Crooks paused for a photo following the civic ceremony



Representatives from the St. Mary Fire Brigade engaging with a resident of St. Mary.



Smiles all around at Public Education Day

LAUNCH OF THE NEW LOGO FOR THE JUDICIARY OF JAMAICA



The new logo for the Judiciary of Jamaica

On February 10, 2025, the Judiciary of Jamaica officially launched its newly designed logo, a symbol of justice and national pride. The emblem reflects the Judiciary's commitment to fairness, integrity, and the law of the land while embracing the nation's rich heritage. To celebrate and welcome this positive development, Chief Justice Bryan Sykes, OJ, CD, President of the Court of Appeal, Mrs Marva McDonald-Bishop, and Chief Judge of the Parish Courts, His Honour Chester Crooks, Mrs Tricia Cameron-Anglin, Director| CEO, CAD and staff from the Court Administration Division were in attendance.

Chief Justice, Brian Sykes expressed excitement about this new beginning as this represents a fresh chapter for the Judiciary of Jamaica as an entity that welcomes innovation and positive change. The new logo embodies key elements that define Jamaica's legal system. It features the scales of justice, signifying impartiality and balance in the administration of law. The sword, prominently positioned by the scales, symbolizes the Judiciary's power and promise to enforce and protect the rights of all individuals. The map of Jamaica placed centrally represents national unity and the Judiciary's duty to Jamaica. A book at the base highlights the importance of legal knowledge, precedent, and continuous learning in upholding justice. Enclosing these elements is a circle representing the wholeness of the Judiciary's mission, underscoring the Judiciary's commitment to accessibility.

The refined colour scheme of gold, black, green, blue and white captures the essence of the Judiciary's identity. Each colour in the new logo carries a deep significance: gold symbolizes the Judiciary's dedication to selfless service, delivered without fear or favour, while black represents the commitment to justice and fairness. The green represents the dynamic spirit of the Jamaican people, blue signifies accessibility to appropriate global partnerships and collaboration with other judiciaries and white symbolizes the dedication to upholding the purity of truth.

The launch of this logo is part of the Judiciary's broader efforts to enhance its identity and improve public engagement. Alongside advancements in digital court services and judicial reforms, this re-branding aligns with the Judiciary's mission to remain innovative in imparting justice for all.



Chief Justice sharing remarks at the official launch of the logo in the Court of Appeal foyer

LAUNCH OF THE NEW LOGO FOR THE JUDICIARY OF JAMAICA



His Honour Mr. Chester Crooks, Honourable Mr. Bryan Sykes, OJ, CD, and Honourable Mrs. Marva McDonald-Bishop, OJ, CD, paused for a photo by the unveiled logo.



Mrs. Orleen Moore-Linton and Mrs. Janet Hardy paused for a photo by the unveiled logo.



Court Operations Managers paused by the unveiled logo.



Chief Judge of the Parish Courts and Ms Sasha Manning, Court Operations Manager paused for a photo by the unveiled logo.

JUDICIARY OF JAMAICA ADVANCES EMPLOYEE PERFORMANCE MANAGEMENT INITIATIVE

The Judiciary of Jamaica has taken another significant step in its Culture Change and Transformation initiative with the successful execution of Phase 3 of the Employee Performance Management (EPM) training. This vital training, held from February 5–7, 2025, at the Management Institute for National Development (MIND), is part of a broader effort to establish a Performance Monitoring Framework across the Judiciary.

With a commitment to excellence and accountability, the Organization Development portfolio spearheaded this initiative and partnered with MIND to create a customised training program. This training focused on the Employee Performance Management Policy, a pivotal framework soon to be implemented by the Ministry of Finance & Public Service.

Phase 3 of the training brought together forty-six (46) participants, including the Honourable Chief Justice, Registrars, the Chief Statistician, Directors, and Supervisors from both the Court Administration Division (CAD) and the Supreme Court. Their participation highlights the Judiciary's dedication to fostering a culture of efficiency, performance monitoring, and professional growth.

The EPM Policy aims to enhance operational effectiveness by requiring all public sector entities to adopt a structured performance management system. It establishes clear minimum standards for assessing employee performance while ensuring adherence to key legislation, policies, and guidelines.

