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Judicial Education Programming for the Supreme Court of Barbados

# Achieving Goals, Meeting Expectations: A Deep Dive Exploration

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**The Caribbean Association of Judicial Officers (CAJO)** brings together the region's Chancellors, Chief Justices, Judges, Masters, Registrars, Parish Judges, Magistrates, Tribunal Members, Executive Court Administrators, and other judicial staff. The first meeting of judicial officers across the region took place in June 2009 in Port of Spain, Trinidad and Tobago and this marked the birth of the CAJO. With its own Constitution and membership, the CAJO was ably headed by Hon Mr Justice Adrian Saunders, President of the Caribbean Court of Justice (CCJ), who served as Chair from 2009 – 2019. The CAJO is led by a Management Committee which comprises judicial officers elected at the Association's Business Meeting held biennially. At present, Hon Mr Justice Peter Jamadar, Judge of the CCJ, serves as Chair of the Association with Hon Mme Justice Roxane George, Chief Justice (Ag) of Guyana, as Vice-Chair. The Management Committee comprises 15 members from almost all countries in the region. The CAJO provides a host of judicial education engagements for judicial officers across the region including its Biennial Conference, training programmes and workshops on various topics and areas of law and practice, and a biannual Newsletter, CAJO News.

# Contents

<b>Overview</b>	3
<b>Insights</b>	4
Impact of Sessions	5
Information Shared	6
Quality of Delivery	7
Benefit Received	9
Final Insights	10
<b>Final Takeaways</b>	11
<b>Appendix</b>	12

# Overview

The CAJO, in partnership with the Judicial Reform and Strengthening (JURIST) Project, facilitated an intensive three-day judicial training programme for judicial officers of the Supreme Court of Barbados.

The training programme, **Achieving Goals, Meeting Expectations: A Deep Dive Exploration**, explored topics such as Judicial Leadership, Accountability, and Responsibility, Civil and Criminal Case Management, Setting and Sustaining Performance Standards, and Issue-Drive Approaches to Civil Case Management and Decision-making. The programme comprised teaching and participant-involved learning which strengthened the development and use of practical tools which judicial officers could immediately implement. The expert programme team responsible for the design and delivery of the programme comprised:

- **Justice Adrian Saunders**, President of the Caribbean Court of Justice
- **Justice Peter Jamadar**, Judge of the Caribbean Court of Justice and Chair of the CAJO
- **Justice Charmaine Pemberton**, Judge of the Court of Appeal of Trinidad and Tobago
- **Justice Lisa Ramsumair-Hinds**, Judge of the Supreme Court of Trinidad and Tobago
- **Justice Shona Griffith**, Judge of the Supreme Court of Barbados
- **Justice Westmin James**, Judge of the Supreme Court of Barbados
- **Ms Kerine Dobson**, Legal Officer to the President of the Caribbean Court of Justice
- **Elron Elahie**, Research and Programme Coordinator of the CAJO
- **Ms Candace Simmons-Peters**, Executive Administrator of the CAJO

The three-day programme is included in the appendix of this report.

# Insights

After the session, participants were asked to fill and submit a feedback form. With a combination of open-ended, yes/no, and LIKERT scale rating questions, the feedback form sought to ascertain the success of the session in delivering information, provoking engagement, and increasing interest.

