

CHANGE MANAGEMENT PLAN

for the Ministry of Justice and Public Administration of the Republic of Serbia

Consultancy Services to Develop an ICT Strategy and Implementation Roadmap for the Justice Sector in the Republic of Serbia

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1. MANAGEMENT SUMMARY

ICT Strategy implementation success is strongly dependent on the people side of change. This document aims to present general approaches and specific instruments to Change Management focusing on supporting change processes associated to the ICT Strategy implementation. All the analytical and implementation approaches and instruments are further linked and tailored to the Justice Sector in Serbia and describe specific stakeholders roles in the Change Management process and key steps to be taken in order to ensure and support realization of the ICT strategy.

Methodology

The general approach used for Change Management planning is the Change Acceleration Process (CAP) framework developed by General Electric. This framework identifies the following 7 aspects of changes:

- Leading Change
- Creating a Shared Need
- Shaping a Vision
- Mobilizing Commitment
- Making Change Last
- Monitoring Progress
- Change Systems and Structures

According to the methodology, various Change Management instruments (tools) are defined for the project and these instruments are linked to the above aspects.

To broaden understanding of the cultural characteristics of the Justice Sector in Serbia, the National Culture framework, developed by Geert Hofstede, as well as the organizational culture analysis were applied. The understanding of cultural characteristics provide for selection of the appropriate Change Management instruments as well as the communication systems that will ensure maximum results in the implementation process.

The third cornerstone of the methodology is the analysis of stakeholders and their possible attitude towards the change. Stakeholders are individuals or groups who are affected by the project and they are grouped along common status, interests, power within the organisation. There are internal and external stakeholders relative to the Justice Sector.

The fourth major component of the methodology is the set of possible Change Management instruments, like:

- communication
- training
- involvement
- motivation
- control, etc.

Due to the importance of training and communication instruments, both areas were further devised into the Training and Communication Plans.

Since the current staffing and organizational structure influence implementation of the ICT Strategy, the analysis of the current state and key recommendations were defined.

Finally, the risk assessment has been performed, identifying key risks in the Change Management process.

Stakeholder Analysis

Stakeholder Analysis identifies external and internal stakeholders and analyses their possible attitude towards the ICT Strategy implementation and its results.

There a number of external stakeholders which vary in their roles, power and possible attitude towards the ICT Strategy implementation and changes it will bring. The key role in the implementation have the donors that according to the Change Management role description fall under sponsors. They have strong interest in all details of the project implementation and need to be involved in the process through communication, decision making, procurement processes. Other important stakeholders include ministries and government institutions that need to be included in the communication loop, particularly institutions with information exchange requirements (i.e. Ministry of Interior, others). While the power of Justice Sector service users, Lawyers Chamber, citizens and NGO's is not relatively low, they are an important stakeholder and partner in the implementation. They can be a good source of information and feedback related to introduced changes affecting the external users and should be involved in two way communications. Due to organizational and other changes related to human resources, Trade Unions need to be considered as an external stakeholder with a high interest in all decisions that affect jobs and working conditions. Communication is a key Change Management tool recommender for cooperation with Trade Unions.

The complex structure of Justice Sector requires comprehensive definition of roles and applicable Change Management instruments. The role of the sponsor of Change Management process belongs to the Ministry of Justice and Public Administration due to its central role in the Justice Sector. The change agent's role is assigned to three major types of stakeholders: Commission for IT systems involving all key institutions in the Sector, Specialized Commissions focusing on specialized projects for the institutions targeted in the project and finally representatives of consultants and external associate that play major role in introducing new systems, training of the staff and alteration of the IT systems in line with the users requirements. The change agent's are not only involved in most of Change Management instruments, their role is actually to initiate application of these instruments. The targets of the change are all users of the IT systems in the Sector. Their support and participation need to be insured through communication, training, motivation while they need to be involved in FAQ process design and policy implementation. Finally the Change Management role of vindicator is assigned to all professionals who are interested in change implementation and results it will bring. The vindicators may play role in forming critical mass that will support change. Thus communication of planned projects and benefits need to be communicated to wide groups of professionals that can potentially play a vindicator role.

Change Management Elements, Instruments and Activities

Integration of the Change Acceleration Process (CAP) model and Change Management instruments provided for integration of change elements, instruments and activities into a unified approach.

The Ministry of Justice and Public Administration is seen in a role of leading the change due to its institutional responsibility, as well as due to both national and organizational cultural characteristics. ICT Strategy defines vision, strategic directions and other key elements necessary to lead the Sector through the process. However, the leadership through the Strategy implementation requires provision of clear guidance to entire sector and communication to external stakeholders throughout the process.

Creating a shared need and shaping a vision are the elements of CAP model ensuring that stakeholders understand the need for specific changes in the identified strategic areas, while shaping a vision element ensures identification and communication of key benefits and improvements certain strategic actions will bring.

Mobilising commitment is one of the most important elements in the Change Management process. The tools to raise their commitment are the involvement in decisions and the involvement in work, but the most important is to clearly define exactly what they will gain. For each identified stakeholder separate sessions with the stakeholders representatives need to be devoted to analyse their fears and uncertainties. In addition to these sessions, the Strategy Implementation should establish channels for the stakeholders to ask questions and receive satisfactory answers. Two types of commissions that have the role of change agent lead and support change processes. The first one is the main IT Commission and it needs to incorporate

members of key institutions from the Justice Sector, and cover different areas of expertise. Justice professionals, IT professionals, court clerks, statistics professionals and other key professionals need to be permanently involved. This Commission plays a key role in setting strategic directions, ensure involvement of the key stakeholders in the implementation process as well as to make key strategic and policy decisions that enable implementation and change process. Sub-commissions also have a role of a Change Agent. Unlike main Commission, Sub-commissions need to be smaller, specialized working groups, created for specific tasks and projects and made up mainly of similar professionals. It is also important to have link with Main Commission through common members from key institutions.

Once the change processes is initiated other key Change Management elements need to follow. To make changes last, staff needs to be trained and post implementation support needs to be provided. Adopting and amending internal regulations and policies and changing systems and structures in line with the strategic objectives and specific projects' requirements are necessary to support the change and ensure its sustainability. Control mechanisms.

Monitoring progress is done through post implementation review to gather the problematic or unclear issues and to provide fine-tuning of the operations. On the other hand in certain cases strict control may help to ensure the changes. This may be established by designing control and performance reports from the IT systems (e.g. number of cases processed, average times needed, etc.). The monitoring should also cover an evaluation of the initial goals and their realisation to identify possible gaps. The results achieved should be publicly communicated thus ensuring further motivation for implementation and commitment to change.

Staffing Plan and Definition of Organisational and Management Structure

Overall responsibilities for Change Management are at the top management of the Ministry, especially in case with communication activities with other governmental institutions or donor organisations. The recommended central ICT organisation has yet an important role in preparing the communication messages and providing measures for the Strategic execution.

In order to continuously involve Justice sector institutions in ICT Strategy monitoring and execution, Committees with the representatives of major institutions is recommended.

In case of individual Strategic actions, the major role of Change management activities is at the business units and the management of the individual projects.

Training Plan

Several Strategic actions have a goal to improve the ICT proficiency of end-users, ICT staff and business decision makers. A comprehensive plan was assembled to cover all training needs of the above groups, with Judicial Academy playing a central role in organisation, administration and holding of the trainings.