As the Judiciary continues to embrace transformation, this training cements its commitment to strengthening institutional capacity and service delivery. With the rollout of the EPM Policy on the horizon, the Judiciary of Jamaica is poised to lead by example, reinforcing a culture of performance excellence and accountability across the justice sector.



Sharon Carruthers shares key insights during the Employee Performance Management (EPM) training session.

PRIORITISING JUDICIAL WELL-BEING

From February 7 to 9, 2025, the Judiciary, through the Judicial Education Institute of Jamaica (JEIJ), hosted a Judicial Wellness Session at the Grand Palladium Resort & Spa in Hanover. This session aimed to equip judicial officers with tools to maintain their health, enhance productivity, and perform at the highest standards. Recognising the demanding nature of judicial work, the session provided valuable insights into managing well-being while effectively carrying out judicial duties.



Chief Justice welcoming Judicial Officers to the Judicial Wellness Retreat.

The session focused on several key areas, including:

1. Managing well-being to effectively perform judicial functions while maintaining good health.
2. Understanding the connection between well-being and job performance.
3. Learning practical strategies for handling workplace stress.
4. Developing skills to resolve differences with colleagues.

This initiative gained extra importance after the Nauru Declaration on Judicial Well-being was issued on July 25, 2024, during a Regional Judicial Conference hosted by the United Nations Office on Drugs and Crime. The declaration highlights that the most valuable asset of a judiciary is a healthy judge, underscoring the necessity for judicial wellness programs around the globe.



Judicial Officers engaging in wellness session.



Judicial Officers paused for a photo during the wellness session.

PRIORITISING JUDICIAL WELL-BEING

The session was attended by over 100 judges from all tiers of the Judiciary and featured engaging presentations, interactive workshops, and physical activities. Notable speakers included:

- The Honourable Chief Justice – Discussed the Nauru Declaration and its impact on case management and judicial health.
- Hon. Justice Adrian Saunders, President of the Caribbean Court of Justice, and Hon. Justice Peter Jamadar, Chair of the Caribbean Association of Judicial Officers – Presented on Mindfulness, Work-Life Balance, and Managing Conflict for Ultimate Success.
- Dr. Franz Smith, Surgeon– Spoke on Flourishing and Building Resilience in the Judiciary and the impact of health on productivity.
- Dr. Richard Mayhew, Urologist – Addressed Male Judges on Urological Health and Hormones and their effects on productivity.
- Dr. Sapphire Longmore – Led a session on Managing Menopause and Its Effects on Daily Productivity for female judges.
- Mr. Shamar Clarke, Financial Strategist – Conducted a segment on The Wealth Equation, providing financial wellness insights.

The program also featured awareness activities, movement exercises, and a Praise and Worship session, offering a holistic approach to judicial wellness. Additionally, yoga and stretching exercises helped counteract the sedentary nature of judicial work, and a session on nutrition highlighted the impact of diet on stress management and decision-making.

The Judicial Wellness Session successfully achieved its objectives, providing an invaluable opportunity for Judicial Officers to focus on their well-being. By incorporating wellness topics into regular judicial training, the Judiciary can foster a culture where mental and physical health are prioritised.

The strategies and tools shared during the session will help Judicial Officers to build resilience, manage stress, and maintain peak performance, ultimately strengthening the judiciary's ability to serve the public with excellence.



A fun completion of an icebreaker activity for the Judicial Officers.



Honourable Justice Fraser bringing harmony to his colleagues

Judiciary of Jamaica Joins International Judicial Dispute Resolution Network

The Judiciary of Jamaica has achieved a significant milestone by becoming a member of the International Judicial Dispute Resolution Network (IJDRN). Effective February 21, 2025, the Judiciary was formally admitted as a member following the absence of any objections to its application, as confirmed by the JDRN Secretariat.

This membership marks a pivotal step in the Judiciary's commitment to enhancing dispute resolution mechanisms and fostering international collaboration. The JDRN serves as a global platform for judiciaries to exchange best practices, promote judicial excellence, and develop innovative strategies for managing and resolving disputes efficiently.

As a member of JDRN, the Jamaican Judiciary will benefit from access to a vast network of legal professionals and judicial officers dedicated to improving dispute resolution methodologies. This affiliation is expected to bolster Jamaica's efforts in advancing alternative dispute resolution (ADR), increasing judicial efficiency, and enhancing access to justice for all citizens.

