

Department of Justice

Annual Report
2013-2014



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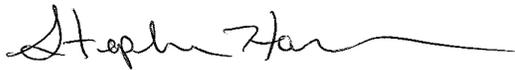


The Honourable Jocelyne Roy Vienneau
Lieutenant-Governor of New Brunswick

May it please your Honour:

It is my privilege to submit the Annual Report of the Department of Justice, Province of New Brunswick, for the fiscal year April 1, 2013 to March 31, 2014.

Respectfully submitted,



Hon. Stephen Horsman
Minister

The Honourable Stephen Horsman
Minister of the Department of Justice

Sir:

I am pleased to be able to present the Annual Report describing operations of the Department of Justice for the fiscal year 2013-2014.

Respectfully submitted,



Johanne C. Bray
Deputy Minister

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Minister's Message

The role of the Department of Justice is to provide access to an impartial and efficient justice system for all New Brunswick residents. The ability to achieve, maintain and monitor this goal is accomplished through a strategic management system which unifies all government departments.

As a government, we are focused on job creation while enhancing access to programs and services. Through the government wide implementation of this strategy, better value for each tax dollar will be achieved.

Building and strengthening our economy requires a justice system that protects the rights of all parties involved and can resolve disputes in a timely manner.

Every day the Department of Justice is called upon to protect and further develop an efficient and impartial judicial system. It is an honour to be a member of this team and I look forward to building on our achievements in the next year.

Hon. Stephen Horsman
Minister of Justice

Deputy Minister's Message

The Department of Justice continues to advance the vision of a safe, just and peaceful society supported by a justice system that is fair, effective, trusted and easily accessible. The Department provides a broad spectrum of services in support of this vision.

The Department made significant progress in a number of areas in 2013-14. One major achievement is the completion of a state of the art courthouse in Saint John. This accomplishment enhances the abilities of our front line workers to assist in the administration of justice.

Considerable progress has been made in increasing access to justice, and also access to timely dispute resolution. The Department coordinated a review of legal aid which resulted in the introduction of a more coherent and user friendly *Legal Aid Act*. Also a permanent Case Management system has been implemented which will increase the rate at which family law disputes are resolved. The reintroduction of the Small Claims Court of New Brunswick allowed the Court of Queen's Bench to operate more efficiently.

The Department also enhanced safety procedures in all Provincial Court locations by becoming the sole provider of court security. This allows for a consistent level of service to the public and government employees.

Access to an impartial and efficient justice system has always been the goal of this Department. I look forward to further developing this goal in the coming year.

Johanne C. Bray
Deputy Minister

Highlights

The new Saint John Law Courts building features 13 courtrooms, 2 hearing rooms, a secure detention centre as well as chambers for the judiciary. It also has offices for court services administration personnel, public prosecutions, lawyers, sheriffs, police and staff from other provincial departments.



After a successful three-year pilot period, the Saint John Family Division Case Management model was adopted as a permanent program in 2013-2014.



In 2013-2014, the Small Claims Court of New Brunswick completed its first full year of operation. The Small Claims Court was re-established on January 1, 2013.



The Department received a mandate to provide court security in all Provincial Court locations. This includes courtroom security as well as courthouse security.



The Elsipogtog Healing to Wellness Court pilot project completed its second year of operation in 2013-2014.



The Department developed 39 submissions to Government, and processed 29 requests made under the *Right to Information and Protection of Privacy Act*.



The Department coordinated the legal aid review which resulted in the introduction of the new *Legal Aid Act*.



The Department oversaw the establishment of the Financial and Consumer Services Commission, which was effective July 1, 2013.



2013-2014 was the Department of Justice's first full year of participation in the Government's Performance Excellence Process.



The Department worked cooperatively with the Office of the Attorney General on the Early Resolution Project in Moncton.

Strategic Priorities

Strategy Management

The Government of New Brunswick (GNB) has implemented a formal management system built on leading business practices to develop, communicate and review strategy. This process provides the public service with a proven methodology in both public and private sectors to execute strategy.

The formal management system starts with a strategic vision. The government expresses its vision through the themes for a stronger economy and an enhanced quality of life while living within our means. This strategic vision is articulated through the strategy map, which is a tool to provide focus and overall direction for improvement.

The Perspectives of the Strategy Map

The strategy map focuses on what's important to citizens: stimulating job creation and getting more people working; access to necessary programs and services; and providing value for their tax dollars.

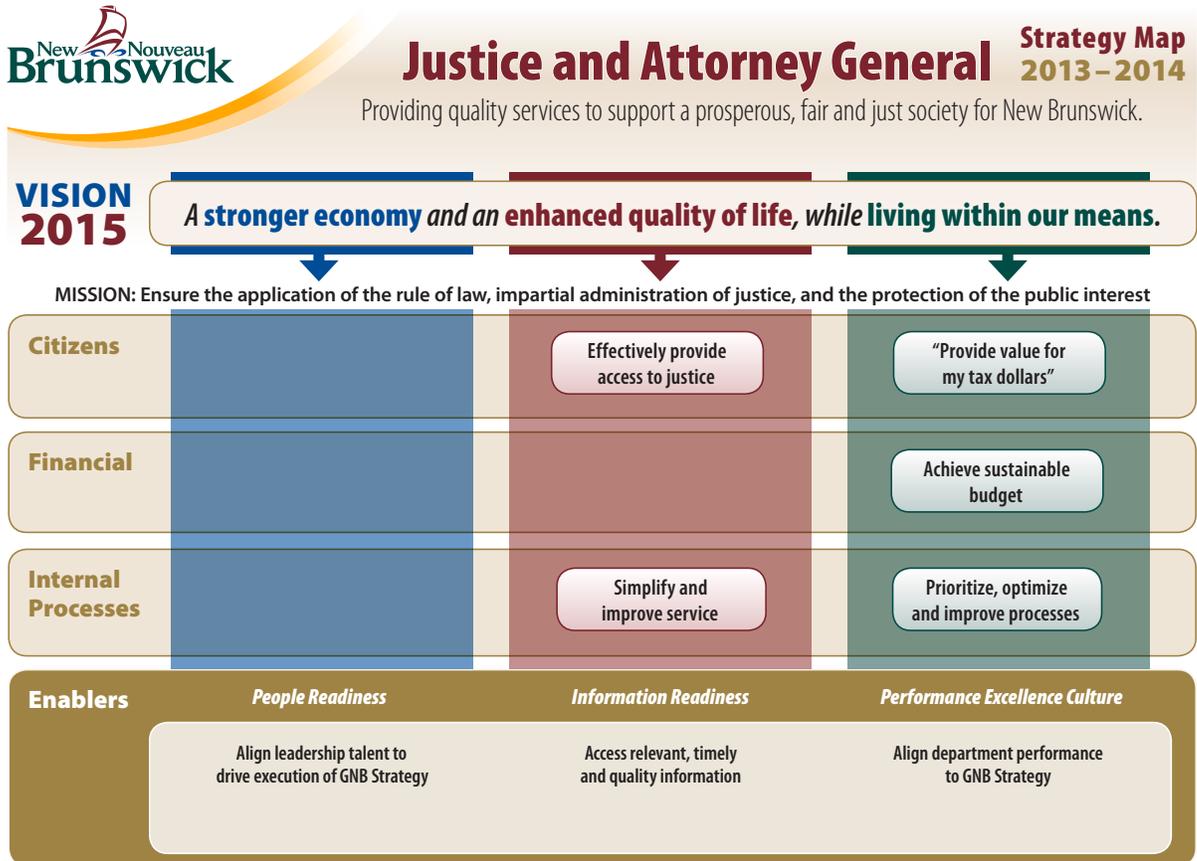
The financial perspective addresses the financial requirements needed to sustainably support the commitment to citizens, stretching across all three themes of the vision. The financial perspective focuses on supporting the private sector to stimulate growth, ensuring the government lives within its means by achieving a sustainable budget, and funding priority programs to contribute to an enhanced quality of life.

