

INTERNATIONAL ASSOCIATION OF PROSECUTORS

Training and development of public prosecutors
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The Turks and Caicos Islands is a British Overseas Territory in the Caribbean consisting of 7 inhabited islands with a total population of approximately 30,000, the majority residing on Providenciales, the tourism capital. The capital is Grand Turk Island.

There are Courts on both islands, the outer islands being serviced by circuit courts. The Court of Appeal sits twice annually. The DPP is located on Providenciales with a team of 6 prosecutors and the Deputy is on Grand Turk with two additional prosecutors.

As first Director of Public Prosecutions in the Turks and Caicos Islands my mandate was to build a strong self-sufficient prosecution service including a succession plan. This entailed not only appropriate recruiting but a program of continued legal education and career development. Taking into account the minimal budget and lack of resources of a small island, reaching out to colleagues in other jurisdictions and being creative in following up on training opportunities became necessary to institute a continuing legal education program for public prosecutors.

The International Association of Prosecutors [IAP] is a great source of contacts and education possibilities. I have rotated with the Deputy Director of Public Prosecutions for attendance at Conferences, keeping lines of communication open with individual contacts made within the organization and pursuing educational possibilities.

The Deputy Director of Public Prosecutions, Angela Brooks, who attended the IAP conference in Moscow last year wrote a paper about her attendance at the conference from the perspective of a prosecutor from a small jurisdiction which she then presented to all prosecutors upon her return. It was a heartfelt dissertation that was later published in the IAP Newsletter, which further motivated and inspired her colleagues.

Grateful for our strong relationship with the Canadian judicial system, I have canvassed and received excellent cooperation and encouragement with training opportunities internationally, including a much appreciated waiver of registration fees. There is now a system of rotation in place to allow for the development of prosecuting attorneys by attendance at both the Canadian federal level as well as the provincial level. All areas of training are addressed with a view to a well-rounded skill set.

Two prosecutors participate annually in The School for Prosecutors administered by the Public Prosecution Service of Canada held in Ottawa, Canada. A number of courses are offered annually during which a combination of lectures, seminars, panel discussions, and small group and workshop sessions (supported with written training materials) are used to enhance course participants' practice of criminal law. My Canadian colleague on the panel will speak more on the programming available, but most relevant for our purposes is an entry-level course for prosecutors, which provides basics in the practical areas of criminal law. Although there are jurisdic-

tional differences, the Turks and Caicos Islands being part of the English Common Law, the materials and subject matter are relevant and principles are transferable.

Basic to a strong prosecutor are advocacy skills. To that end, and in order to enhance exposure to international standards, two prosecutors attend annually at the Ontario Crown Attorneys Association Summer Crown School Trial Advocacy training held at Western University in London, Ontario, Canada. Trial Advocacy skills are honed in practical courtroom exercises moderated by panelists of Senior Crown Counsel and Judges while being videotaped for critique. The awareness of trial techniques, presentation and communication tools have been invaluable to the development of counsel's presence in the courtroom.

All opportunities for training are pursued. Continuing prosecutions of the prior government officials have entailed bringing in English counsel to carry out the high level prosecutions. The Special Investigation and Prosecution Team [SIPT] have experience and expertise that they have been willing to share. Visiting Q.C. Andrew Mitchell, internationally recognised in the area of money laundering and proceeds of crime, and Helen Garlick (the special prosecutor) along with junior counsel on the SIPT prosecutions offered to provide training in proceeds of crime while on island. A training program with accompanying materials was organized to include the police. Transferring of knowledge and relationship building resulted in a successful one-day session for all participants.

Professional organizations are keen to assist and to develop a good working relationship with the TCI investigation and prosecution teams. DNA Labs International in Miami Florida provides forensic support to the Royal Turks and Caicos Islands Police Service. They collaborated with us in providing combined investigative and prosecutorial training in the collection and presentation of DNA evidence. A laboratory scientist, Tiffany Roy, lectured to prosecutors and police scenes of crime officers and I took the opportunity to review the relevant legislation as it relates to the introduction of DNA evidence at trial. This was low cost training that was beneficial not only as an educational tool but at relationship building between prosecution and police services.

The Professional Exchange Program was pursued with the support and help of the IAP and training needs in the area of Sexual Assault and Domestic Violence were addressed. An impressive team of experts was identified by the British Columbia Crown Attorney's Association. They provided draft programs of training to be presented to Turks and Caicos Islands prosecutors. After an interview process to identify the best fit, a specialized prosecutor, Jocelyn Coupal, was nominated who attended and provided individual and group training over a two week period. A valuable, cost effective training program was carried out introducing new concepts and exploring all legal and social issues that pose challenges unique to these sensitive prosecutions common to all jurisdictions.

The UK Foreign and Commonwealth Office, Interpol and Unicef all provide fully funded training in various areas, including serious crime, crimes against children, cyber crime and international crime. There are also Commonwealth Caribbean Regional Workshops for sharing of more local issues common to Caribbean jurisdictions creating opportunities for relationship building between colleagues. I make all efforts to arrange schedules for attendance from our Office, including seeking cooperation from the Courts who have been supportive of continuing education of prosecutors.

It's not all law. The Turks and Caicos Islands Government initiated a Human Resources Department initiative to provide training to all members of the public service. I encourage participation as Head of Department and tap into whatever training can be adapted to suit our needs. A course for Heads of Department entitled "21st Century Manager " was offered, it included Briggs Meyer personality profiling. I requested that the training be provided to all members of the Office of the Director of Public Prosecutions and saw it as an opportunity for team building. It was very beneficial to all members of the Office and engaged all members of staff by opening up discussion to effective communication. Providing a voice to all members of the team resulted in heightened morale and motivation.

Internal training is not to be overlooked. We have quarterly staff seminars to update on policy decisions, administration of the office, case studies, as well as continuous sharing of information. I have created a team approach and we share the strengths of each member of the Department at meetings, highlighting the contributions made and rewarding outstanding performance. All members of the team learn from the successes and failures of their colleagues and morale and teamwork are essential to a successful prosecution service.

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