The Judiciary of Jamaica's inclusion in JDRN reflects its dedication to upholding the principles of fairness, efficiency, and continuous development. This step further strengthens Jamaica's position on the international stage as a progressive and forward-thinking judicial system committed to excellence in dispute resolution.



Court Administrator Raul B. Villanueva (seated, second from right) poses with the other delegates at the Judicial Dispute Resolution Network's (JDRN) 3rd Annual Meeting at the Westin Kuala Lumpur Hotel in Malaysia, held on October 28-29, 2024. The Supreme Court of the Philippines is one of the JDRN founding members, along with the Federal Court of Australia, the Judiciary of Canada, The Supreme People's Court of the People's Republic of China, the Judiciary of Germany, the Federal Court of Malaysia, the Judiciary of Singapore, the Judiciary of England and Wales, United Kingdom; and the United States District Court for the Southern District of New York. (Photo courtesy of the Office of the Court Administrator – Court Management Office)

CAREERS IN THE COURT – REGISTRAR



Registrar, Stacie-Anne Brown at the Assize Church Service 2024

- **Who is a Court Registrar, and what is their role in the judicial system?**

The post of Registrar of the Court of Appeal is one which is created and governed by Statute. Pursuant to section 7 of the Judicature (Appellate Jurisdiction) Act, the Registrar is the person who, under the direction of the President of the Court of Appeal, is responsible for the due conduct and discharge of the business of the court.

- **Can you describe a typical day in your position?**

That is, indeed, an interesting question as there really is no typical day in the life of a Registrar. At the Court of Appeal, while the Registrar's days are generally filled with reviewing files, referring files to judges for rulings, conducting taxation hearings, editing judgments, responding to electronic/telephonic/hard copy correspondence, supervising staff, attending meetings etc; a myriad of other unexpected things occur. At any moment there may be a self-represented litigant in need of assistance; an attorney with an urgent application to file; an urgent appeal that needs to be interjected in an already scheduled hearing week; a decision made by the court which affects the liberty of a party and needs to be attended to urgently; or a matter before a panel or a single judge which requires the assistance of the Registrar. Additionally, there are administrative and human resource issues which may arise and to which the Registrar must attend.

- **How do you ensure the smooth operation of court proceedings?**

This is achieved by (1) familiarising registry staff members with the court's procedures and processes; (2) reviewing files to ensure compliance by the parties with the relevant laws, rules and regulations; (3) scheduling matters with sufficient notice to the parties; (3) reminding counsel and litigants of timelines to file their requisite documents; (4) reminding court assistants of the need to get the documents to the judges timeously; and (5) ensuring that any directions of the judges to the parties or to the registry are carried out.

- **What are the most challenging aspects of your job?**

Matters that are outside of the direct control of the Court of Appeal for example getting some attorneys to file submissions/skeleton arguments on time.

- **Do you oversee multiple court locations or work within a specific court?**

Only the Court of Appeal

- **How are new employees trained and integrated into the court system?**

At the Court of Appeal this is done through orientation exercises, manuals, training and observations.

CAREERS IN THE COURT – REGISTRAR STACIE-ANNE BROWN

- **What qualifications and training are required to become a Court Registrar?**

Section 7 of the Judicature (Appellate Jurisdiction) Act requires the Registrar to be an attorney-at-law. The Registrar should have at least 8 years' experience at the Bar.

- **What skills are most essential for success in this role?**

The essential skills would be time management, problem solving, leadership, people management and analytical skills.

- **Are there any specific certifications or courses that you recommend?**

Any courses which relate to the skills outlined above.

- **What was your career path to becoming a Court Registrar?**

I worked in private practice and served as a legal officer within the Government prior to becoming Registrar.

- **What advancement opportunities exist for Court Registrars?**

As attorneys-at-law, Registrars have options within the legal profession such as private practice or lecturing in law. Additionally, there have been Registrars who have served on the Bench as Judges of the Parish Courts or Masters in Chambers, and who have advanced to Puisne Judges and Judges of Appeal.

- **How can someone new to the field stand out in this career?**

Through hard work and dedication.