The internal processes are government's direct role in achieving the vision. They are the strategic improvements government needs to successfully implement to achieve the vision. Each department sets its own goals and priorities within the strategic themes to match its programs and specialized needs.

The enablers ensure that GNB is ready to execute the strategy through internal processes. Leaders and employees need to develop and demonstrate behaviours that engage others to ensure the success of strategic projects. Leaders need the right information at the right time to make strategic decisions, and the culture must align and recognize those who contribute to achievement of the strategy.

Departmental Strategy Map

The Department of Justice and Office of the Attorney General share a Strategy Map. The organizations have a common mission statement, a common executive team and administration, and unified goals and objectives. Although the departments have no mandate in developing a stronger economy in the province, effectively providing access to justice is a fundamental requirement of ensuring New Brunswickers an enhanced quality of life.



NB PUBLIC SERVICE VALUES: COMPETENCE – IMPARTIALITY – INTEGRITY – RESPECT – SERVICE

Performance Measures

Based on the strategy map, a framework that translates the organization’s strategy into a set of objectives and performance measures is developed. This allows the Department of Justice to measure progress in meeting its objectives. The performance measures do not reflect all of the day-to-day operations of the Department, but rather the strategic areas where it needs to focus improvement efforts.

Objectives:	Measures
Strategic Theme : Enhanced Quality of Life	
Effectively Provide Access to Justice	Small Claims Court - Months Wait Time to Hearing
	Small Claims Court - Number of Claims Filed
Simplify and Improve Services	Access to Family Justice - number of child support variations, Saint John compared to the rest of New Brunswick
	Access to Family Justice - Median number of days from filing to first court appearance, Saint John compared to rest of New Brunswick
Strategic Theme : Living Within Our Means	
Achieve sustainable budget	Ratio of actual to budgeted expenditures
	Ratio of actual to budgeted revenue

Enhanced Quality of Life: Effectively Provide Access to Justice

Measure:

Small Claims Court - Wait Time to Hearing (Months)

Small Claims Court - Number of Claims Filed

Description of measure:

A Small Claims Court was re-established in New Brunswick in January 2013. The purpose was to provide citizens with timely and inexpensive access to justice for civil claims for amounts not exceeding \$12,500. It is designed for ease of use for those without a lawyer, with opportunities for settlement throughout the process. These cases would previously have been heard in the Court of Queen's Bench, and were subject to court delays of up to one year for hearings in some Judicial Districts.

Overall performance:

The overall performance of the new Small Claims Court is very positive. Wait times for hearings, by the end of Fiscal 2013-2014, had been reduced by over 3 months from the previous system, an improvement of 54%.

Service usage increased steadily over the course of the year, since its re-establishment, indicating that the public is making increased use of the Small Claims Court, resulting in increased access to justice.

Baseline: The baseline, the number against which we are measuring success for wait times, is 5.9 months, the average length of time it took when Small Claims matters were heard in the Court of Queen's Bench.

The baseline for usage was the average number of actions filed for amounts up to \$12,500 in the Court of Queen's Bench under Rule 80 in 2011 and 2012.

Target: The targeted improvement rate for wait time was 40%.

The target number of actions was the same as the baseline.

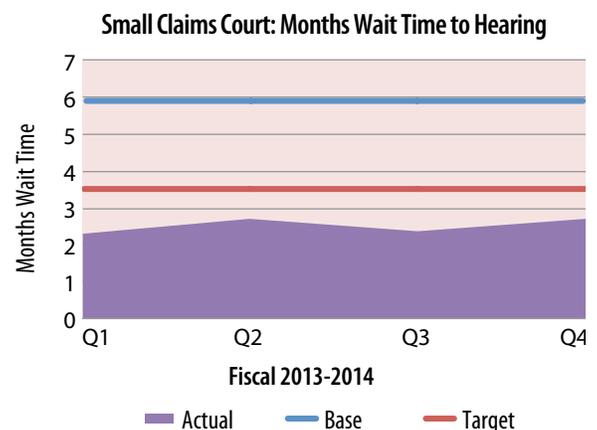
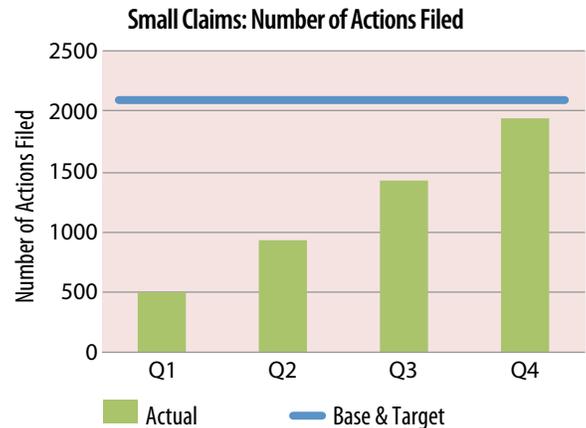
Actual: The actual wait time improvement rate was 54%.