Training methods, like e-learning are planned to be investigated to raise the efficiency and effectiveness of the trainings. Furthermore all training activities are to be carefully planned and feedback should be gathered in form of training evaluation to improve trainings.

2. INTRODUCTION

Implementation of the ICT Strategy is highly complex process, with additional challenges emanating from the responsibilities and institutional complexity of the Justice Sector. The high number of interest groups, clients

and general public that may be affected by changes in Justice Sector puts additional demands on the reliability of the ICT systems in place. Typically, ICT Strategy implementation affects institutions/organizations in several ways. The business processes often need to be redesigned which affects the way the work is performed. Furthermore, in order to enable implementation of new ICT systems the organizational changes may take place – new organizations/units may be established while others may be restructured. The existing communication and coordination systems are also subject of change.

As noted above, a number of changes need to take place in order to successfully implement the ICT Strategy. However, the resistance to change represents one of the major obstacles and it is important to deal with the resistance issue in an effective manner. The resistance in the institutions may take a number of forms – reduction of work, chronic disagreements, continuous reasoning why the change will not work. The loss associated with change is rarely related to technical but to social change - the change in human relationships that generally accompanies technical change, loss of status, work, colleagues, the change in routine, new skills necessary for new processes.

Thus, Change Management Plan has been developed as a way of preparing organizations, leaders and staff for the changes that ICT Strategy implementation brings. Change Management Plan focuses not only on the understanding of organizational culture and resistance to change, but also on providing the tools for dealing with all aspects of organizational change. Change Management assists to institutions and staff to introduce new practices in small steps in a participative manner, making sure that affected staff is involved in the ICT Strategy Project's implementation. The staff involvement and participation in the implementation increases ownership over the projects and facilitates acceptance of changes. Furthermore, assigning responsibilities for making the change happen reduces the resistance to change and increases the rate of adoption, leading to greater realization of planned ICT strategic objectives.

The document contains seven main chapters. Management Summary and Introduction are followed by five more chapters dedicated to the following areas:

III Chapter - Change Management Plan is the most comprehensive section of the document with its main sections:

- Methodology - This section describes the overall approach used when defining the Change Management plan, together with additional models of information analysis and general methods of handling changes. The ultimate question answered by this section is: **How to analyze the effect of changes and what type of handling is possible in general?**
- Stakeholders Analysis - This section identifies both the internal and external stakeholders of the changes. It also defines their possible attitude towards the changes together with the general change management tools to handle the various stakeholder groups. The ultimate question answered by this section is: **Who are the major stakeholders, what is their attitude towards the change and which instruments to use to improve their attitude towards the change?**
- Change Management Elements, Instruments and Activities – is the key section of this document. This section describes seven major components of Change Management practices – using the CAP methodology – at various stages of the project. This methodology is merged with the change management instruments that were allocated to each CAP component depending on the suitability of the instruments for the particular CAP component.
- This section answers to the following ultimate questions: **What are the major Change Management related tasks during various stages of the change? How to ensure the changes will last? Who is responsible for the Change Management activities?**

The Training plan introduces the whole concept of training activities and Large list of training events for the implementation of the ICT Strategy within the Justice sector in Serbia. The main sections of the Training plan are the following:

- Methods used and sources of information.

- Training objectives
- Training target groups
- Trainers
- Training methods
- Training materials
- Recommended ICT training activities
- Recommended Large list if training events
- Recommended examples of Training curriculum
- Training evaluation

Communication Plan – This section is dedicated to analysis of stakeholders’ communication requirements, followed by guidelines to a number of communication instruments and tools. The stakeholders’ communication requirements and communication instruments were cross linked within the Communication Matrix. The Matrix contains specific communication elements and merges communication types and frequency with its objectives, owner and audience. The ultimate question answered by this section is: **What, how and when information will be communicated?**

3. METHODOLOGY BACKGROUND (CONSULTANTS RECOMMENDATIONS)

Several past ICT projects at various organisations failed since they underestimated the importance of human factors in the success of the projects. Whatever technically solution is implemented at an organisation, without the involvement of final users and decision makers, the potential of the new systems will remain under-exploited or in some cases even worse: total failure.

There are several approaches to Change Management but one thing is common in these approaches: Change Management is not only a series of communication events close to the end of a project, but a well planned continuous activity from the very beginning of a project, or even better: a series of activities which precede the actual start of the project and is executed during preparatory phases as well.

The above statements are especially valid for strategic transformation like the implementation of the Justice sector ICT Strategy. The defined ICT Strategy consists of various number of Strategic actions; each should be regarded and managed as separate project, yet pointing to the same strategic direction.

Therefore support of the various stakeholders must be obtained and ensured on two levels:

- overall support for the execution of the ICT Strategy,
- support within for execution of the individual projects.

The basic methodological approach and tools to establish this support are the same in both cases, but their usage and the target groups are slightly different. This section provides an overview on the applied methods.

It is worth to mention that the ICT Strategy itself defines some Strategic actions with Change Management as their primary focus (e.g. “Establishment of Yearly donor conferences”, “Carry out post implementation reviews” or “Establish a scheme and written principles for ICT related trainings for the sector” just to name a few)

3.1 CHANGE ACCELERATION PROCESS

For the Strategy Implementation, the Change Acceleration Process (CAP for short) framework developed at first at General Electric for enabling an organisation to implement changes (organisational or technical) smoother and faster is applied.

The major theme of the framework is that the Effectiveness of the change depends on two major factors:

- Quality of systems, processes, services to be implemented
- Acceptance of the implemented systems, processes, services

(Technical) project management focuses on the first factor, while Change Management puts the second one in the focus.

The description of the elements is the following:

Leading Change

Without an authentic and committed leadership during the Strategy implementation, no change will be successful. Responsible person should radiate the importance of the overall Strategy and the individual initiatives (projects), have to be sensitive to ideas, risks, fears, and obstacles and have to be able to decide or force decision on Strategic and project related issues. Responsible person for the overall Strategy implementation must be a top ranked officer of the Ministry, and leaders for individual projects must be high ranking officers.

Creating a Shared Need

Strong leadership is not enough in itself, the organisational units, individuals and other stakeholder groups have to have a strong urge to change the current status quo. It is not needed that all stakeholders recognise the need for change, but an overwhelming force must be formed to outweigh the possible resistance.

Shaping a Vision

Leadership must articulate the vision and the goals after the changes take place. The end state should be defined in measurable terms for the individual and not only from organisational perspective (e.g. not only “with this implementation we will reduce our overall costs by ...”, but “with this implementation the manual labour of finding documents will be significantly shortened...”

Mobilising Commitment

Usual approaches is obtain initial commitment with early success, therefore it is recommended to implement “Low hanging fruits” and “Quick wins” of the Strategic actions and communicate the success. For major changes it is recommended to roll-out the changes from the organisations being more receptive to the “harder” organisations. This way lessons can be learnt from mistakes with more forgiving partners. Commitment of partial supporters can be built up by overtaking the fears, misunderstandings and disbeliefs.

Making the change last

In this element the projects have to plan all actions which enable the organisation to adapt to the change and to provide all possible support for organisations and individuals already undergone the change. In practice this means trainings, motivation and continuous support just to name a few.

Monitoring progress

The change must be monitored to verify its goals and to make necessary amendments to further roll-out of the changes. Success should be clearly communicated and celebrated. On an overall Strategic perspective, the proceeding towards the strategic goals, the measurement of Strategic indicators and reporting of the progress to sponsors and major stakeholders can ensure their continuous support.