- **How would you describe the work environment within the judiciary?**

The Court of Appeal operates as a family. The court's efforts to implement the Strategic Plan of the Judiciary have served to bring the Court of Appeal family unit closer together through its various committees such as the Social Affairs Committee and the Occupational Safety and Health Committee and the various activities conducted by these committees.

- **How do Court Registrars interact with other court personnel?**

At the Court of Appeal, the Registrar interacts with all court personnel in various ways – through indirect and direct supervision; through participation in the committees of the court; through training sessions; and by being accessible to each member of staff.

- **How do you manage the stress associated with this job?**

Prayer and meditation.

CAREERS IN THE COURT – REGISTRAR STACIE-ANNE BROWN



Registrar Brown captured speaking at COA-Parish Court Appellate Training

- **How do you handle complex legal or administrative challenges?**

Through research of the relevant laws, rules and regulations; consultation with colleague registrars; and seeking the guidance of the President and Judges of Appeal.

- **What strategies do you use to stay organized and efficient?**

Through the use of electronic aids.

- **What do you find most rewarding about your job?**

Knowing that what we do at the Court of Appeal, at all levels, is of service to the nation.

- **What advice would you give to someone considering this career?**

As with any other profession, think carefully about it – if ultimately it is where your interest lies, launch into it knowing how rewarding it can be but also knowing how demanding it can be. With the right approach, and God's guidance, you will be able to manage the role.

- **Are there professional organizations or associations for Court Registrars?**

As a judicial officer, Registrars may seek membership in the Caribbean Association of Judicial Officers (CAJO) and the International Association for Court Administration (IACA)

- **How important is continuing education in this role?**

Continuing education is important for professional and personal growth and development. Laws, rules, regulations, systems and international best practices change, and it is important to keep abreast of these advances.

- **What training and development opportunities are available?**

Training and development opportunities are provided through the Judicial Education Institute of Jamaica, the CAJO, the Caribbean Court of Justice, the CCJ Academy for Law, MIND, National Centre for State Courts among others.

Court of Appeal Staff Development Training: Investing in Growth and Excellence

In alignment with its strategic objectives under the Customer Perspective which focuses on improving internal and external stakeholder satisfaction and the Learning and Growth Perspective, which emphasizes enhancing human capabilities and culture, the Court of Appeal hosted a Staff Development Training on March 14, 2025, at the Pollyanna Caterers.

The initiative provided a valuable opportunity for professional and personal growth, bringing together staff members from all levels to participate in a day of learning, self-improvement, and motivation.

The day's activities began with dynamic presentations from two esteemed speakers, Dr. Nsombi Jaja PMP, SAMC, CMC, and Mrs. Joan Davis-Williams, MSc. Their sessions focused on personal and professional development for higher performance, equipping attendees with tools to enhance their efficiency, resilience, and overall workplace effectiveness.

The afternoon session was equally engaging, featuring the Hon. Mrs. Justice Nicole Foster-Pusey, CD who delivered an insightful presentation on "My Time, My Aura, My Life." This session emphasized the importance of work-life balance, self-care, and maintaining a positive mindset amidst professional demands. Mr. Shamar Clarke, Financial Strategist followed with an impactful presentation on "The Wealth Equation," encouraging participants to adopt sound financial habits and strategies for long-term stability.

From all reports, the event was insightful, interactive, and highly beneficial, fostering a renewed sense of motivation and purpose among staff. The Court of Appeal remains committed to staff development, ensuring that continuous learning and well-being remain at the forefront of its operations.

As the Judiciary of Jamaica continues to evolve, initiatives like these reaffirm its commitment to excellence, growth, and stakeholder satisfaction.



