

PRELIMINARY FINDINGS

HUMAN RESOURCE MANAGEMENT

A strategic approach to human resources management is not evident in the Serbian prosecution system. Non-existence of an automated personnel tracking system disrupts evidence based policy making.

The State Prosecutorial Council and the Ministry of Justice still share responsibility for management of human resources, which hampers the effectiveness of deployment and use of non-prosecutor staff and overall system performance.

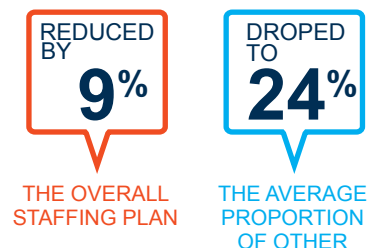
STAFFING

After a 6 percent increase in additional prosecutor positions in 2013, the overall number of planned prosecutors in basic, higher and appellate PPOs remained unchanged between 2014 and 2016.

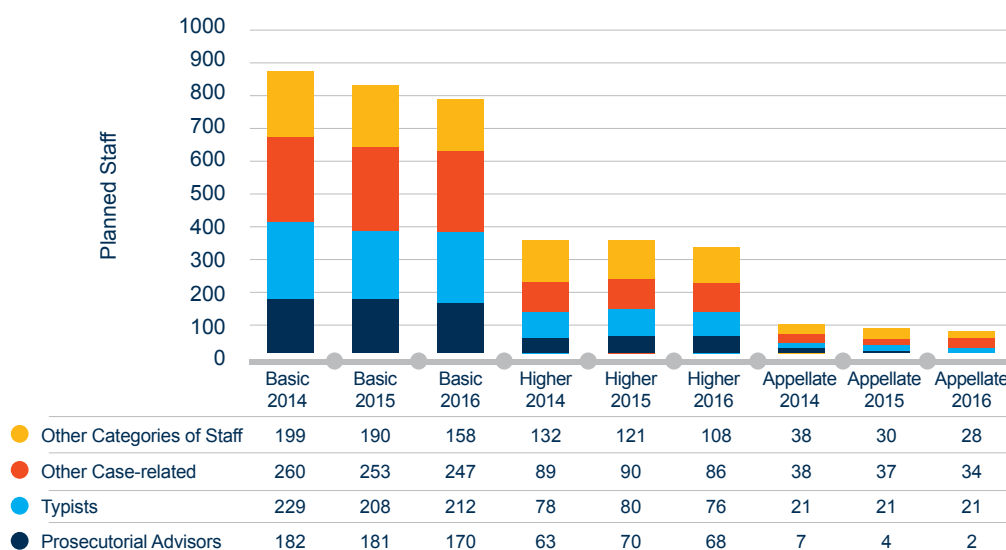


However, the changes occurred between jurisdictions where the number of positions **increased** in basic and higher Prosecutor POs (by 2% and 3% respectively) and **decreased** by 22% at appellate level.

In the period between 2014 and 2016, the overall staffing plan was reduced by 9% and the average proportion of other to total staff dropped to 24%.



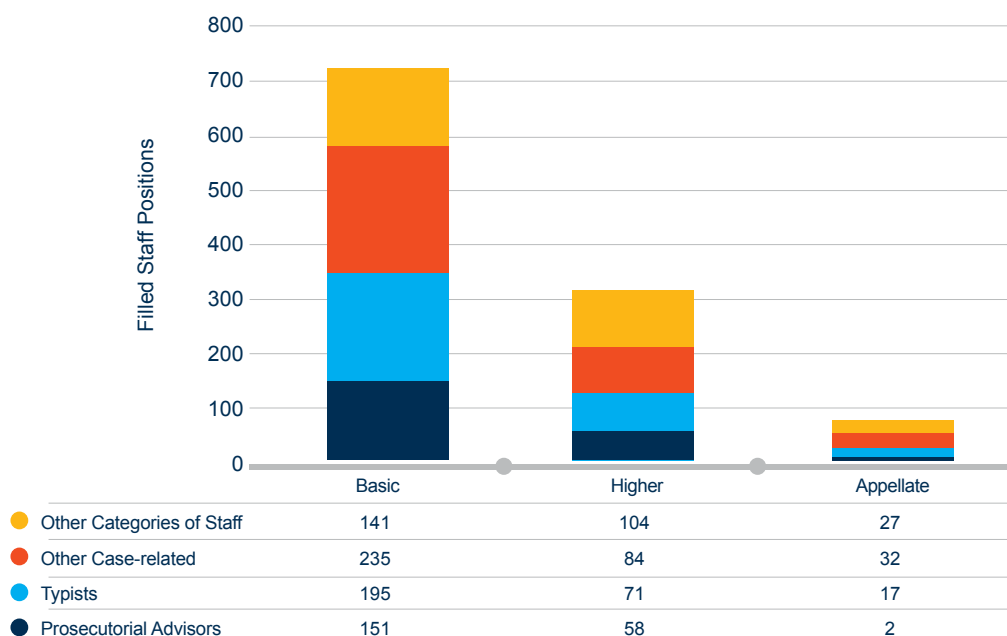
Planned Categories of Staff



In 2016, Serbia had 56 public prosecutors, 609 deputy prosecutors and 1117 permanent staff. In addition, prosecutors were supported by **234 long-term** and **9 short-term** contractors who represented **18% of the total workforce**.



