



National Defence

Défense nationale

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The Honourable Kelly Block  
Chair, Standing Committee on Public Accounts  
House of Commons  
Ottawa, Ontario  
K1A 0A6

Dear Ms. Block,

National Defence is pleased to present the House Standing Committee on Public Accounts the enclosed status update on the Justice Administration and Information Management System.

Sincerely,



Jody Thomas

Enclosures: 1

**Update to the Standing Committee on Public Accounts on  
Report 3, Administration of Justice in the Canadian Armed Forces, of the 2018 Spring  
Reports of the Auditor General of Canada**

**PACP Request for Information:**

*Given that much of the success of the Office of the Judge Advocate General's corrective measures will depend upon the successful implementation and use of the Justice Administration and Information Management System (JAIMS), the Committee requests a status update on JAIMS; initial feedback pertaining to its use; its training practices; and feedback pertaining to any administrative improvements in the military justice system.*

**Background**

On 22 April 2020, National Defence received a letter from the Public Accounts Committee requesting an update on the implementation of the Justice Administration and Information Management System, or "JAIMS."

In May 2020, National Defence updated the Committee on the launch and rollout of JAIMS, training practices developed for users, initial feedback on use, and potential improvements to the administration of military justice. National Defence noted that it had launched JAIMS' core functionality across two units at the 4<sup>th</sup> Canadian Division Support Base Petawawa in September 2019, totaling approximately 50 users.

National Defence also reported that the impact of COVID-19 had halted the further development of the JAIMS' software and its expanded rollout across the Canadian Armed Forces. National Defence was unable to provide a projected completion date for JAIMS' advanced functionality or concrete rollout timeline, but committed to updating the Committee by December 31, 2020.

At the time of the last update in December 2020, National Defence reported that it had not rolled out JAIMS to additional users, but made progress in developing JAIMS' advanced functionality and integrating the software with other departmental platforms. This resulted in National Defence delivering JAIMS' advanced functionality to existing users in Petawawa in November 2020. National Defence also reported that it planned to roll out JAIMS to additional units in Petawawa in early 2021, and would expand the rollout across the Canadian Armed Forces in a measured and responsible manner. National Defence committed to provide the Committee with a more specific timeline on JAIMS' continued rollout, final development details, and feedback pertaining to its use as part of its update in June 2021. Please find this update below.

**Update on the Justice Administration and Information Management System**

*JAIMS Rollout*

National Defence continues to establish the framework and processes necessary to enable the rollout of JAIMS to a greater number of units across the Canadian Armed Forces. Since its December 2020 update to the Committee, National Defence has made over 52 additional improvements to the software based on issues identified during testing and feedback received from the two units in Petawawa. To date, this brings the total number of software improvements to over 850.

Based on this progress, National Defence rolled out JAIMS to three additional units in Petawawa in March and April 2021, and will continue to expand the rollout across the Canadian Armed Forces in a measured and responsible manner. National Defence has also added the first formation (2 Canadian Mechanized Brigade Group) to JAIMS, which has provided valuable feedback and enabled continuous improvements to the system.

Looking forward, National Defence will continue to rollout JAIMS to small numbers of units and formations in additional locations across Canada, until such time as the new training strategy (discussed below) is launched. For example, National Defence will continue the rollout of JAIMS to 2 Canadian Mechanized Brigade Group (2 CMBG) units in Petawawa between August and September 2021. Additionally, National Defence is currently planning rollouts to an additional three to five units from 2 Canadian Air Division (2 CAD) between August and September 2021.

### *Functional and Administrative Improvements to the Military Justice System*

In the last update, National Defence committed to update the Committee on advanced functionality that has been provided to JAIMS users. When JAIMS was first launched to two units in September 2019, those units were only able to process simple military justice case files that did not allow for the ability to elect a court martial via the system. Since that time, National Defence has developed the functionality necessary to support all aspects of military justice case files, including: the investigation of an alleged offence; requests for and provision of legal advice; the laying of a charge(s); the conduct of a summary trial or referral to court martial; post-trial administration, including sentence implementation; and summary trial review processes.

Additionally, as recommended by the Office of the Auditor General in its fall 2018 Report, JAIMS now incorporates all of the Military Justice Time Standards. A time standard is the maximum amount of time in calendar days that may be used to complete a task at every phase of the military justice system, and assures the maintenance of discipline, efficiency, and morale of the Canadian Armed Forces. The incorporation of Military Justice Time Standards into JAIMS now require decision makers to provide justifications should they not meet the established time standards. This will assist in identifying and resolving the causes of delays.

While these improvements have resulted in significant progress with the advanced functionality of JAIMS, some functionality has been deferred to future versions of JAIMS due to upcoming amendments to the *National Defence Act*, resulting from the adoption of Bill C-77. When fully implemented, the amendments to the *National Defence Act* and to the supporting regulations will have an impact on the administration of military justice case files, thereby necessitating the development of new advanced functionality in JAIMS concurrent to the development of the regulatory changes.

Additionally, since the last update to the Committee, integration of the Security and Military Police Information System (SAMPIS) and JAIMS has presented challenges to define the data and permission requirements which impacts the implementation at the IT level. National Defence assessed that overcoming these software integration challenges would require significant cost and allocation of personnel resources. As such, in March 2021, National Defence initiated an examination of alternate functionalities that will enable the Canadian Forces Military Police Group to manually and efficiently upload investigations to JAIMS, thereby resulting in greater efficiencies in case file data management in the military justice system.

Similarly, National Defence continues to work on the integration of JAIMS with the Director of Military Prosecutions' Court Martial System to track court martial cases that progress through

the Court Martial Appeal Court and Supreme Court of Canada.

### *JAIMS training practices*

As noted in December 2020, in compliance with COVID-19 safety protocols, National Defence replaced in-person training with training through online video conferencing, which still included hands-on practice with training cases in the JAAMS training environment. National Defence also continued to provide training to new users in units already utilizing JAAMS and three additional units in Petawawa through online video conferencing. During this period, National Defence assessed that this training model proved time and resource intensive, thereby necessitating a more effective training platform to support the Canadian Armed Forces wide rollout of JAAMS.

Accordingly, in March 2021, National Defence transitioned JAAMS User Training from group training via online video conference to individual self-paced online learning via the Defence Learning Network. National Defence is currently developing a Project Charter for the creation of this JAAMS User Training, which is anticipated to be completed in fall 2021. National Defence is also consulting stakeholders on the development of this online training. The launch of this user training is a prerequisite to achieve the rollout of JAAMS across the entire Canadian Armed Forces.

In the interim, National Defence continues to provide users with a number of training resources and practice cases to assist with the use of JAAMS, including manuals, aides-memoire, telephone-based support, and additional training on an as-needed basis. National Defence continues to develop its overall training program and is making regular adjustments to reflect the significant improvements made to JAAMS software.

### **Future updates to the Committee**

Continued improvements to JAAMS' advanced functionality will allow National Defence to directly address many of the Auditor General's key findings, as well as the recent recommendations in the report of the Third Independent Review Authority, retired Supreme Court of Canada Justice, Justice Morris J. Fish, tabled in Parliament by the Minister of National Defence on 01 June 2021. National Defence acknowledges current gaps in the software, and how addressing both reports' recommendations related to delays, communication, and oversight will result in a more effective and efficient administration of the military justice system.

National Defence will provide an update to the Committee by 31 December 2021, outlining timelines for JAAMS continued rollout, progress made on JAAMS User Training on the Defence Learning Network, user feedback as more units begin implementing JAAMS, and an update on progress made to the administration and functionality of JAAMS.