Usage grew consistently throughout the year and represented a 23% increase over the average of 2011 and 2012 usage.

Why do we measure this?

We measure the time it takes for a matter to proceed to a hearing date from the time all required legal steps have been completed in order to assess whether citizens are able to access the justice system in a reasonable period of time for their Small Claims actions.

We measure the number of files being processed to ensure continued, sustained usage of the Small Claims Court of New Brunswick. Although this number is not within our control, and it is not our goal to increase litigation within the Province of New Brunswick, we measure this number so that the Small Claims Court can be monitored to ensure it is meeting the purpose for which it was established, to effectively provide access to justice.



What projects were undertaken in 2013-2014 to achieve the outcome?

Projects undertaken in 2013-2014 to achieve the outcome included the distribution of educational material to the public and ongoing communication with the Regional Directors and Clerks of the Judicial Districts to discuss the operation of the Small Claims Court and address any issues as they arose.

In 2013-2014 the Department worked in conjunction with the Public Legal Education and Information Service of New Brunswick (PLEIS-NB) to improve the Small Claims Court Guide for users of the Small Claims Court and to produce five Fact Sheets designed to assist the public in understanding the legal and procedural aspects of a Small Claims Court action. The Fact Sheets provided guidance and information regarding the following topics which, based upon errors in filing of documents, have historically proved difficult for users of the Small Claims Court to understand: Limitation Periods, Serving Documents, Actions Against the Crown, Payment Hearings, and Appealing a decision of the Court of Queen's Bench.

Copies of the Guide and the Fact Sheets were distributed to all court locations for display in the Client Services areas where they would be accessible to the public. In addition, the publications were all made available on the PLEIS-NB website to further increase their availability to the public.

Enhanced Quality of Life: Simplify and Improve Services

Measure:

Access to Family Justice:

Number of child support variations, Saint John compared to the rest of New Brunswick.

Description of measure:

The number applications to vary child support filed in the Judicial District of Saint John versus the rest of New Brunswick, divided by the population of the region, during the reporting period (Form 81F is the initiating pleading), where child support, or child support variation is the relief sought.

Overall performance:

Performance has been very positive, consistently at or above target.

Baseline: Baseline is 1:1 that is the number of variations in Saint John would be no different than in the rest of the Province.

Target: 30% more variations would be processed in Saint John compared to the rest of the Province with the new Model.

Actual: An average of 31% more child support variations were processed in Saint John compared to the rest of the Province over the course of the fiscal year.

Why do we measure this?

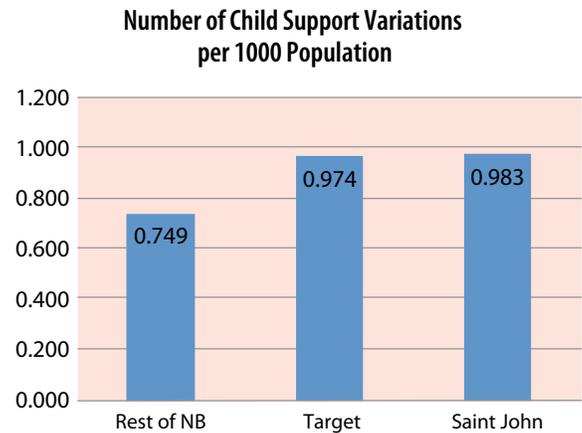
A high number of variation applications per 1000 population is indicative that the service is perceived to be accessible enough to use as income or other circumstances change which would impact the amount of child support payable.

Using a comparative measure of the number of variation applications against the rest of the Province allows us to determine the usage of the Saint John Family Division Case Management Model and to manage and monitor the progress of increased access to this new service delivery model and the associated benefit to the public of the comprehensive resources included in this model.

What projects were undertaken in 2013-2014 to achieve the outcome?

Following a pilot period, in fiscal year 2013-2014 the Saint John Family Division Case Management Model was adopted as a permanent program in the Judicial District of Saint John. This Model includes a team of court staff led by a Case Management Master who triages family cases and manages them to early resolution, ensuring appropriate and efficient streaming of cases in the family court system, particularly for self-represented litigants. Additional components of the Model include a Triage Coordinator, in-house mediation services, on-site Family Advice Lawyer Services, a comprehensive on-site Family Law Information Centre (FLIC) and a new Rule of Court.

In 2013-2014 enhancements were made to the Model, including doubling the hours that Family Advice Lawyers assist clients (from one hour to two), administrative help for the Case Management Master and the provision of security at child support variation sessions held before the Master. Additional promotional materials were also developed for the FLIC, and revisions made to the Forms under Rule 81 to make them more user-friendly.



Enhanced Quality of Life: Simplify and Improve Services

Measure:

Access to Family Justice:

Median number of days from filing to first court appearance, Saint John compared to rest of New Brunswick

Description of measure:

A comparison of the time from filing to first court appearance between the Judicial District of Saint John and the other Judicial Districts in the Province. Goal is to identify if the Model in Saint John improves the timeliness of access to justice.

Overall performance:

The Model in Saint John is providing dates for first court appearances significantly faster than the rest of the Province. The additional resources in Saint John are providing a more timely access to justice.

Baseline: The baseline would be assuming no change between Saint John and the rest of the Province.

Target: The improvement target was set at 45 days in Saint John vs. 95 days in the rest of the Province. Saint John clients were expected to have their first court appearance 47% faster than the rest of the Province.

Actual: The median number of days for Saint John is 48 days; rest of the Province is 100 days. Saint John is showing 52% improvement.

Why do we measure this?

The goal of this measure is to identify whether the Case Management Model in the Judicial District of Saint John improves the timeliness of access to justice.

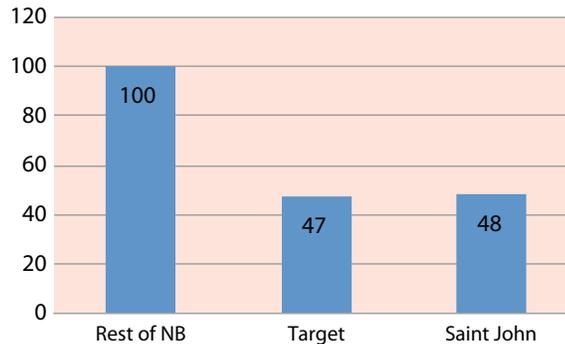
If the number of days from filing the court documents to the date of the first court appearance is less in the Judicial District of Saint John under the Family Division Case Management Model, this indicates improvement in the timeliness to access to family justice for users of the Model.