Changing systems and structures

Finally implementing information systems and ICT processes is a complex set of activities which need to be executed all. If any component is missing, then the positive effects of change will not be long lasting. Consequently it is crucial to carefully define all technical components of the changes together with their interactions.

3.2 CULTURAL CHARACTERISTICS

To find the optimal tools of Change Management, the strategy and project management must know the organisation in which the change takes place.

3.2.1 NATIONAL CULTURAL CHARACTERISTICS

The first major factor of organisational attitude is determined by the cultural context of the country of the organisation. It is a validated fact that similar organisations in different countries have various attitudes towards changes. The roots are mainly historic and it is not the role of the Consultant to analyse the causes, but to consider them. For example Far East countries are usually associated with long term orientation and lack of individualism; the western countries are mainly at the opposite ends of these scales. One of the first global surveys to assess the country specific differences was prepared by Geert Hofstede in the early '70s over a population of more than 100,000 people in 40 countries around the world. since then both his original model and the coverage of countries was extended. Here we do not make a deep investigation into the methods used, but provide a brief summary on the Serbian Results¹:

Nevertheless it has to be heavily emphasised, that these results do not reflect any valuation of the factors, definitely one cannot state that one result is better or worse than the other.

It is also to be stressed, that although national culture characteristic has a role in forming the culture of a given organisation, several other factors may have stronger effect. For example in virtually every national culture, the educational or artistic institutions have different internal culture than say the military organisations with a bias towards individualism.

For each factor a possible theoretical attitude and an approach how to handle the changes in general is described.

Power distance

“Power distance is defined as the extent to which the less powerful members of institutions and organisations within a country expect and accept that power is distributed unequally.”

Serbia scores 86 on this dimension.

¹ Source: <http://geert-hofstede.com/serbia.html>

“Serbia scores high on this dimension (score of 86) which means that people accept a hierarchical order in which everybody has a place and which needs no further justification. Hierarchy in an organization is seen as reflecting inherent inequalities, centralization is popular, subordinates expect to be told what to do and the ideal boss is a benevolent autocrat”

Because of the relatively high value it is thought that changes can be effective only if high ranked officials express their positive attitude towards the changes and raise clearly articulated expectation for the staff of the organisation. Other factor is usually that decisions are expected to be made at high levels within the organisation.

Individualism

“The fundamental issue addressed by this dimension is the degree of interdependence a society maintains among its members.”

Serbia scores 25 on this dimension

“Serbia, with a score of 25 is considered a collectivistic society. This is manifest in a close long-term commitment to the member 'group', be that a family, extended family, or extended relationships. Loyalty in a collectivist culture is paramount, and over-rides most other societal rules and regulations. The society fosters strong relationships where everyone takes responsibility for fellow members of their group. In collectivist societies offence leads to shame and loss of face, employer/employee relationships are perceived in moral terms (like a family link), hiring and promotion decisions take account of the employee's in-group, management is the management of groups.”

Because of the relatively low value of Individualism, it is thought that changes are result of teamwork and not of individual effort. Moreover the organisation is a “large family” with strong informal bonds between staff members. Change is supported if it is good for the organisation as a team.

Masculinity/Femininity

“The fundamental issue here is what motivates people, wanting to be the best (masculine) or liking what you do (feminine)”

Serbia scores 43 on this dimension

“Serbia is thus considered a relatively feminine society. In feminine countries the focus is on “working in order to live”, managers strive for consensus, people value equality, solidarity and quality in their working lives. Conflicts are resolved by compromise and negotiation. Incentives such as free time and flexibility are favoured. Focus is on well-being, status is not shown.”

Because of the slightly lower than average value of this factor, it is thought that during planning and implementation of changes, the decisions should investigate all aspects from many viewpoint and social issues also need consideration.

Uncertainty avoidance

The extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these is reflected in the Uncertainty Avoidance score.”

Serbia scores 92 on this dimension

“Serbia has a very high preference for avoiding uncertainty. Countries exhibiting high uncertainty avoidance maintain rigid codes of belief and behaviour and are intolerant of unorthodox behaviour and ideas. In these cultures there is an emotional need for rules (even if the rules never seem to work) time is money, people

have an inner urge to be busy and work hard, precision and punctuality are the norm, innovation may be resisted, security is an important element in individual motivation.”

Because of the relatively high value of this factor, it is thought that staff members need clear assurance on their future status whenever changes are planned and implemented. Moreover the changes and their effects need to be clearly explained with well defined future roles and responsibilities.

3.2.2 ORGANISATIONAL CULTURAL CHARACTERISTIC OF THE MINISTRY OF JUSTICE AND PUBLIC ADMINISTRATION AND OTHER KEY INSTITUTIONS

Although the Consultants have not conducted structured research on the cultural characteristics on the Ministry and associated institutions, there are a number of general conclusions that can be made based on work with similar institutions:

- Ministry of Justice and Public Administration is highly hierarchical organisation with clearly defined organizational structure and individual roles and responsibilities. Ministry of Justice and Public Administration is perceived as the leading institution in the sector²
- Courts, Prosecutor Offices, as well as other institutions in the system are holders of similar hierarchical organizational culture, with clearly defined organizational and inter-organizational roles, as well as with well-established respect for the authority
- Strong adherence to the law and regulations in all sector institutions results from traditional law adherence in Serbian government institutions as well as from sector specialization itself whose main work domain is justice
- Decision making is often bureaucratic; decisions are to be supported by proper processes and authorisation from the top management.
- While strong adherence to the law and regulations defines formal roles and communications, due to prevailing collective/feminine culture in Serbia (as described in previous sections), informal communication and group loyalty is strong.
- Employees of the Sector usually work for the Institutions for a long period of their life which marks high loyalty and on the other hand the possible fear of losing the cosy working environment
- The changes in leadership during and post election period usually make delays in the implementation of strategies and projects, and ideal time for new initiatives is between beginning of second and end of third year.
- The staff that works in the sector for long periods of time may have fatigue of initiatives and changes based on experience of numerous initiatives
- Cooperation between the various institutions units at different branches of the hierarchy is often dependent on common views and objectives of leaders/managers of the institutions

From Change Management perspective the above rough analyses has the following implications:

- Strongly expressed commitment from the higher ranks of the Ministry and other leading institutions in the sector may significantly boost commitment of the lower ranked staff;
- Widely accepted opinion leaders may be used to gather questions, fears and recommendation of staff members;
- Resistance to change is expected due to general factors as resistance to change in daily routine, fear of being obsolete due to new technology as well as to fear of new procedures and avoidance of additional work which new systems initially usually require.