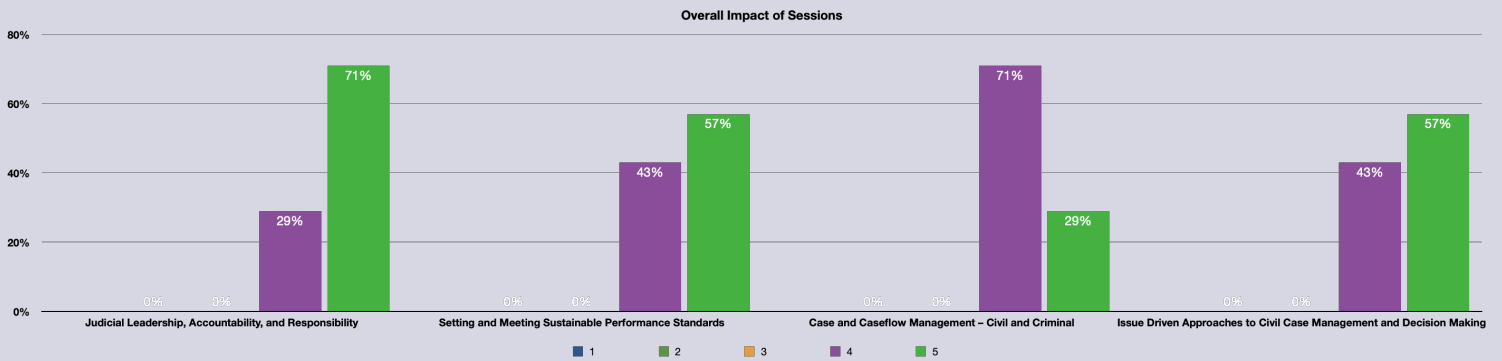
Below contains key insights from the data collected from participants. Judicial officers were asked to rate the following four areas of the programme delivery on a scale of 1 to 5, with 5 being the highest:

1. Impact of Sessions
2. Information Shared
3. Quality of Delivery
4. Benefit Received

Participants were also asked to indicate whether they would recommend this training programme to other judicial officers, as well as to rate the CAJO as a judicial education provider. Finally, participants were invited to share their thoughts on what stood out to them the most, what could be improved, and any final thoughts they may have.

Based on the feedback collected, which will be explored in detail below, the programme provided participants with key learnings and engagement which meaningfully impacted them.

# Impact of Sessions



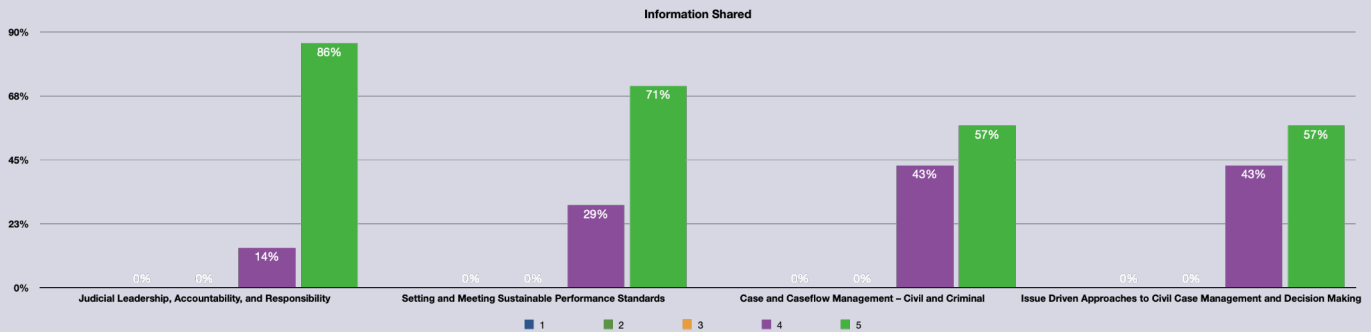
**Fig 1 - Impact of Session**

Judicial officers were asked to rate the impact which the sessions had on them. Based on the feedback received, all sessions were rated with only scores of 4 and 5.

As Fig 1 above shows, 71% of respondents gave a rating of 5 for **Judicial Leadership, Accountability, and Responsibility**. A rating 5 was given by 57% of respondents for **Setting and Meeting Sustainable Performance Standards** and **Issue Driven Approaches to Civil Case Management and Decision Making** while 29% of respondents gave a rating of 5 for **Case and Caseload Management - Civil and Criminal**. The remainder of respondents for each session gave a rating of 4.

This feedback is a clear indication that all sessions had a significant impact on participants. One judicial officer noted, in the qualitative feedback, that what stood out most was, *“Bringing out in the open, inefficiencies and gaps which affect the performance of the Judiciary as an institution in a non-judgmental way with emphasis on ownership and corrective measures.”*

# Information Shared



**Fig 2 - Information Shared**

Judicial officers were asked to rate the information shared in the sessions. All sessions were rated with only scores of 4 and 5.