What projects were undertaken in 2013-2014 to achieve the outcome?

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Median Number of Days from Filing
to First Court Appearance



Living Within Our Means: Achieve Sustainable Budget

Measure:

Ratio of actual to budgeted expenditures

Description of measure:

Percent of Total Expenditures over Total Budget.

Overall performance:

Exceeded Expectations

Baseline: Last Year's Actual to Budget Expenditure Ratio

Target: The target is 100%, Departments are expected to be on budget for expenditures.

Actual: Actual expenditures for Department of Justice \$41,766,000. This is 92% of the budget for fiscal year 2013-2014.

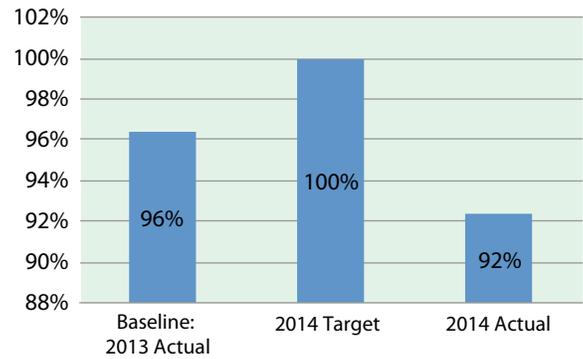
Why do we measure this?

This indicator measures the ability of the provincial government to manage its overall expenses as compared to budget. The provincial government must ensure expenses are managed in accordance with the budget and prepared to take corrective action if expenses are projected to be over budget during the year. The Department of Justice achieved results well beyond expected targets.

What projects were undertaken in 2013-2014 to achieve the outcome?

There was a significant reorganization in the Department of Justice which led to the Justice Services Program joining the Financial Consumer Services Corporation as of July 1, 2013. This resulted in a savings of \$3.1 million this fiscal, and \$3.7 million in each year here after.

Ration of Actual to Budgeted Expenditures



Living Within Our Means: Achieve Sustainable Budget

Measure:

Ratio of Actual to Budgeted Revenue

Description of measure:

Percent of Actual over Budgeted Revenues

Overall performance:

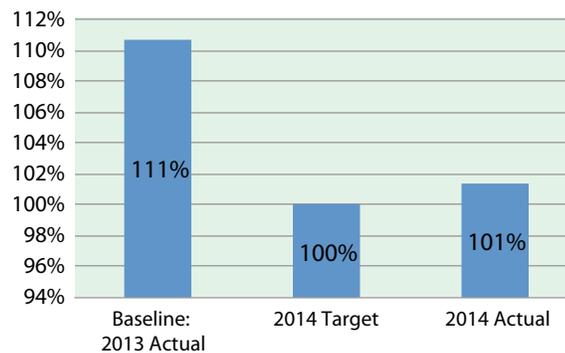
Exceeded Expectations

Baseline: Last Year's Actual to Budgeted Revenue Ratio

Target: The target is 100%, Departments are expected to be on budget for revenues.

Actual: Justice received \$55.2 million in revenues. This is 101% of budgeted revenues.

Ratio of Actual to Budgeted Revenues



Why do we measure this?

This indicator measures the ability of the Provincial Government to manage its overall revenues, with the goal of improving Government's finances. The Department of Justice and Office of the Attorney General achieved results beyond expected targets.

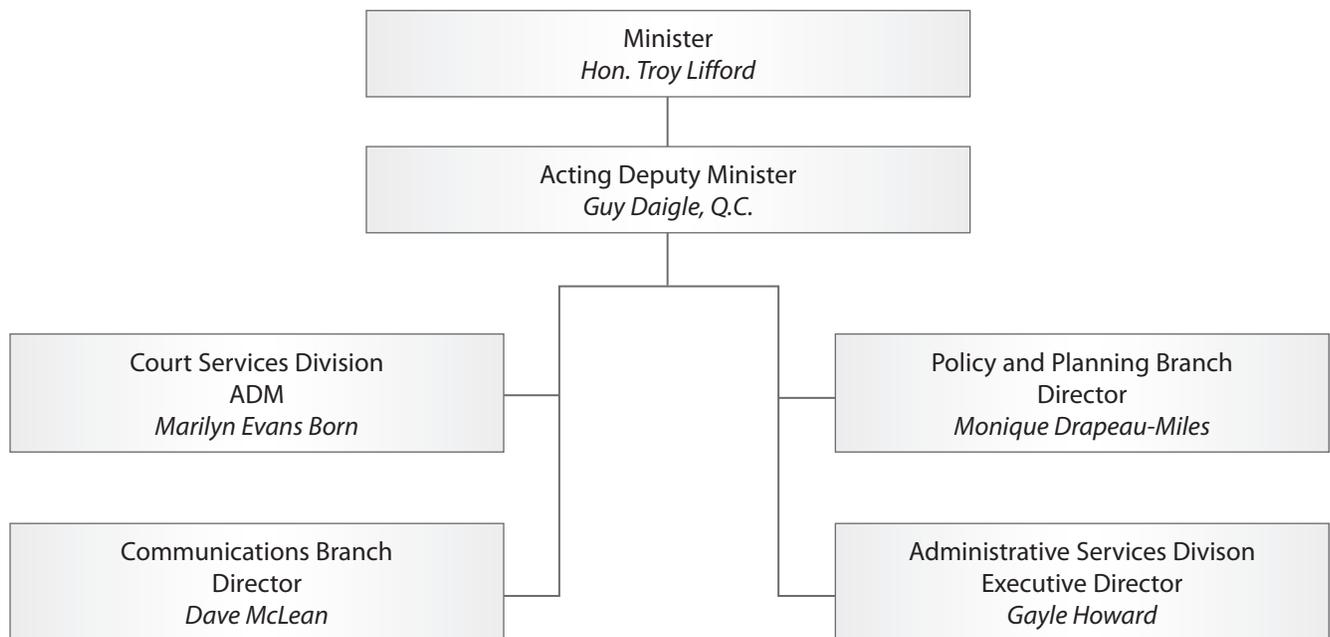
What projects were undertaken in 2013-2014 to achieve the outcome?

Despite losing three quarters of the revenue from the branches that were transferred to the Financial Consumer Services Commission, Justice exceeded its Revenue targets. This was mainly due to Insurance Premium Taxes.

Overview of Departmental Operations

To ensure the application of the rule of law, impartial administration of justice, and the protection of the public interest.