² it is important to note that the courts are independent institutions

- Top management of the Ministry should express their commitment and should be involved to provide necessary support for the projects, emphasising the need for cooperation between various institutions and organisational units;
- The implemented changes must be communicated clearly with strong emphasis on internal regulations and policies;

3.3 STAKEHOLDERS OF THE CHANGES

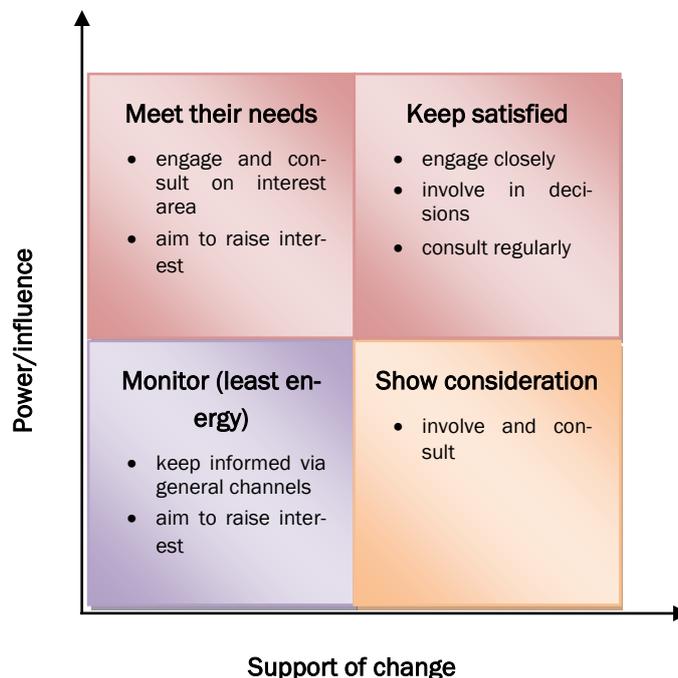
As it was earlier described, change management is about managing the stakeholders of the project. Thus the most critical task of change management is to identify and assess the stakeholders and to analyse their attitude towards the changes.

Attitude can be the result of several factors, but the major determinant is their role in the changes as summarised in the following table:

Role in change	Explanation
Sponsor (Decision Maker)	Leader who has the proper responsibility and authority to make the change legitimate.
Agent	Contributor who has responsibility in realisation of the change.
Target	People or groups of people – not necessarily only within the organisation – who are affected by the changes. They are focal point of the change. They receive and accommodate change.
Vindicator	Experts within or without the organisation who are confident in the need for change and its major direction but have no power to execute it

The above classification does not express the positive or negative attitude towards the change, for example a target may have positive or negative standpoints.

For assessing the attitude the following 2 dimensional matrix is used:



The above diagram gives an overall picture of how to approach the various stakeholders.

Naturally most energy should be spent with the stakeholders of high power.

High power, supportive stakeholders should be kept satisfied and can be relied on. They might require regular information and personal contacts, the reflection of their ideas and decisions in the project.

High power stakeholders with counter-interest, or not too much support of change should be aimed to raise their support with involving them and having real influence on the fields of their interest. For example if in a case of implementing new financial procedures a strong stakeholder(group) is against the changes because they fear of losing some of their control over budget, then they should be involved in formulating the principles and new procedures for budget planning. Sometimes a good method is to assign them project responsibility to deliver their opinions (e.g. to make a formal risk assessment of the new processes).

Lower power but supportive stakeholders are good means to act as advocates for the change; they can deliver and bring messages to and from the organisation. They may form the bulk workforce of the project who are willing to offer their resources. To keep them supportive, they should be involved in technical decisions, they should feel that their voice is listened to and they have influence on the results.

Finally low power and not very supportive stakeholders should be monitored but are not worth too much effort to handle. However they should not reach a “critical mass” when simply because of their numbers they may negatively influence the success of the project. They should be informed only via regular channels. Their support may be raised by handling some of their general fears or by giving them some improvements in exchange to raise the support. For example if in a case of implementing new financial procedures and system, staff members of the accounting organisational unit may fear of losing their jobs. Well organised trainings for them – what is necessary anyway – might reduce these fears.

A key factor for stakeholder analysis is to determine the real drivers of the various stakeholders, that is how their situation, working conditions, influence, power is affected, what benefits they may gain or lose as result of changes.

3.4 CHANGE MANAGEMENT INSTRUMENTS

Change Management instruments are the methods, approaches and activities to support the change within the organisation. These instruments will be utilized throughout the Change Management cycles and will be integrated in the Stakeholders Analysis, as well as into the CAP methodology in order to clearly depict required actions and instruments in the Change Management process. Some of the instruments are integral part of all CAP elements and relevant to all stakeholders (communication) while some are relevant to specific steps and stakeholders (control).

The major change management Instruments are the following:

- communication
- involvement
- training
- post implementation support
- handling organisation effects (i.e. procedure definition, interface definition, job descriptions, etc.)
- motivation
- control

Due to the importance of two instruments, communication and training, these two instruments will be separately presented in the forms of plans – Training Plan in the Chapter 5, and Communication Plan in the Chapter 6.

Change management instrument	Explanation	Best suited for
Communication	A very widely used instrument to facilitate the changes. Stakeholders are supporting and accepting the changes much better if they are continuously informed on the goals, events, decisions and expectations, and on the other hand their opinion is listened to and considered.	All stakeholders
Involvement in work	One of the best ways to increase support of changes is to involve selected stakeholders in the work, since this way a strong "ownership" attitude might be evolved. In addition to, involved stakeholders usually have the necessary knowledge on the organisation to devise better solutions than outsiders.	Agents of the changes Target groups of the changes (via representatives) Vindicators of the changes This tool is especially important in case of not fully supporting stakeholders to increase their "ownership" feeling
Involvement in decisions	Stakeholders commitment may be strengthened is they are part of the decisions affecting them, involvement may mean either contribution to the analysis of the decision situation or direct participation in the act of decision.	Sponsor of the changes Target of the changes (via representatives) This tool is especially important in case of not fully supporting stakeholders
Training	Any changes within the organisation may be only executed if the stakeholders directly affected by the changes are knowledgeable about the altered processes and expectations. They must feel self-confident to suit the changing expectations. Formal trainings are tools to enable them to act according to the new expectations. Trainings are especially necessary in case of a new IT system is implemented. Also, trainings must be provided for new entrants even well after the changes.	Target groups of changes
Motivation	Motivation means the direct acknowledgement of contribution to the success of changes; either during the change implementation or after the change takes place. Means of motivation may vary from situation to situation: it can be direct financial recognition of the efforts, or it can mean consideration in career advancement, better equipment and working conditions, or can be public appreciation of the efforts and results.	Agents of the changes (project participant) Targets of the changes (e.g. staff members with the best understanding of the changed processes after the changes)
Decision support	Decisions affecting stakeholders should be carefully prepared for and analysed, since they can really support the decisions only if they understand the aspects and accept the decision. Best decisions are based on facts and careful analysis of alternatives. Good decision musters the major decision factors, alternatives and is made along a transparent process – even if the decision itself is made by a single person.	Sponsor Agents of the changes Target of the changes (via representatives) Vindicators of the changes
Internal regulations, policies	Whenever changes of the internal operations take place, the participants of the altered processes must know how to execute their duties. Therefore there is a need for a clear, accessible and communicated description of the changed operations and the rules applicable during the execution of the processes. These internal regulations and policies form the foundation of the internal trainings and serve as a constant reference material for staff members about the new operations. These regulations are to be published in an easily accessible form – e.g. on the Intranet.	Target of the changes
FAQs	After the changes are implemented and the staff members started acting according to the new operations (processes / IT systems), whatsoever good training they have received, they still may have questions about the changed operations, the most Frequently Asked Questions are worthy to be gathered and published to the relevant staff members.	Target of the changes

Change management instrument	Explanation	Best suited for
Post implementation support	During the first few months of operations after the changes take place, a raised level of support is expected from the implementer of the changes. Because of the inherent nature of new operations, a few unintended errors may occur, which require help and resolution.	Target of the changes
Control mechanisms	To enforce the changes, control mechanisms may be implemented to prevent errors or not fully using the potential of the new operations. These control mechanisms may include usage reports from IT systems, (internal) customer surveys, and post implementation evaluation.	Sponsor (to act on control evaluation) Agent of the changes (to act on control evaluation) Target of the changes (to be controlled)

4. STAKEHOLDER ANALYSIS (CONSULTANTS RECOMMENDATIONS)

As described earlier, Stakeholder Analysis covers the identification of stakeholders and the analysis of their possible attitude towards the ICT Strategy implementation and its results.