Sasha-Lee Hanson staff of Court of Appeal welcoming presenters and participants

Court of Appeal Staff Development Training: Investing in Growth and Excellence



Instructor Dr. Nsombi Jaja engaging with staff of the Court of Appeal



Mrs. Joan Davis Williams greeting the cohort from the Court of Appeal



Staff of Court of Appeal engaging in a session for personal and professional development



President and staff participating in group activity



Deputy Registrar, Adriel Williams and Dr. Jaja paused for a photo after presentation of an appreciation



Mr. Shamar Clarke and team paused for a photo after his presentation

Enhancing Court Efficiency for Judges



Judicial Officers captured at the opening ceremony of the Learning and Growth Session

Judges from across the Judiciary gathered at the Hilton Rose Hall Resort & Spa in Montego Bay for the Learning and Growth Session, held from March 21 to 23, 2025. The event, designed to enhance court efficiency and judicial effectiveness, provided an invaluable opportunity for Judges of the Court of Appeal, the Supreme Court and Parish Courts to engage in professional development through discussions on strategic planning, case management, digital transformation, trauma-informed adjudication, and artificial intelligence in the judiciary.

The opening session on Friday, March 21, 2025, was moderated by The Hon. Mrs. Justice Marva McDonald-Bishop, OJ, CD, President of the Court of Appeal, who set the tone for a comprehensive exploration of judicial efficiency for the judges of the Court of Appeal and Supreme Court while

Her Hon. Mrs. Paula A. Blake-Powell moderated the Parish Courts' Session. Chief Justice Bryan Sykes, OJ, CD, in his welcome remarks, emphasised the importance of strategic planning in the judiciary, highlighting its alignment with *Vision 2030* and the *Chevannes Report (2007)*.

The morning sessions delved into strategic planning and data-driven decision-making, featuring insights from Dr. Denarto Dennis, Court Statistician, and Ms. Marsha Grant, Senior Director for Strategic Planning, Reform, and Performance Management at CAD. These discussions underscored the need for judicial officers to harness data to streamline court operations and improve case management.

A review of The Needham's Point Declaration, led by The Hon. Mr. Justice Winston Anderson, explored its significance in shaping an effective criminal justice system. This was followed by an interactive session on Functional AI for Judges, presented by Mr. Richard Susskind, where participants examined the role of artificial intelligence in optimizing judicial workflows.

On Saturday, March 22, 2025, the focus shifted to case management, oral judgment delivery, and adjudication strategies. The day began with a session on the Employee Performance Management Programme (EPM), led by Ms. Marsha Grant, outlining performance improvement frameworks for judicial officers.

Concurrent sessions catered to both Court of Appeal and Supreme Court judges. The Court of Appeal judges engaged in a PACE Yourself: The Essentials of Robust Case Management in Civil and Criminal Proceedings session, led by The Hon. Mrs. Justice Marva McDonald-Bishop, while Supreme Court judges explored criminal case management strategies through role-playing exercises facilitated by The Hon. Mrs. Justice Annmarie Lawrence Grainger.

Enhancing Court Efficiency for Judges



President of the Court of Appeal, The Hon. Mrs Justice Marva McDonald-Bishop, OJ, CD presenting at the Supreme Court and Court of Appeal Learning and Growth Session

An insightful panel discussion on Findings of Fact and Judgment Writing was moderated by Her Hon. Ms. Sanchia Burrell, with contributions from Justices Jennifer Straw, David Batts, and Stephany Orr. This session aimed to refine judgment writing skills and enhance clarity in judicial decision-making.

Additionally, The Hon. Mr. Justice Kissock Laing led a session on the potential of AI in improving court efficiency, furthering the discourse on technology's role in modernizing judicial operations.

The final day, Sunday, March 23, 2025, focused on technological advancements in court processes. A session on Microsoft Office 365 and collaborative digital tools, conducted by Mr. Evrol Bell, Director of ICT at CAD, equipped judges with practical knowledge on using digital platforms for case management and documentation.

Dr. Kai Morgan's presentation on Trauma-Informed Court Processes emphasised the psychological aspects of adjudication, encouraging judges to consider trauma-sensitive approaches in their rulings. This was followed by a session on Digital Court Processes and Electronic Signing, presented by Mr. Chad Wilson and Mr. Malik Ellis, offering a deep dive into the implementation of electronic filing and digital authentication in judicial proceedings.



The Hon. Ms Justice Jennifer Straw received a token from Her Honour Mrs Simone Walker-McFarlane after her presentation

The event concluded with closing remarks and a vote of thanks, reinforcing the judiciary's commitment to continuous learning and innovation.

The Learning and Growth Sessions provided a platform for judges to refine their skills, explore emerging judicial technologies, and exchange best practices. With a focus on efficiency, strategic planning, and digital transformation, the judiciary is poised to implement progressive changes that will enhance access to justice and the overall effectiveness of the court system.