In 2013-2014 the Department employed up to 453 individuals on a full time, casual or contract basis. This was down from 482 in 2012-2013.



Court Services Division

Court Services Division supports the New Brunswick court system which includes the Court of Appeal, the Court of Queen's Bench, the Small Claims Court, the Probate Court, the Provincial Court and the Youth Justice Court by providing management, administrative and other services. There are approximately 350 employees, headed by an Assistant Deputy Minister, who also serves as Chief Sheriff.

The **Office of the Registrar** is the registry for the Court of Appeal, and Court of Queen's Bench, and provides support services to the Chief Justice of New Brunswick, the Chief Justice of the Court of Queen's Bench, Justices of the Court of Appeal, and Justices of the Court of Queen 's Bench and all Clerks of the Court of Queen's Bench. This office processes all adoptions, serves as a registry for bankruptcies, is the central registry for divorces processed in New Brunswick, and processes requests for the establishment or enforcement of family support orders to and from participating jurisdictions.

The **Operations Branch** supports courts in fourteen staffed locations across the Province. There are six administrative regions, each headed by a Regional Director: Bathurst-Campbellton-Tracadie-Sheila, Moncton-Richibucto, Miramichi, Saint John-St. Stephen, Fredericton - Woodstock- Burton, Edmundston-Grand Falls.

The **Sheriff Services Branch** is responsible for court-related transportation of persons in custody, jury management, providing court house/room security, serving documents, administering detention centres (Moncton and Saint John), and executing court orders in civil matters.

Program Support Services provides support and expertise to the regional delivery system within Court Services Division, as well as executive support to the Assistant Deputy Minister, the Deputy Minister and the Minister.

The **Office of Support Enforcement** is responsible for the administration of the *Support Enforcement Act*. It enforces family support provisions in court orders and agreements filed with the Office. Enforcement services are primarily located in the regional Court Services Division offices. The central payment unit is located in Fredericton.

Highlights

The Elsipogtog Healing to Wellness Court pilot project continued in 2013-2014. The pilot seeks to address the underlying causes of criminal behaviours such as mental health and/or chemical dependency issues. Those who are admitted into the program must comply with the conditions of a treatment plan. The accused's progress is monitored by the community and service providers, as well as the Healing to Wellness Court.

The opening of the Saint John Law Courts took place in June 2013. The facility features 13 courtrooms, two hearing rooms, a Family Law Information Centre, and general offices. It was designed with enhanced security features, including a walk-through metal detection system and an X-ray machine to provide enhanced security at the main entrance.

The Saint John Family Law pilot was adopted as a permanent program in the Judicial District of Saint John in 2013-2014. It is now referred to as the Saint John Family Division Case Management Model. This Model represents a new service delivery model in the Court of Queen's Bench, Family Division to ensure appropriate and efficient streaming of cases in the court system, particularly for self-represented litigants.

The Sheriff Services Branch received the mandate to provide Provincial Court security province-wide. This will provide a consistent level of security in all of Court locations across the province.

Justice Services Division

Consumer Affairs provides day-to-day enforcement and administration of a wide range of consumer legislation including: *Auctioneers Licence Act*, *Collection Agencies Act*, *Commissioners for Taking Affidavits Act*, *Consumer Product Warranty and Liability Act*, *Cost of Credit Disclosure Act*, *Direct Sellers Act*, *Franchises Act*, *Gift Cards Act*, *Pre-arranged Funeral Services Act*, and the *Real Estate Agents Act*. Activities include investigating consumer complaints, advising consumers of their rights and responsibilities, promoting consumer education and information, and issuing licenses for the regulation of businesses under consumer protection legislation and hearing complaints that may result in the suspension or cancellation of a license.

The **Credit Unions, Co-operatives and Trust Companies Branch** is responsible for the supervision of credit unions and *caisses populaires* in New Brunswick. It administers the Credit Unions Act and Regulations, and carries out the duties and responsibilities of the Superintendent of Credit Unions. Along with providing incorporation services for credit unions and *caisses populaires*, the Branch oversees the financial stability and solvency of credit unions for the protection of depositors, as well as recommending policy and legislative changes concerning credit unions. The Branch also administers the *Co-operative Associations Act* and the *Loan and Trust Companies Act* and their Regulations. The Branch provides incorporation and related services, and recommends policy and legislative changes concerning co-operatives. The Branch activities also involve incorporation and licensing of provincial loan and trust companies, as well as licensing of extra-provincial loan and trust companies.

The **Insurance Branch** supervises and regulates the business of insurance in New Brunswick. The goal is to protect the public by regulating insurers who carry on business in the Province and by requiring individuals who sell insurance products on behalf of these insurers to meet identified proficiency standards.

The **Examinations Branch** is responsible for examining financial institutions, corporations and individuals licensed by other Branches in the Department of Justice. The Branch operates a comprehensive examination framework in order to provide regulators of financial institutions and licensees with assessments of whether those being regulated are financially viable, observing sound business practices, and meeting compliance requirements under the following statutes: *Insurance Act*, *Credit Unions Act*, *Pre-arranged Funeral Services Act*, *Loan and Trust Companies Act*, and the *Collection Agencies Act*.

The **Office of the Superintendent of Pensions (OSP)** is responsible for the administration of the *Pension Benefits Act*, the *Nursing Homes Pension Plans Act*, and their Regulations. This legislation provides pension plan members with safeguards concerning their entitlement to pension benefits and reduces the risk of plans being under-funded and unable to pay the pensions intended for plan members. The OSP also enforces pension legislation of other provincial governments and the federal government when a pension plan is registered in New Brunswick but has members who work in other jurisdictions.

Highlights

The Department oversaw the establishment of the Financial and Consumer Services Commission, which was effective July 1, 2013. This arm's length Crown Corporation provides protection to consumers and investors from unfair, improper or fraudulent practices. It also fosters fair, efficient marketplaces and confidence in those marketplaces. The Commission brings together regulatory authorities for securities, insurance, pensions, consumer affairs, co-operatives, credit unions, *caisses populaires*, and loan and trust companies. All the branches referred to above were transferred to the Commission.

Communications Branch

The **Communications Branch** provides public awareness and promotion of departmental programs, services and policies. The Communications Branch is responsible for public communication and education/awareness programs, as well as providing strategic communications planning and advice to the Minister, senior managers and staff.