In the Stakeholder Analysis we defined “general” stakeholders and not individual stakeholders for all Strategic actions. On organisation level, the stakeholder institutions of the Strategic actions are listed in the Final Report, it is recommended to prepare a detailed stakeholder analysis for every single Strategic action whenever the preparations for that action are made. Detailed stakeholder analysis may follow the ideas and structure below, and should cover specific external and internal stakeholder groups.

4.1 EXTERNAL STAKEHOLDERS

The external stakeholders in Justice Sector have been analyzed from the perspective of Change Management roles already described in the 3.1.3 section. The key roles in the change are sponsor, change agent, target and vindicator, while the power of the stakeholders has three possible degrees related to their power in ICT Strategy implementation – low, medium and high. In this analysis, the expected level of support is evaluated on the same scale as for the power. Possible attitude category describes in a higher level of detail, possible attitude of the stakeholder in the process. Finally, the proposed Change Management instruments, to be used for each Change Management stakeholder group is listed in the last column.

Stakeholder	Role (in change)	Power	Support	Possible attitude	Recommended Change Management instruments
Donor organisations	Sponsor	High	High	Resulting from its role it needs continuous information on status, risks and changes, and should be involved in decisions	<ul style="list-style-type: none"> • Communication • Involvement in decisions (scoping, procurement, changes) • Involvement in work (procurement process)
Other ministries and government institutions	Target	Medium	Medium	Resistance to changes that would require change in their institutional processes and procedures. Support to the changes that will enhance communication and exchange of information. The execution of some Strategic actions may interfere with their overall strategic directions, especially in case of e-Government and data exchange.	<ul style="list-style-type: none"> • Communication • Involvement in decisions affecting their operations
National Assembly	Agent / Vindicator	Medium	Medium	Some planned Strategic actions may include the change of the regulatory environment, which in turn may influence other governmental areas as well. National Assembly is only supporting regulatory changes if there is a strong support from the governing parties that is the changes are in line with overall governmental strategies.	<ul style="list-style-type: none"> • Communication (lobbying via governing parties) • Involvement in decisions
Users of the services in the Justice Sector, Lawyers Chambers, citizens and NGO's	Target	Low	Medium	Support to changes simplifying the court administration and general access to the justice sector institution and information. Complaints in the cases of delayed services or more complex procedures. Negative attitude if not informed on the changes timely which influence their work.	<ul style="list-style-type: none"> • Communication

Stakeholder	Role (in change)	Power	Support	Possible attitude	Recommended Change Management instruments
Trade Unions	Target	Medium	Medium	Unions represent the employees of the Ministry and Institutions, their primary role is to protect their interests. They might support every change in the Ministry which improve the working conditions of the staff and are against changes which endanger stability of jobs. Consequently they must be informed on major changes and the effect of the changes on the working conditions. Since the project does not aim at the reduction of the workforce, Unions are not needed to be involved formally in decisions.	<ul style="list-style-type: none"> • Communication

4.1.1 INTERNAL STAKEHOLDERS

The Justice Sector is a complex system encompassing a number of institutional stakeholders.

Identified stakeholders

The same stakeholder categorization and their characteristics related to the role in Change Management process, level of power in and support to Change Management process, possible attitude towards the change and recommended Change Management instruments have been presented in the below table.

Stakeholder	Role (in change)	Power	Support	Possible attitude	Recommended Change Management instruments
Ministry of Justice and Public Administration	Sponsor (Decision makers)	High	High	Ministry of Justice and Public Administration has shown a strong interest in creating more effective with low costs IT systems. However, the specific organizational units may have different level of support and interest in the project. Since the implementation of the ICT Strategy requires significant human and material resources, it should be proven to the top management of the Ministry that the expected benefits and costs are in balance. Moreover Ministry is handling its institutions (Courts, Prosecutors) as partners, thus their opinion is to be considered to avoid heavy resistance from the institutions. Minister has the authority to initiate and ensure implementation of the projects. Due to importance of IT systems, Minister is likely to support implementation of the projects and will assign the teams/commissions to carry out the projects. High involvement of the Minister cannot be expected due to high level of responsibilities in numerous fields. Minister will participate only in the decision making of the decisions of highest importance and key communication steps. Ministry of Justice and Public Administration/Justice Sector is a key stakeholder and carrier of key activities. Still assistant Minister may not be fully available to participate in the project and may be involved in key communication steps and decision making. Personnel and Analytics Section within the Justice Sector have high interest in consolidation of the IT systems in order to enable integrated personnel administration and statistical analysis.	<ul style="list-style-type: none"> • Communication • Involvement in work • Involvement in decisions (especially related to resource needs, financing and benefits) • Motivation • Decision support • Internal regulations, policies • FAQs • Control mechanisms

Stakeholder	Role (in change)	Power	Support	Possible attitude	Recommended Change Management instruments
ICT organisation or Unit	Agent	Medium	High	Setting up this organisational unit is a recommendation of the ICT Strategy to manage the implementation of the Strategic actions and the operation of the central elements of the ICT infrastructure. Consequently this unit have a supportive attitude towards the ICT strategy and will play the role of main driver for the actions. Resistance may only be experienced if the conditions (e.g. resources) for the organisation units will not be enough to execute the Strategy.	<ul style="list-style-type: none"> • Involvement in decisions • Involvement in work • As a primary agent for Strategy execution, ICT organisation or Unit will have to play an active role in Change Management.
Justice Sector Institutions	Target	High	Medium	The implementation of ICT systems alter the operations of the institutions and require significant resources from their part as well, consequently they will support Strategic actions only if the business benefit for them is clearly defined. Other expectation of the institutions to have a clear picture on the execution of the ICT Strategy: how it will affect their operations and when to expect the changes. Institutions may have a fear that particular details of the Strategic action implementation will be defined without them (e.g. details of functional specification), thus they will require deeper involvement in defining these details	<ul style="list-style-type: none"> • Communication • Participation in work by delegation of Agent • Participation in decisions by delegation of Agent • Post implementation support
Consultants and external associate - categorized as internal stakeholders while having elements of external	Change Agent	Low	Medium to High	Interest in timely implementation of the project drives consultants and external associate to support project implementation and change in the systems. There may be lack of understanding of policy issues by IT experts and a need for experienced consultants in the Justice Sector may be required.	<ul style="list-style-type: none"> • Communication • Involvement in work by delegation of Agent • Involvement in decisions by delegation of Agent • FAQ's development • Post implementation support
All users of IT systems	Target	Low	Low to Medium	Because of the fears of changing working conditions they may resist the changes. Losing their job is not a typical concern, since labour law and public servant law heavily protects state employees. After system implementation they must be able to execute their new tasks with the new tools. Without self-confidence in the new operations the number of unintended errors may be high. The members may be interested to assist their peers in learning. This group can develop an interest to collect information for FAQ's.	<ul style="list-style-type: none"> • Communication • Training • Internal regulations policies • Post implementation support • Control mechanisms
Professionals from all institutions/roles having interest in the IT/Change Management project success	Vindicator	Low	Medium to High	Amongst all types of professionals, there is a minority group that have an interest in new systems implementation. The most important step is to identify these professionals and involve them in advocating for the projects, forwarding information to colleagues. Potentially they may be involved in the peer learning as mentors or information sources.	<ul style="list-style-type: none"> • Communication • Training • FAQs

5. CHANGE MANAGEMENT ELEMENTS, INSTRUMENTS AND ACTIVITIES (CONSULTANTS RECOMMENDATIONS)

Following the above stakeholder analysis, this section describes the major activities related to the 7 elements of the used Change Acceleration Process model. The Change Management instruments described in the Chapter 3.1.4 are integrated in the CAP model. Exceptions are related to communications and training instruments, which were, due to their importance extracted into separate chapters.