As Fig 2 above shows, over 50% of respondents gave a rating of 5 for all programme areas. **Judicial Leadership, Accountability, and Responsibility** received a rating of 5 from 86% of respondents while a rating 5 was given by 71% and 57% for **Setting and Meeting Sustainable Performance Standards** and **Issue Driven Approaches to Civil Case Management and Decision Making** and **Case and Caseflow Management - Civil and Criminal** respectively. The remainder of respondents for each session gave a rating of 4.

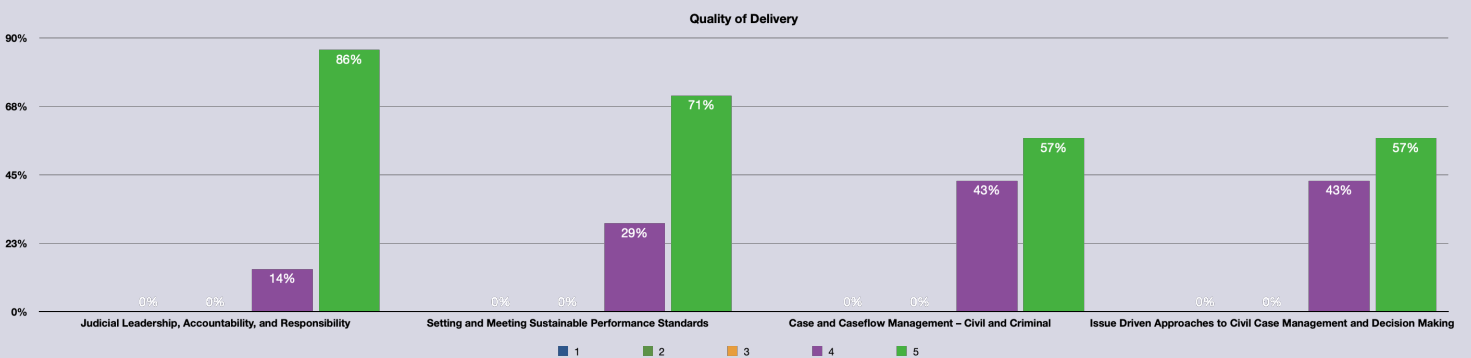
The feedback revealed that the information shared was not only of excellent quality, but also practical and applicable. One judicial officer stated that what stood out about the programme was that there are “*several attainable areas for improvement in case management and concise judgment writing,*” while another welcomed the teaching on “*How to effectively apply the Issue-driven approach to judgment delivery.*”

# Quality of Delivery

Similar to the previous areas, when asked to rate the quality of delivery, judicial officers gave ratings of only 4 and 5.

As Fig 3 below shows, the ratings were the same as with information shared. **Judicial Leadership, Accountability, and Responsibility** received a rating of 5 from 86% of respondents while a rating 5 was given by 71% and 57% for **Setting and Meeting Sustainable Performance Standards** and **Issue Driven Approaches to Civil Case Management and Decision Making** and **Case and Caseload Management - Civil and Criminal** respectively. The remainder of respondents for each session gave a rating of 4.

Participants were impressed with the faculty as one judicial officer exclaimed, in the qualitative feedback, that *“the presenters were all excellent,”* and another sharing that the programme was *“very well organized with second to none presenters.”*