The Branch prepares news releases, advertisements, speeches, speaking notes and briefing notes for the Department. Along with providing ministerial support, the branch also co-ordinates departmental news conferences and events as well as coordinating activities related to the Legislative Assembly.

The Communications Director, acting as spokesperson for the Department, responds to inquiries from the media and the public with regard to services, programs, policies and decisions. The Director also oversees content on the department's web page.

Policy and Planning Branch

The **Policy and Planning Branch** is responsible for providing leadership in the identification, and development of broad policy initiatives, and provides advice and support services in relation to the overall corporate strategy, policies and direction. The Branch is responsible for the strategic and departmental planning, represents the Department on numerous federal/provincial/territorial committees, plays an integral role in policy development and program design and reviews, and provides executive support to the Minister of Justice, Attorney General and Deputy Minister/Deputy Attorney General.

Highlights

The Branch coordinated the legal aid review which resulted in the introduction of the new *Legal Aid Act* in the Legislative Assembly.

The Financial and Consumer Services Commission may make rules, referred to as regulatory instruments, to administer the requirements of New Brunswick's securities laws. Amendments to existing regulatory instruments and the creation of new ones must be approved by the Minister of Justice prior to coming into force in New Brunswick. The Branch reviewed 10 regulatory instruments, which took the form of Local Rules, National or Multilateral Instruments.

Policy and Planning was involved in the following projects and initiatives in 2013-2014:

- Participated in the interdepartmental working group reviewing the recommendations related to child protection matters of the Task Force on Access to Family Justice;
- Participated on the Interdepartmental Working Group on Smart Regulations, and coordinated departmental efforts to meet the goal to reduce its regulatory obligations by 20%;
- Participated on the Interdepartmental Committee on Aboriginal Issues, and worked on a plan to engage Aboriginal people and First Nations Communities on the Draft Justice Framework to Address Violence against Aboriginal Women and Girls;
- Coordinated the review of 39 submissions to Government for the Department of Justice, and 8 submissions for the Office of the Attorney General;
- Coordinated responses to 29 requests under the *Right to Information and Protection of Privacy Act* for the Department of Justice, and 19 requests for the Office of the Attorney General;
- Coordinated the Department's federal/provincial/territorial activities, and represented the Department on a six federal/provincial/territorial committees and numerous working groups;
- Coordinated 7 departmental responses to requests for information regarding various international agreements, conventions and protocols;
- Provided legislative coordination services for the Department of Justice and the Office of the Attorney General;
- Coordinated 38 appointments to 9 different Agencies, Boards and Commissions;
- Provided support for processing of applications for appointment to the Provincial Court.

Administrative Services Division

Administrative Services Division supports the Department in meeting its mission, goals and objectives through the provision of quality support, advice, consultation, monitoring and coordinating services to all managers and employees in the areas of departmental services, financial services, human resources, information systems and facilities management. It also oversees the expropriation advisory function. The employees responsible for the execution of the Lean Six Sigma aspect of GNB's Performance Excellence Process, the departmental Process Improvement Facilitators, are part of Administration.

Human Resources Branch

The **Human Resources Branch** provides leadership and support to the Department of Justice and the Office of the Attorney General on human resource planning, recruitment, classification, labour relations, employee relations, training, performance management, change management, organizational development, human resource policies and program implementation.

Highlights

With the assistance of a Process Improvement Facilitator, our OPUS Recruitment System and recruitment processes were simplified and streamlined;

Team building sessions resulting in improved communications were facilitated with various branches by introducing them to Insights Discovery;

The Branch worked closely with the NB Securities Commission, the Department of Human Resources, and the Directors of the Justice Services Branches to facilitate the smooth transfer of Justice Services to the Commission effective July 1, 2013;

A new process was initiated to gather input/feedback from our employees across the province on engagement. As a result, an action plan was developed to increase employee engagement in the Department of Justice and the Office of the Attorney General;

A new electronic employee performance review system is being developed with IMT to streamline the process and to develop better reporting;

Strategic Workforce Planning meetings were held in February 2014 with all branch heads to review their current and future staffing needs, taking into consideration any succession planning required, or anticipated organizational changes;

In collaboration with Program Support, the Branch coordinated two free Administrative Training workshops sessions (facilitated by the Federal Government) for our bilingual Legal Administrative assistants in January 2014;

Vacation Carryover continues to reduce with the implementation of the "Take 5 or Take 10" corporate initiative;

As a result of periodic reminders to staff, the completion rate for Performance Reviews has increased to 84% for this past fiscal year.

Financial Services Branch

The **Financial Services Branch** provides advice and support to senior management, departmental managers, and staff. It maintains the operational accounting function by providing financial consulting, budgeting, monitoring, accounting services, and revenue and expenditure forecasting, as well as various payment functions. Specific responsibilities include paying victims and beneficiaries, receiving revenue, and maintaining accounting records of the Department's expenditure, revenue and trust accounts.

Specific support is provided to senior management through the preparation of Public Accounts, Main Estimates, Operational Budgets, and required Board of Management documentation. The Branch provides business case analysis of the financial impact of major Departmental initiatives.

The Departmental Services Unit includes inventory management of office furniture and equipment, telephone systems and general services (i.e.: vehicle policy, parking, etc.).

Highlights

The Branch led the Department's budget process in meeting established targets;

Continued efforts in refining the financial forecasting model for the department were underway;

Department of Justice and Office of the Attorney General were split into two operating entities this year;

The Branch supported the reorganization of the Justice Services Division moving from Part I to Part IV of the Government of New Brunswick, as part of the Financial Consumer Services Commission.

Information Management and Technology Branch

The **Information Management and Technology Branch** provides technology services to the Department of Justice, the Office of the Attorney General, the New Brunswick Legal Aid Services Commission, and the Financial Consumer Services Commission of New Brunswick in support of both their daily operations and their strategic direction.

Services include diagnosis and repair of software problems and data issues on nearly twenty software systems; advice on technology and information security issues; negotiations on behalf of the Departments for hardware, software and other support with NBISA and other partners; development of business cases, feasibility studies, and software solutions; project management on hardware and software projects.

Highlights

Assisted with rollout of the wireless network to all New Brunswick courtrooms;

Transitioned Justice Services IT infrastructure to Part IV Financial and Consumers Services Commission;

Helped found the NOTA Steering Committee to oversee Court of Queen's Bench case management system;

Was nominated for an Employer Appreciation Award by the Multicultural Association of Fredericton; and

Began Courtroom Connectivity project.