Whenever applicable, the Change Management elements are defined on both levels:

- overall ICT Strategy level
- individual Strategic actions level

5.1 LEADING CHANGE

Overall ICT Strategy level

The role of the sponsor in the Change Management process due to the decision making power naturally falls under the Ministry scope. Thus Ministry has a major role initiating and leading the change. It is worth to mention that in financial terms, the donor organisation play the role of sponsor, but their direct involvement is restricted. On the other hand, the ultimate sponsor is the Government of Serbia since the overall development decisions are made on this level. Whenever the Government initiates large scale programmes (for example a governmental wide e-business initiative), then the Ministry of Justice and Public Administration should align its strategies.

The assessment of the components of the Hofstede's national cultural characteristics and organizational culture (presented in the Chapter 3.2) defines to a certain extent the role of the Ministry in the process. Serbia scores high in the power distance dimension meaning that people accept a hierarchical order in which everyone has its place. Because of the relatively high value in this dimension, in order for change to be effective, the leading Ministry officials need to express positive attitude towards the change. Additionally, it is expected that the key decisions are made at high levels in the organization.

Another important aspect to bear in mind is interdependence of the organizational members, i.e. individualism vs. collectivism as defined by Hofstede. Serbia scores low on individualism and thus, the sponsor in the process of leading change needs to align leadership towards collective needs. In the communication, it is recommended to put emphasis on the benefits for the entire organizations.

While considering motivation of the employees, the score in feminine/masculine dimension may be considered. Serbia scores slightly more than average on this Hofstede's dimension, thus emphasizing social benefits and importance of leisure time to the organizational members. This may be one of the indicators how to motivate the organizational members in the Change Management process.

Finally, uncertainty avoidance reached high score in Serbia. The sponsor of the change, needs understand that the tendency for change avoidance or obstruction is high, thus a strong leadership, excessive communication, motivation and involvement need to be administered in order to achieve desired change.

ICT Strategy defines vision, strategic directions and other key elements necessary to lead the sector through the process. However, the leadership through the Strategy implementation requires provision of clear guidance to entire sector and communication to external stakeholders throughout the process.

Since the leadership entails all other management elements and instruments, this applies to Change Management instruments as well. In order to ensure maximum effectiveness, the earlier described instruments may be used: communication, involvement, motivation, training, post implementation support, control,

handling organisation effects (i.e. procedure definition, interface definition, job descriptions, etc.) and post implementation support. While all the instruments need to be considered, some are more important in leading the change than others.

Commitment to implementation of the Strategy needs to be communicated starting from ITC Strategy development phase. In order to keep the momentum, the Strategy implementation needs to be initiated immediately post its adoption, including the participants that were involved in the Strategy development, as well as other relevant stakeholders. While financial challenges may be a significant obstacle, it is necessary to communicate to all stakeholders on the realistic level of activities that will be undertaken, as well as on potential financial sources of funding that are considered.

It is a key to form a permanent body/commission that will work on IT Strategy implementation which will have Ministry's support in the key phases through decision making and communication with the stakeholders (internal and external). This body would ensure involvement in work and decision making process for all key stakeholders.

Another key leadership role is to ensure involvement, participation and support of the key institutions in the specific Strategy implementation phases (Supreme Court of Cassation, High Judicial Council, Republic Prosecutors Office, State Prosecutors' Council, Judicial Academy and other specialized institutions). Each of these institutions needs to commit to support the process aiming process standardization at all levels with related processes.

Through control and communication of the key achievements and strategic actions completed, all the stakeholders in the process may increase their motivation for further Strategy development.

Finally, it is necessary that Ministry follows the process and timely acknowledges and deals with any challenges in the form of legal obstacles, major disagreements and implementation fatigue in order to ensure process continuation.

Individual Strategic action level

For each implemented Strategic action which directly affects Justice sector operations (that is the actions which are not purely technical – like establishment of Backup Centre), there is a need for a high level Ministry or institutional official who acts as a leader for the change. This official is not the responsible person for project operations, but instead should provide resources, support and business decisions. The main role is to radiate the importance of the given Strategic action.

5.2 CREATING A SHARED NEED

Overall ICT Strategy level

Change Management process does not start post IT Strategy adoption, but already started during the Strategy preparation. Through the needs assessment process stakeholders already voiced their needs and expectations. Integration of this information in the Strategy, workshops where the stakeholders were consulted on strategic directions were the next step in creating shared need in which Ministry has taken part.

Since the need and strategic directions were identified in a participative manner through involvement in work in decision making, this represents a good starting point for communication of the shared need. Upon the adoption of the Strategy, these needs should be strongly and repeatedly communicated to all stakeholders concerned with the change. The weaknesses of the current system that for example make inter-institutional communication slow or case management systems unreliable need to be promoted through the communication means (formal and informal) described in the communication plan. Finally, it is impor-

tant to communicate with the target/staff members who are facing most challenges with the current systems, since they are most likely to embrace the change.

In conclusion, the key Change Management to be used in this CAP element are communication and involvement.

Individual Strategic action level

Although the analysis of the ICT Strategy already defined the most important gaps to cover by the Strategy, but mainly the ICT personnel took part is Strategy formulation. Therefore at the very first steps of each Strategic action, the business stakeholders need to be approached and their attitude and desires must be assessed. The goals of the Strategic actions should also be verified by them.

5.3 SHAPING A VISION

Overall ICT Strategy level

The overall vision was defined in the Final ICT Strategy Report. This vision should be approved by the Government and should be shared with the stakeholders at the Justice sector institutions. The vision itself describes. The major elements of the vision should be emphasised in communication:

- alignment with and contribution to the Justice Reform Strategy
- modernised ICT services supporting the everyday work of the Justice sector staff
- improved services to the general public and third party justice professionals
- proper balance of centralised operations and institution-local operations.

Individual Strategic action level

While the overall vision is defined within the ICT Strategy, there is also a vision that needs to be shaped for each Strategy component or direction. The vision for the components will be driven by the analysis of current processes and identification of process improvements and problems to be solved.

This vision needs to identify and communicate a value that will be created by Strategy implementation for the organizational members. Some examples of the benefits shaping the vision are: reduced time necessary for complex statistics report regularly required from organizations, reduction in number of reports to be produced for different stakeholders, easier exchange of information with external stakeholders.

In this phase, key instruments to be used are two way communication and involvement in work.