Enhancing Court Efficiency for Judges



Judicial officers continuing their journey of growth and service.



President of the Court of Appeal, The Hon. Mrs. Justice Marva McDonald-Bishop, OJ, CD shares a moment with retired president, The Hon. Mr. Justice Patrick Brooks, OJ, CD.



Ms. Althea McBean, Justice Reform Specialist (PADF) addresses trauma in justice involved youth



The Hon. Mr. Justice Dale Staple, Puisne Judge addresses his colleagues

The Judiciary of Jamaica Strengthens Data Excellence with National Residential Training Initiative Led by All-Female Team

The Court Administration Division (CAD) recently hosted a landmark Statistics and Data Systems Training Conference, spearheaded by an all-female team from the Statistics and Data Division of the Supreme Court. Led by Chief Statistician Mrs. Ieesha Graham-McIntosh, this initiative brought together 50 data entry statistical officers from Parish Courts and Specialised Family Courts for an intensive residential training session aimed at enhancing their technical competencies and standardizing data collection practices.

Held from March 24-27, 2025, at the Grand Palladium in Lucea, Hanover, the conference focused on three key pillars: application, collection, and standardization. This training represents a crucial step toward a more data-driven and accountable justice system, reinforcing the CAD's commitment to strengthening human capacity within the judiciary.

The week-long training commenced with inspiring addresses from Chief Justice, the Hon. Bryan Sykes OJ, CD, CEO/Director of CAD, Mrs. Tricia Cameron-Anglin, and Chief Judge of the Parish Courts, His Honour Mr. Chester Crooks. Chief Justice Sykes highlighted the real-world significance of data in judicial decision-making, referencing a Jamaica Observer article titled "Children in Crisis" that was published on the opening day of the conference. The article drew from the Specialised Family Court Statistics Report, highlighting the immediate relevance of accurate and standardized data collection.

Mrs. Graham-McIntosh, along with her team—Senior Statistician Ms. Randalee Reid, Statistician Mrs. Lashana Jones-Holness, and Assistant Statistician Ms. Julie-Ann Cowan—guided participants through essential concepts in data collection and analysis. The training introduced officers to the Coroners Case Information Statistical System (CISS), a vital tool for managing case-related data, with many participants engaging with it for the first time. Additionally, specialists from the Information and Communication Technology branch provided instruction on the Judicial Case Management System (JCMS), with a focus on its application within the Specialised Family Courts.

Mrs. Kaddian Clare-Major from the St. Catherine Parish Court played a crucial role in leading sessions on best practices for utilising CISS. Participants engaged in hands-on exercises to deepen their understanding of both CISS and JCMS, refining their skills in data entry and analysis.

A major outcome of the training was the emphasis on standardising data collection practices across all courts. The conference facilitated the development of a standardised manual, a key resource expected to drive improvements in data accuracy and efficiency throughout the judiciary.

Ms. Davia Fairweather from the St. Mary Parish Court, in her vote of thanks, highlighted the clarity she gained regarding data collection sheets and the importance of uniformity in data entry processes. "This training has demonstrated the need for standardisation, as we all realised how differently courts were operating," she noted, reinforcing a critical takeaway for participants.

The CAD's investment in this residential training program highlights its commitment to transforming the Judiciary of Jamaica into a data-driven institution, known for its efficiency, transparency, and accountability.

The Judiciary of Jamaica Strengthens Data Excellence with National Residential Training Initiative Led by All-Female Team



Ms Ieesha McIntosh, Chief Statistician and her team pauses for a photo ahead of data excellence training



Data-driven; our officers step into excellence.

Celebrating Our Social Workers



The social workers across the Family Courts were on Thursday, March 27, 2025, treated to a well-deserved ‘Social Workers’ Appreciation Day Out’, a special day dedicated to recognising and celebrating the invaluable contributions of our social workers. The event, held at the picturesque Sandals Ocho Rios, provided a well-earned opportunity for relaxation, fun, and camaraderie.