Facilities Management

Facilities Management is responsible for planning, coordinating, budgeting and implementing major capital projects, capital improvement projects and managing office accommodations for the Department throughout the Province.

Highlights

Construction of the Saint John Law Courts was completed in late spring of 2013 after recovering from a major flood. The building was opened to the public on June 24th, 2013, and the Official Grand opening was held on September 27th, 2013;

Central office employees were relocated from the Centennial Building to Chancery Place in Fredericton;

Roof repairs began at the Fredericton Justice Building in early 2014;

A location for the Case Management Pilot Project was found at the Moncton Law Courts;

The Saint Quentin Courthouse was closed in September 2013, and services were relocated to Campbellton.

Process Improvement

In September 2012, the Department of Justice and the Office of the Attorney General adopted the Government's Performance Excellence Process. As part of this initiative, two employees were reassigned and trained as Lean Six Sigma Blackbelts. Their purpose was to work on large scale initiatives that support the strategic goals, in an effort to improve processes and enable them to execute their mandates in the most efficient and cost effective manner possible.

Highlights

The Fine Collections Project recovered \$102,000 of previously uncollected fines;

An opportunity assessment in the Moncton Provincial Court resulted in identification of several projects that will all work towards a new scheduling system that will minimize administrative activities in the Courtroom. Projects on a Case Management Desk, Client Readiness, Bail Hearings, and Scheduling were undertaken. The goal of this series of projects is to reduce the number of adjournments prior to plea and reduce cycle time.

There was another opportunity assessment in the Sheriff Services Branch. The first project targeting document Service and vehicle mileage resulted in \$20,000 savings in the fourth quarter and it is anticipated that additional savings will be achieved and sustained in subsequent years. Other work in Sheriff Services will continue for the next few years in support of a reorganization to streamline prisoner transport and other internal processes.

Expropriations Advisory Officer

The **Expropriations Advisory Officer**, pursuant to the *Expropriation Act*, reviews expropriation proposals and holds public hearings on disputes over proposed property expropriations. The function of the Expropriations Advisory Officer, as an independent advisor on the merits of expropriation proposals, has evolved as an effective, cost-efficient alternative to the previous Advisory Board. The Expropriations Advisory Officer has fulfilled this role on a contractual basis since 1989.

Highlights

Activities	2011	2012	2013
Notices of intention to expropriate	12	5	15
Properties involved in proposed expropriations	98	117	658
Owners of property involved in proposed expropriations	92	68	375
Uncontested Expropriations by Order-in-Council, non-objection, or objection	1	4	3
Expropriations with hearings scheduled or limitation on objection period not yet expired	1	2	0
Hearings	2	2	0

Financial Information

Table 1: Ordinary Account Expenditures by Program

For Year Ending March 31, 2014 (in thousands of dollars)

	Budget	Actual	Variance Over / (Under)
Administration & Planning			
Administration	3,124.5	3,102.9	(21.6)
Policy and Planning	416.0	387.3	(28.7)
	3540.5	3490.2	(50.3)
Court Services			
Regional Court Services	10,321.5	10,015.7	(305.8)
Judiciary	7049.0	7,350.3	301.3
Registrar	766.0	803.8	37.8
Sheriff Services	4,471.5	3,819.6	(651.9)
Court Head Office	7,500.8	7816.6	315.8
	30,108.8	29,806.0	(302.8)
Justice Services ¹			
Financial Consumer Protection	2980.0	446.8	(2533.2)
Pensions	729.0	150.4	(578.6)
	3709.0	597.2	(3111.8)
Legal Aid			
Legal Aid	7874.0	7873.5	(0.5)
TOTAL	\$ 45,232.4	\$ 41,766.9	\$ (3465.4)
<p><i>1. Justice Services became part of the Financial Consumer Services Commission as of July 1, 2013. The Actual Expenditures show from April 1, 2013 to June 30, 2013 only.</i></p>			

Table 2: Ordinary Revenue

For Year Ending March 31, 2014 (in thousands of dollars)

	Budget	Actual	Variance Over / (Under)
Other taxes			
Insurance Premium Tax	44,805.0	47,696.5	2,891.5
Return on Investment			
Other Interest Income	3.0	0.9	(2.1)
Licences and Permits ¹			
Credit Unions and Cooperatives - Fees	1.0	-	(1.0)
Prearranged Funeral Services Act - Licences	13.0	1.0	(12.0)
Auctioneer Licenses	5.0	0.6	(4.4)
Collection Agencies Act - Licenses	117.0	22.0	(95.0)
Commissioner of Oaths - Fee	36.0	2.9	(33.2)
Cost of Credit Disclosure Act - Fees	71.0	8.0	(63.0)
Direct Sellers Act - Licenses	26.0	9.0	(17.0)
Real Estate Agents Licenses	91.0	8.0	(83.0)
Insurance Agents - Licenses - Life	124.0	7.0	(117.0)
Insurance Agents - Licenses - Other than life	465.0	50.0	(415.0)
Loan and Trust Companies Act - Fees	145.0	20.0	(125.0)
Credit Unions - Assessment	385.0	126.7	(258.3)
Pensions	210.0	142.9	(67.1)
	1,689.0	398.0	(1,291.0)
Sale of Goods & Services			
Administrative Fees (POPA)	8.0	5.4	(2.6)
Certified Copies Documents - Fees	6.0	4.4	(1.6)
Insurance Companies - Insurance Act Costs	1,000.0	398.6	(601.4)
Divorce Fees	200.0	175.8	(24.2)
Probate Court	1,030.0	1328.2	298.2
Court Transcripts - Fees	80.0	77.6	(2.4)

Appeal Court - Fees	15.0	13.4	(1.6)
Sheriffs - Fees	620.0	598.7	(21.3)
Court of Queen's Bench Filing Fees	600.0	503.9	(96.1)
Small Claims Fees	200.0	183.2	(16.8)
Office of Support Enforce	30.0	35.5	5.5
Sales and Services - Other	21.0	4.4	(16.6)
	3,810.0	3,329.1	(480.9)
Fines and Penalties			
Court Fines - Criminal Code	1,400.0	853.9	(546.1)
Court Fines - Statutes	250.0	234.5	(15.5)
Court of Queen's Bench - Fines	5.0	0.3	(4.7)
Contravention Act - Fines	2.0	4.6	2.6
Bail Forfeitures	5.0	9.1	4.1
	1,662.0	1,102.4	(559.6)
Miscellaneous			
Govt Assigned Vehicles - Recoveries	11.0	12.5	1.5
Prior Years Expenditure - Recoveries	5.0	0.6	(4.4)
NSF Cheque Charges	1.0	0.5	(0.5)
Other Miscellaneous	38.0	87.1	49.1
	55.0	100.6	45.6
Conditional Grants Canada			
Federal Court	4.0	-	(4.0)
Criminal Legal Aid	2,453.0	2,602.8	149.8
	2,457.0	2,602.8	145.8
TOTAL	54,481.0	55,230.3	749.3

1. License and Permit Revenue was transferred to the Financial Consumer Services Commission as of July 1, 2013. The Actual Revenues show from April 1, 2013 to June 30, 2013 only.