5.4 MOBILISING COMMITMENT

Overall ICT Strategy level

On this level, the commitment of the key stakeholders (government, donor organisations, institutions, etc), may be ensured by **involvement in decisions** and the **involvement in work**, but the most important is to “*deliver on promises*”, that is to clearly define exactly what they will gain. A continuous monitoring of the ICT Strategy execution status and clear communication of short-term and long-term goals is necessary. The key stakeholders must be involved in decisions about priorities, timing, resource allocation and objectives on the level of the Implementation Roadmap of the ICT Strategy.

It is recommended to form a body of the major institution which regularly overviews the above aspects and its members act as “agents for change” within their institutions. This body may be called the “Main Commission”:

Main Commission has a role of Change Agent and should incorporate members of institutions in the Justice Sector, and cover different areas of expertise. Justice professionals, IT professionals, court clerks, statistics professionals and other key professionals need to be permanently involved.

Objectives and tasks of the main commission include but are not limited to following:

- agree on the strategic directions
- agree on the roles and responsibilities for specific strategic directions by commission members
- draft and adopt communication and other documents regulating commission’s work
- ensure communication with targeted stakeholders (two way communication)
- keep the Strategy implementation momentum
- meet when key strategic and/or policy decisions need to be made

The main Commission is a large working body, and its meetings should be planned held regularly (e.g. in every quarters) and its role does not include the management of individual Strategic actions.

However, sub-commissions, formed for specialized strategic directions, projects and tasks are more operative bodies that need to have more extensive activities.

Individual Strategic action level

On this level, a detailed stakeholder analysis should be prepared for each Strategic action during the early phase of its planning and execution. For each identified stakeholder groups not only their current problems and future requirements must be gathered, but separate **sessions need to be devoted to analyse their fears and uncertainties** as well. Naturally not all individual stakeholders may participate in these sessions, but only their selected representatives. In addition to these sessions, the Strategy Implementation should establish **channels for the stakeholders to ask questions and receive satisfactory answers**. The forums and the Q&A channels must be properly advertised. Intranet of the Ministry may provide proper forum for these activities.

The directly involved participants of the Strategic actions will have additional tasks apart from their everyday jobs. Their **mandate need clear communication and approval** from their superiors. Their everyday duties may be lessened in order to be able to put full effort into project implementation, especially at the peak periods of the projects.

Nevertheless, commitment needs to be achieved not only during project execution, but after the implementation of the given Strategic action as well. **Best performers should be publicly appraised** and if possible, then **motivated by financial or other means**. This method of motivation and the evaluation should be announced in advance and the conditions must be established.

For a more intensive contribution for the individual Strategic actions, it is always possibility to form 2 sub-commissions: one for the Judicial projects and one for the projects affection the Prosecutorial Branch. For other branches of the Justice Sector, the number of institutions is only one or a few, thus a separate sub-commission is not needed for them.

Motivation

In addition to involvement, direct or indirect motivation of project participants is needed. Motivation is a widely used expression denoting driving forces of psychological nature to raise interest of individuals to act

according to expectations. In this sense all above methods might be interpreted as motivation, but for our purposes we define the term as incentives and direct appreciation of individual performance.

The theory of motivation has been extensively investigated during the recent years. Motivational methods are best applied when they are aligned with the needs of the individual. Unfortunately this might vary from staff member to staff member, thus it is preferred to use several tools simultaneously. Other important factor is that motivation should be linked to concrete performance and should be clearly communicated in advance. Otherwise it has no effect on the crucial stage of project implementation. The most widespread motivational tools are the following:

- rewarding - The reward does not necessarily have to be a financial one as the pay of the employees in the public sector is regulated by the law on civil servants and the specific systematisation of the institutions. Additionally money may not be an employee's prime motivator
- recognition - is the acknowledgement of good behaviour and actions of the employees and always has a positive connotation. There are several methods that can be used: informal recognition, prepare formal recognition, group recognitions, recognise as many employees possible at all levels and recognise for positive behaviour and at appropriate intervals
- feedback - is a managerial tool for continuously shaping the performance of the employees. When used correctly the feedback can motivate the employees and improve their actions.
- commitment - is increased by creating a feeling of belonging to the organisation/institution/judicial system as a whole. Increasing the commitment factor will in effect cause the employees to undertake actions for the sake of the organisation.
- responsibility/autonomy - usually young employees at the bottom of the hierarchy are very motivated by receiving responsibility while older more experienced employees tend to avoid it and are more comfortable with precisely defined straightforward tasks.
- growth – career advancement – if opportunity arises reward active and engaged professionals with an opportunity for promotion
- growth – training – provide training, study tours and professional development opportunities to staff that showed highest commitment to the implementation of the projects
- interesting work - when it is clear that some task or project is popular then the manager should give the duties to the employees that need motivation but also are a good fit for the job.
- participation - Involve employees in related decision making processes, Participation serves as a motivational but also as a training tool to prepare employees for future leadership tasks and positions. Take on good suggestions and show appreciation for the contribution, giving employees a chance to provide ideas and input in a process increases the belongingness feeling i.e. commitment.
- interpersonal relationships - valuing and appreciating the basic humanity of employees regardless of hierarchy in the organisation by showing courtesy and interest contributes to the positive working environment and benefits all employees.
- fairness - by trying to treat all employees equally, which is not always possible, the managers can contribute to the sense of fairness in the sector and avoid employee frustration which can lead to reduced motivation of a person or a group.
- work-life balance - A balance between a person's personal and work life should exist. Making working arrangements that can support work-life balance, measuring employee performance by focusing on their output and enabling the staff to take proper breaks and rest are some of the methods.

The tools to be applied should be in accordance with legal regulations and the internal policies of the Ministry of Justice and Public Administration and should be determined and authorised by the project management. Because of budgetary restrictions it is recommended to select only a few of the above instruments.

5.5 MAKE THE CHANGE LAST

Overall ICT Strategy level

On this level, it is very important, that the key stakeholders provide the necessary support and resources for the operations of the results of the implemented Strategy. This means for example, that the ICT budgets are planned and assured in a way to support the additional costs of implementing the Strategic actions. It is a rule of thumb that yearly costs of implemented ICT systems will usually fall between 10 and 20 percent of the investment costs. These costs include the following:

- license and maintenance costs of software and hardware components
- costs of communication networks
- costs of system operators, administrators
- costs of staff training
- costs of fine-tuning functionality and new requirements.

These costs need to be carefully planned before the implementation projects start, and as it was recommended in the ICT Strategy, Total Cost of Ownership calculations are to be made. Without provision of resources for operations, the system quality will degrade soon, leading to unsatisfied end users, and thus to suboptimal use of the implemented systems.

Individual Strategic action level

Since in case of most Strategic actions new processes are implemented together with ICT systems, the necessary conditions for smooth transition must be established. This means **proper trainings for new IT systems, new business processes**. Consequently a full Training needs Analysis (TNA) should be prepared before the trainings. Training plans need to cover not only the staff being present at the component implementations, but they should consider future staff needs as well. Apart from the training, one of the key knowledge transfer tools is peer learning.

There is a need to align the changed operations and the Ministry's **internal regulations and policies**. Process Manuals must be prepared and made publicly (within the Ministry) available.