The day began with a one-hour appreciation session at 10:00 AM, where attendees were commended for their dedication and the vital role they play in supporting the justice system. Social workers serve as the backbone of many critical interventions, providing guidance, advocacy, and care for vulnerable individuals navigating the legal system. Their work is demanding, and this event was a small token of gratitude for their tireless efforts.

Following the formal session, attendees were free to soak up the sun, enjoy the luxurious amenities, and embrace a well-deserved break. Whether lounging by the beach, enjoying the poolside ambience, or indulging in Sandals’ delectable cuisine, the day provided the perfect blend of rest, recreation, and rejuvenation.

The Social Workers’ Appreciation Day Out was not just about leisure, it was a reminder of the Judiciary’s commitment to valuing and supporting its team members. By investing in the well-being of social workers, the Judiciary reinforces its dedication to a workforce that is motivated, appreciated, and empowered to continue making a difference.

As the day concluded, there was a shared sentiment of gratitude and rejuvenation, with attendees leaving refreshed and ready to continue their vital work. Events like these highlight the importance of recognising those who dedicate their lives to serving others, ensuring that their contributions never go unnoticed.

Here’s to our social workers, the heart of social justice and advocacy. We appreciate you!

Celebrating Our Social Workers



Smiles that says it all, thank you to our amazing social workers!



Our incredible social workers being serenaded in a well-deserved moment of appreciation.



Keynote speaker Ms. Philisha Talbert inspired our social workers to pause and reconnect with their 'why'—a powerful reminder of the purpose behind their service.



A presentation of appreciation to one of our social workers, as each team member was recognised with a token for their unwavering service and care.

COURT OF APPEAL ADDRESSES KEY CONCERNS IN PARISH COURT APPEALS



President of the Court of Appeal presenting to the judicial officers, and other staff of the judiciary on civil appeals.

The Court of Appeal has identified several concerns regarding appeals from the Parish Courts. These include issues related to the preparation and transmission of records of proceedings, the extended time taken for transmission, and the need for court staff to provide adequate guidance to prospective appellants to ensure timely and compliant filings.

To address these concerns, the Court of Appeal, in collaboration with the Judicial Education Institute of Jamaica (JEIJ), conducted a specialised training session for Parish Court officers involved in the appeals process. This session took place on Friday, March 28, 2025, at The Jamaica Pegasus Hotel and was attended by Senior Parish Court Judges, Clerks of Court, Court Operations Managers, and Secretaries from Parish Courts across the island.

The training was led by esteemed presenters, including the Hon. Mrs. Justice Marva McDonald-Bishop, OJ, CD, President of the Court of Appeal; the Hon. Miss Justice

Paulette Williams, CD, Judge of Appeal; Mrs. Stacie-Anne Brown, Registrar of the Court of Appeal; and Mr. Adriel Williams, Deputy Registrar of the Court of Appeal. Additionally, the presenters were ably assisted by Senior Judicial Counsel, Mr. Jordan Jarrett and Mrs. Yumika Harris-McKenzie.

This initiative emphasises the Court of Appeal's commitment to improving efficiency, ensuring the timely processing of appeals, and enhancing the overall administration of justice.

COURT OF APPEAL ADDRESSES KEY CONCERNS IN PARISH COURT APPEALS



Her Honour Mrs. Theresa Fowler actively engaged in a training session, continuing the pursuit of excellence in justice.



Growth in motion, staff committed to learning, leading, and serving with excellence.



A mid-session dance-off turned up the vibes and the smiles!



The Hon Miss Justice Paulette Williams, CD, Judge of Appeal addresses the cohort on criminal appeals from Parish Court

TRELAWNY FAMILY COURT OPENS CHILDREN'S ROOM



Ms Silma Ellis, Court Operations Manager, shares vote of thanks at the opening and ribbon-cutting ceremony for its new Children's Room.

The Trelawny Family Court celebrated a significant milestone on March 31, 2025, with the opening and ribbon-cutting ceremony for its new Children's Room. This initiative, held under the theme of creating a more compassionate and supportive justice system, represents a pivotal step in making the court environment more child-friendly.

A brief but meaningful program was held with members from the Court, Court Administration Division (CAD), Executive Legal Officer for the Office of the Child Justice Programme Committee (CJPC), and other stakeholders in the community. The ceremony's keynote feature was the Project Review presented by Her Honour Mrs. Theresa Fowler, Senior Judge of the Family Court, who emphasised the role of the Children's Room in

easing the emotional strain on young court users. She applauded the collaborative efforts that brought the initiative to life.