Table 3: Special Purpose Account Revenue and Expenditures

For Year Ending March 31, 2014 (in thousands of dollars)

	Budget	Actual	Variance Over / (Under)
Child Centered Family Justice Fund			
Revenue	449.0	449.0	-
Expenditures	449.0	449.0	-
NET PROCEEDS OF CRIME	-	-	-

Summary of Staffing Activity

Pursuant to section 4 of the *Civil Service Act*, the Deputy Minister of the Department of Human Resources delegates staffing to each Deputy Head for their respective departments. Please find below a summary of the staffing activity for 2013-2014 for the Department of Justice.

The Department advertised 20 competitions, including 7 open (public) competitions and 13 closed (internal) competitions.

Pursuant to section 15 and 16 of the *Civil Service Act*, the Department made the following appointments using other processes to establish merit than the competitive process:

Appointment type	Appointment description	Section of the <i>Civil Service Act</i>	Number
Specialized Professional, Scientific or Technical	An appointment may be made without competition when a position requires: <ul style="list-style-type: none"> • a high degree of expertise and training • a high degree of technical skill • recognized experts in their field 	15(1)	N/A
Equal Employment Opportunity Program	Provides Aboriginals, persons with disabilities and members of a visible minority group with equal access to employment, training and advancement opportunities.	16(1)(a)	N/A
Department Talent Management Program	Permanent employees identified in corporate and departmental talent pools, who meet the four-point criteria for assessing talent, namely performance, readiness, willingness and criticalness.	16(1)(b)	1
Lateral transfer	The GNB transfer process facilitates the transfer of employees from within Part I, II (School Boards) and III (Hospital Corporations) of the Public Service.	16(1) or 16(1)(c)	N/A
Regular appointment of casual/ temporary employees	An individual hired on a casual or temporary basis under section 17 may be appointed without competition to a regular properly classified position within the Civil Service.	16(1)(d)(i)	8
Regular appointment of students/ apprentices	Summer students, university or community college co-op students or apprentices may be appointed without competition to an entry level position within the Civil Service.	16(1)(d)(ii)	N/A

Summary of Legislation and Legislative Activity

Received Royal Assent on June 21, 2013

Bill 63

Financial and Consumer Services Commission Act

<http://www.gnb.ca/legis/bill/pdf/57/3/Bill-63.pdf>

Bill 64

An Act Respecting the *Financial and Consumer Services Commission*

<http://www.gnb.ca/legis/bill/pdf/57/3/Bill-64.pdf>

Received Royal Assent December 13, 2013

Bill 9

An Act to Amend the *Securities Act*

<http://www.gnb.ca/legis/bill/pdf/57/4/Bill-9.pdf>

Bill 17

An Act to Amend the *Provincial Court Act*

<http://www.gnb.ca/legis/bill/pdf/57/4/Bill-17.pdf>

Summary of Official Languages Activities

Introduction	The Department of Justice and Office of the Attorney-General developed an Action Plan on Official Languages for the period covering 2011-2013 which included actions on the four sectors of activity: Language of Service, Language of Work, Promotion of the Official Languages, and Knowledge of the Legislation and Other Obligations.
Focus 1	<p>Ensure access to service of equal quality in English and French throughout the province:</p> <p>Objectives for 2013-2014:</p> <ul style="list-style-type: none"> • Ensure bilingual signage is properly displayed at 1st point of contact; • Ensure staff understand requirement for bilingual voice mail messages; • Extend a bilingual offer of service at first point of contact; • Ensure correspondence is provided in client’s language of choice; • Generic correspondence is sent in both official languages. <p>Activities to meet objectives:</p> <ul style="list-style-type: none"> • Managers monitored the use of bilingual messaging and interactions with clients; • Additional signage was ordered and posted in public areas as required; • Managers ensure correspondence was provided in the client’s language of choice; • Periodic reminders to staff of their obligations.
Focus 2	<p>An environment and climate that encourages, for all employees, the use of the official language of their choice in their workplace:</p> <p>Objectives for 2013-2014:</p> <ul style="list-style-type: none"> • Ensure branches maintain appropriate linguistic profiles to meet the needs of their clients; • Ensure performance reviews are conducted in the employee’s language of choice; • Ensure all new project timelines include time for translation; • Employees are offered upon hire language preference for computer set ups. <p>Activities to meet objectives:</p> <ul style="list-style-type: none"> • Periodically reviewing team linguistic profiles to ensure compliance; • Educate managers on their obligations to conduct performance reviews in their employee’s preferred language of choice; • Project teams are advised at the beginning to allow sufficient time for translation; • During orientation, employees are asked for their preferred language for computer set up.
Focus 3	<p>New and revised government programs and policies taking into account the realities of the province’s official language communities:</p> <ul style="list-style-type: none"> • During this fiscal year, the Department had no revised government programs or policies that required consultations with the public. Furthermore, the Department did not receive any languages complaints during this period.

<p>Focus 4</p>	<p>Ensure public service employees have a thorough knowledge and understanding of the <i>Official Languages Act</i>, relevant policies, regulations, and the province's obligations with respect to official languages:</p> <p>Objectives for 2013-2014:</p> <ul style="list-style-type: none"> • Increase employees understanding of the Language of Work and Language of Service policies. <p>Activities to meet objectives:</p> <ul style="list-style-type: none"> • The Department required all employees to complete the I-Learn Modules on Language of Work and Language of Service; • All new employees were informed of their obligations as part of their orientation program
<p>Conclusion</p>	<p>Based on our employee engagement survey results in 2013, much improvement was noted in employees' awareness of their obligations under the Language of Work and Language of Service policies due to our internal promotion to have everyone complete the Official Languages I-Learn Modules.</p>

Summary of Recommendations from the Office of the Auditor General

The Office of the Auditor General has not issued any recommendations to the Department of Justice since 2009-2010.