Filled positions by category of staff, 2016



According to data on human resources, **8 to 10 percent** of appointed deputy prosecutors in Serbian Basic, Higher and Appellate PPOs **were not actively assigned to working on cases**, but **were temporarily assigned to other duties** (e.g. managerial position).

For 2014, Serbia reported a lower number of **prosecutors per 100,000 inhabitants** in comparison to European averages and regional peers.

According to CEPEJ 2016 report the number of public prosecutors per 100,000 inhabitants





STAFF TO PROSECUTOR RATIOS

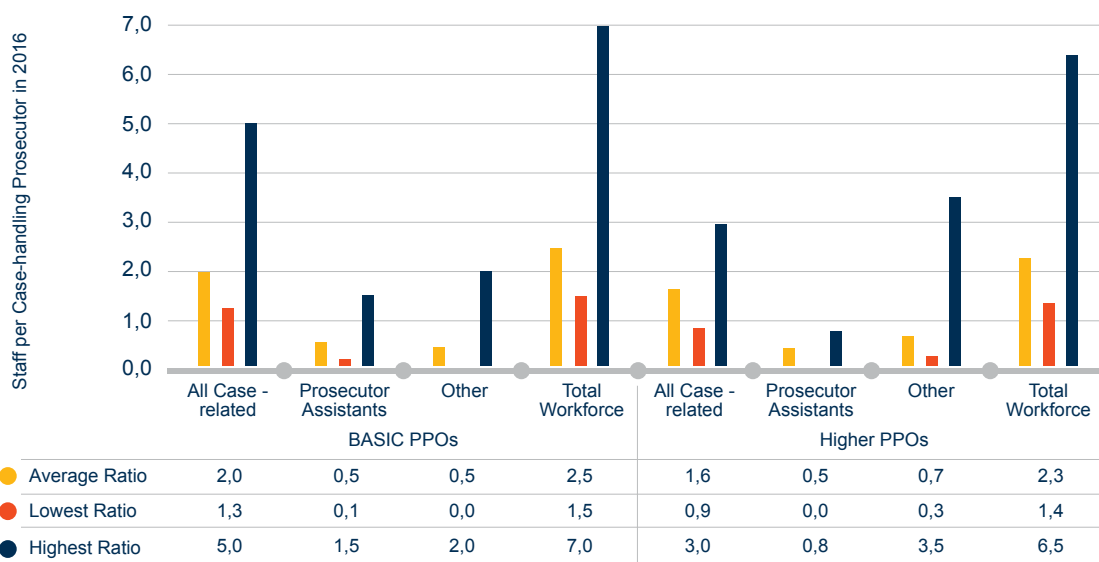
With an average of two non-prosecutor employees per prosecutor in 2016, Serbia is above the EU average for 2014. This is at the upper end of staff-to-prosecutor ratios seen in the EU and is higher than 20 of the 25 EU member states that submitted data on this issue to the CEPEJ for 2014.

The EU28 average staff per prosecutor ratio is 1.6 (ranging from 0.4 in Finland to 4.7 in Netherlands), and that for Western Balkans is 1.8.



Staffing patterns vary widely between public prosecution offices in Serbia.

Ratio of PPO employees to case-handling prosecutor by category of staff, 2016



High case-related staff-to-prosecutor ratio does not imply good work results of PPOs in Serbia.

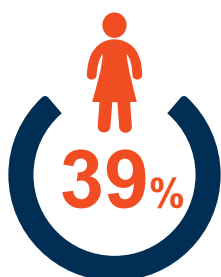
VACANCIES

In the past four years, Serbia encountered problems with the appointments of Public prosecutors of PPOs. At the end of 2016, there were **31 vacant Chief positions** in basic and higher prosecution offices. In 2016, PPOs had **8% of vacant staff positions** but with significant inter-office variations.

Staff Vacancy rate ranged



GENDER EQUALITY



Gender equity in employment in the Serbian prosecution is generally appropriate and compared well with European benchmarks. However, the percentage of women progressively decreases at higher instances. Furthermore, women fall far below parity in leadership positions, with **39 percent of Chief Prosecutors being women**.

SALARIES



In 2016, prosecutors earned three times more than the national average salary in Serbia which is within the range of EU Member States monitored by the CEPEJ. Only in Bulgaria, Romania and Slovakia do prosecutors earn more at the beginning of the career in relation to their national average salaries.