The ribbon-cutting ceremony officially signalled the opening of the room, a dedicated space thoughtfully equipped with toys, books, and other resources to comfort and engage children during their court visits. This achievement was made possible through the generous contributions of key stakeholders and partners who share the Judiciary's vision for a more empathetic justice system.

The Children's Room stands as a testament to the Judiciary's continued commitment to justice that not only serves but *cares*, especially for the most vulnerable.

TRELAWNY FAMILY COURT OPENS CHILDREN'S ROOM



The newly opened children's room is already bringing smiles and inspiration.



A shared moment of reflection as the Senior Judge and Custos of Hanover view the former children's entertainment cubby



Judge and Court Operations Manager pause to explore a book from the children's room collection, a reminder of the space's purpose and heart.



The newly designed children's room—crafted to provide comfort, creativity, and care in every corner.

JUDICIARY TO MAKE HISTORIC DEBUT IN 2025 PUBLIC SECTOR DEBATE COMPETITION



Some members of the debating team, L-R, Adriel Williams– Deputy Registrar, CoA · Jaya Kamoze– Executive Legal Officer to the Chief Justice, Sanique Richards– Senior Judicial,Counsel, and Jaquan Beckford– Judicial Counsel.

In a bold and exciting move, the Judiciary of Jamaica is set to make its debut in the Public Sector Debate Competition 2025, marking the first time the institution has entered the competition since its launch in 2019. The initiative reflects the Judiciary’s commitment to fostering critical thinking, effective communication, and dynamic representation across all levels of public service.

The competition provides a platform for public sector entities to engage in intellectual discourse on national and sectoral issues, and the Judiciary’s participation signifies a strategic step towards greater visibility and engagement.

This year’s team features a diverse and talented group of professionals drawn from across the court system, including legal officers and court administrators. Representing the Judiciary are:

- Jaya Kamoze – Executive Legal Officer to the Chief Justice
- Jaquan Beckford – Judicial Counsel, Supreme Court
- April Campbell – Judicial Counsel, Supreme Court
- Adriel Williams – Deputy Registrar, Court of Appeal
- Sanique Richards – Senior Judicial Counsel, Court of Appeal
- Nicholas Ranger – Legal Officer, Court Administration Division

JUDICIARY TO MAKE HISTORIC DEBUT IN 2025 PUBLIC SECTOR DEBATE COMPETITION

Team Support and Mentorship

The team is ably supported by a dynamic group of officers committed to their success:

- Darrion Kelly – Assistant Clerk of Court, St. Catherine Parish Court
- Georgia Sutherland – Senior Human Resource Officer
- Shannalee Hemmings – Assistant Human Resource Officer
- Takia Hawthorne – Clerk of Court, St. Catherine Parish Court
- Andrea Douglas – Assistant Clerk, St. Catherine Parish Court

Coaching this inaugural team are Judges Ms Tonelle Beecher and Mrs. Yvette Wentworth Miller, who bring with them a wealth of legal expertise, courtroom experience, and sharp debating acumen. Team members are undergoing a rigorous training programme to prepare for the various rounds of the competition. The training began with two full-day workshops on Tuesday, April 15 and Wednesday, April 16, 2025, covering argument development, rebuttal techniques, and effective presentation skills.

The schedule for the competition is as follows:

- Preliminary Round 1 – April 29 & 30
- Preliminary Round 2 – May 13 & 14
- Octo-Finals – May 27 & 28
- Quarter-Finals – June 9 & 10
- Semi-Finals – June 24
- 3rd Place Playoff and Grand Finale – July 10

As the Judiciary steps into this competitive arena for the first time, we commend the team for their courage, dedication, and pioneering spirit. Their participation not only demonstrates the strength of our human capital but also affirms the Judiciary's role in nation-building through advocacy, dialogue, and civic engagement.



COURT ADMINISTRATION DIVISION

Court of Appeal Building
Public Building West
Jamaica W.I.
Tel: 876-586-9783
www.cad.gov.jm

Email: customerservice@jamaicajudiciary.gov.jm