**Fig 3 - Quality of Delivery**



**Justice Adrian Saunders engaging with judicial officers**



**Justice Peter Jamadar leading a session**

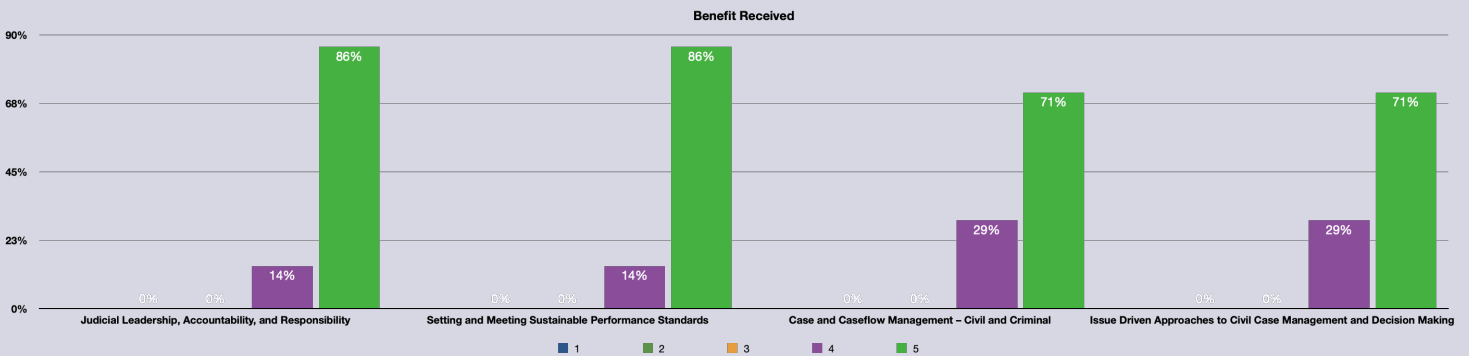


# Benefit Received

Judicial officers were asked to rate the benefit they received from the three-day programme. The majority rated the benefit as 5 and the remainder, 4.

As Fig 4 below shows, over 70% of respondents gave a rating of 5 for all sessions. **Judicial Leadership, Accountability, and Responsibility** and **Setting and Meeting Sustainable Performance Standards** received a rating of 5 from 86% of respondents while a rating 5 was given by 71% for **Issue Driven Approaches to Civil Case Management and Decision Making** and **Case and Caseload Management - Civil and Criminal**. The remainder of respondents for each session gave a rating of 4.

The positive feedback continued as one judicial officers stated that they “look forward to continue judicial and administrative training in the very near future.” Another judicial officer described the three-day programme as a “needed workshop for the judiciary.”

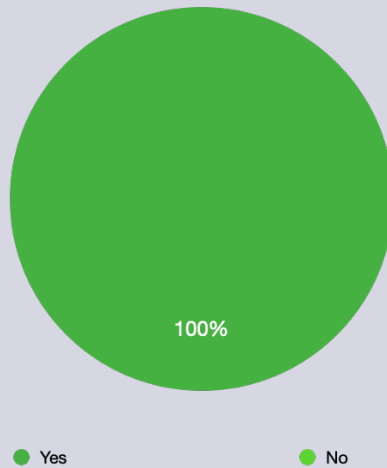


**Fig 4 - Benefit Received**

# Final Insights

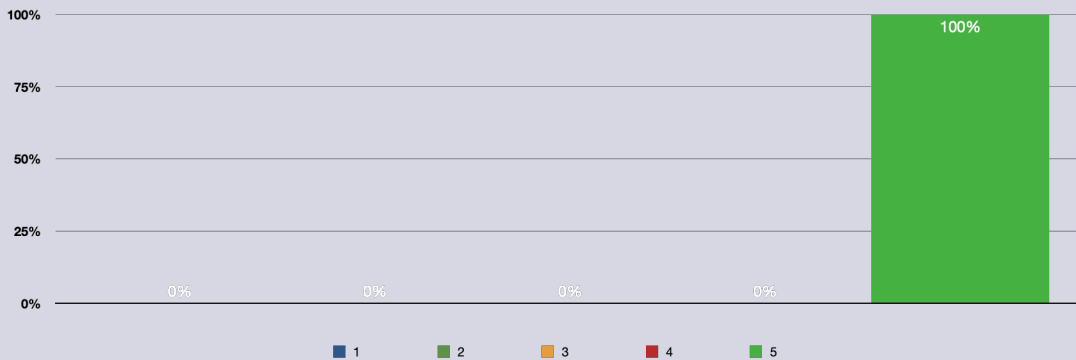
Judicial officers were asked to indicate whether they would recommend the training programme to their colleagues, as well as rate the CAJO as a judicial education provider. As Figs 5 and 6 below show, **100% of the respondents indicated that they would recommend** the programme and **100% also gave a rating of 5** for the CAJO as a judicial education provider.

Recommending of Session



**Fig 5 - Recommending of Session**

CAJO as a Judicial Education Provider



**Fig 6 - CAJO as a Judicial Education Provider**

## Takeaways

The three-day programme was a success and made a significant impact on judicial officers. When asked to provide suggestions to improve the programme, all comments pointed to needing more time. One judicial officer noted that, “*Time is always an issue on the part of faculty and participants but ideally, 3 full days would have allowed for greater practical application, but that can be a separate follow-up workshop.*”

Even though more time may have been wanted, judicial officers left the programme equipped and ready to engage the learnings. One judicial officer stated that the programme highlighted, “*The need for the Judiciary to take responsibility for the current state of affairs and commit to turning it around by demonstrating judicial leadership, setting and achieving performance standards and being accountable in the administration of justice,*” while another commented that, “*The challenge thrown out by the presenters has motivated me to find better and more efficient solutions to the issues afflicting the Court.*”

At the end of the third day, Resolutions were created and agreed to. These Resolutions are specific targets and practices that the judicial officers commit to.

The CAJO extends gratitude to Mr John Furlonge and the JURIST Project for the support and commitment to this programme. And, of course, to the Hon Mr Justice Patterson Cheltenham, GCM, QC, Chief Justice of Barbados, for the opportunity to engage with the Supreme Court judicial officers.

# Appendix

## Three-day Programme

### Day One

3:00 p.m. - 3:05 p.m. (05 mins)	<b>Welcome</b>
3:05 p.m. - 3:20 p.m. (15 mins)	<b>Introductions</b>
3:20 p.m. - 3:40 p.m. (20 mins)	<b>Opening Reflective Exercise</b>
3:40 p.m. - 4:50 p.m. (70 mins)	<b>Facing Reality: Where We Are Now</b>
4:50 p.m. - 5:00 p.m. (10 mins)	<b>Reflection and Next-Day Information</b>

## Three-day Programme Cont'd

### Day Two

8:30 a.m. - 8:40 a.m. (10 mins)	<b>Welcome and Check-In</b>
8:40 a.m. – 8:50 a.m. (10 mins)	<b>Recap of Where We Are Now</b>
8:50 a.m. – 9:10 a.m. (20 mins)	<b>Participant Activity</b>
9:10 a.m. – 11:10 a.m. (120 mins)	<b>Judicial Leadership, Accountability, and Responsibility</b>
11:10 a.m. – 11:20 a.m. (10 mins)	<b>STRETCH BREAK</b>
11:20 a.m. – 12:45 p.m. (85 mins)	<b>Revisiting Reality: What Can We Do to Change Things Now?</b>
12:45 p.m. – 1:30 p.m. (45 mins)	<b>LUNCH</b>
1:30 p.m. – 2:15 p.m. (45 mins)	<b>Setting and Meeting Sustainable Performance Standards I</b>
2:15 p.m. – 2:25 p.m. (10 mins)	<b>STRETCH BREAK</b>
2:25 p.m. – 4:25 p.m. (120 mins)	<b>Civil Case and Caseflow Management (Theory to Practice)</b>
4:25 p.m. – 4:45 p.m. (30 mins)	<b>Recap/Next-Day Information</b>

## Three-day Programme Cont'd

### Day Three

8:30 a.m. - 8:40 a.m. (10 mins)	<b>Welcome and Introductions</b>
8:40 a.m. – 8:55 a.m. (15 mins)	<b>Imaginative Exercise</b>
8:55 a.m. – 9:45 a.m. (50 mins)	<b>Civil Case and Caseflow Management Cont'd</b>
9:45 a.m. – 11:15 p.m. (90 mins)	<b>Issue-Driven Approaches to Civil Case Management and Decision-Making</b>
11:15 a.m. – 11:25 a.m. (10 mins)	<b>STRETCH BREAK</b>
11:25 a.m. – 12:10 p.m. (45 mins)	<b>Setting and Meeting Sustainable Performance Standards II</b>
12:10 p.m. – 12:55 p.m. (45 mins)	<b>LUNCH</b>
12:55 p.m. – 2:55 p.m. (120 mins)	<b>Criminal Case and Caseflow Management (Theory to Practice)</b>
2:55 p.m. – 3:05 p.m. (10 mins)	<b>STRETCH BREAK</b>
3:05 p.m. – 4:20 p.m. (75 mins)	<b>Setting and Meeting Sustainable Performance Standards III</b>
4:20 p.m. – 4:35 p.m. (15 mins)	<b>Programme Resolutions</b>
4:25 p.m. – 5:00 p.m. (35 mins)	<b>Recap and Evaluation, Plant a Tree Initiative, Closing Remarks</b>



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