Especially during the first months after the changes take place, a full support should be provided to staff members whenever they have questions related to the new operations. These questions are usually not related to functional deficiencies of the IT systems, but instead they are either

- results of either some non-deliberate error made by the users (e.g. accidental registration of wrong or misleading data) or
- uncertainties in handling not usual and rare cases (e.g. of type "How to handle the situation when the registered mailing address is a foreign address without Serbian post-code?")

To ensure the support of the changes, heavy emphasis should be given to such problems. These issues are not to be handled by the system external associate at the first hand, but by experienced (super) users of the given organisational units. Therefore for each component some experts should be named to whom the ordinary end-users may turn to with their questions. The accessibility of these experts must be clearly communicated and they should devote part of their time to answer such questions. It is recommended for these experts to gather the most frequently asked questions (FAQs) and publish them internally together with the solutions. The dedicated experts should act as a conduit for questions and information between the end-users and the external associate technical support team. The exact support scheme should be set up during the implementation phase.

A **support team should be formed** to give process and system related questions to anyone. Support team members should be easily accessible (via dedicated internal phone numbers or Intranet homepages) and they should provide assistance within reasonably short time.

Whenever possible, the adherence to changed operations should be considered when **personal evaluation** sessions take place and if there is an objective set of evaluation (e.g. number of cases processed, number of documents registered), the **evaluation criteria must be aligned with the altered operations**. Naturally, if it is reasonable, then fine-tuning of the processes, internal regulations or IT systems is needed. A formal evaluation of the changes is recommended after some months of working experience. This is described in more detail in Strategic action 14.4 ("Post implementation review").

5.6 MONITORING THE PROGRESS

Overall ICT Strategy level

Overall stakeholders should be regularly informed on the execution of the ICT Strategy, evaluation of achievements and any amendments/alterations in the strategic directions. These monitoring activities are crucial for the Ministry's top management and for the donor organisations, since high level resource allocation is made on this basis.

High level monitoring of the ICT Strategy execution is supported by the measure to be defined in Strategic action "6.2 Define exact performance measures for each individual goal of the ICT Strategy."

Individual Strategic action level

In general, no globally optimal processes and operations may be delivered during a project, since real life often raises questions, points to suboptimal solutions or rare cases which could not be considered during process and system specification. After the first months of operations, lots of requests may arise to further improve the processes and the involved IT systems. Therefore a **post implementation review** is necessary after about 2 months of operations to gather the problematic or unclear issues and to provide fine-tuning of the operations.

On the other hand in certain cases strict control may help to ensure the changes. This may be established by **designing control and performance reports** from the IT systems (e.g. number of cases processed, average times needed, etc.).

The mentioned Post implementation review should also cover an evaluation of the initial goals and their realisation to identify possible gaps. The **results should be publicly praised and communicated** by the Ministry's top management.

Control mechanisms

An important tool to ensure success of the implemented changes is to control the execution of the new procedures and usage of ICT systems. The major responsibility of implementing controls is in the hands of organisational unit heads, but IT systems can support these efforts by generating control reports.

The major role of controls is to ensure compliance of actual operations with the defined operations. Controls may investigate various aspects of process execution, like resource usage and utilisation, execution time or process quality. As far as it is possible some controls should be built in the processes themselves

even during the specification phase. For example a managerial authorisation of certain transactions is a very effective control point to identify that the processes are executed in order and all necessary preconditions are met at a given stage of the process. Naturally excessive managerial authorisation can block the smooth execution of processes and may lead to a bottleneck in operations.

Other very important control in case of an IT supported processes is to allow certain transactions only if given preconditions are satisfied. This might include filling in some data fields, of having some previous other transactions already executed. These aspects must be considered during system specification and design.

In addition to controlling the execution of individual process instances, there are important tools for overall process control:

- Key Performance Indicators assigned to the individual processes, like
 - average and peak process (or activity) execution times
 - number of transactions executed during a given period
 - backlog and trends in backlog
 - number and proportion of problematic cases
- Regular (monthly, quarterly, yearly) managerial evaluation of the operations based on pre-defined KPIs and subjective impressions
- Satisfaction reviews of other organisation units
- Work-time analysis providing measures of process execution times broken down to individual activities

Some of the above controls may be supported by the ICT tools themselves, for example control reports may be defined and regularly prepared and evaluated.

It is strongly recommended that during the design of new operations the above control tools need to be considered and proper mechanisms are to be selected, defined and the control responsibilities are to be regulated.

5.7 CHANGING SYSTEMS AND STRUCTURES

Overall ICT Strategy level

The change of ICT systems and processes is carried out at the Strategic action level, therefore a detailed description is found in the next subsection. On global ICT Strategy level it is worth to mention that several Strategic actions are interconnected and are prerequisites for other actions. These relationships should be carefully considered and communicated during the Strategy execution.

Individual Strategic action level

it is crucial to carefully define all technical components of the change together with their interactions. These components cover: IT system implementation, hardware implementation, trainings, user manuals, process manuals, redesign of (paper based) forms, redesign of processes and many others. The key aspects of organizational change as well as the training plan are presented in this document. The IT system implementation and hardware implementation, user manuals and other technical support documents are developed in the project implementation phase in cooperation with consultants, external associate and Main and Specialized IT Commissions involving target users of the newly implemented systems.

Internal regulations, policies

Operations of business units covered by the project components will be changed as a result of process reengineering and IT system implementation. This means, that specific activities of the staff members and the rules applying for them are also changing. The definition of to-be processes will provide an overall description of the altered/new processes, however to implement them within the organisation, detailed internal regulations may be necessary. These regulations should contain the roles and responsibilities of the staff members and should fit into the internal regulatory environment of the Ministry and other institutions in the sector.

The introduction of new ICT systems often requires policy revision and unification for a number of institutions. Key player in policy development for Courts is the Supreme Court for Cassations, for Public Prosecutors Offices – Republic Prosecutors Office and Sector of Judiciary within the Ministry. These institutions need to show initiative in policy adjustments and policy definition in order to ensure unification of procedures at all institutional levels within their area of responsibility.

The preparation, approval and communication of the new or changing internal regulations must follow the rules of the organisation. Internal regulations should be made accessible to the affected staff members.

6. STAFFING PLAN AND DEFINITION OF ORGANIZATIONAL AND MANAGEMENT STRUCTURE (CONSULTANTS RECOMMENDATIONS)

Staffing plan and organisational responsibilities for Change Management activities may again be defined on two levels: Overall Strategic level and individual Strategic action level.

Overall ICT Strategy level

The responsibility for execution of the ICT Strategy is at the highest ranking officers within the Ministry. Nevertheless some of the roles may be delegated for lower level officers, but on the Strategic level, change management activities and communication activities with external stakeholders (like government, other Ministries, Donor organisations, etc.) are in the responsibility of the Minister or nominated Assistant Ministers.

As it was mentioned earlier, the overall leadership should be provided by the Minister.

Individual Strategic action level

On individual Strategic action level, the Change Management activities are planned in the detailed work plans.

Whenever it is needed, the Change Management related issues and decisions are discussed on the Project Management Board meetings.

The major Change Management responsibilities of project management are the following:

- Ensure the proper participation of stakeholders or their selected delegated in the workgroups of the various components
- Involve the selected stakeholders in the preparation of decisions and the decisions themselves
- Ensure proper trainings and preparation of the trainings
- Establish internal regulations and policies for the altered operations
- Define KPIs, other internal controls and control reports to control adherence of the new operational rules
- Develop a motivation scheme in alignment with the legal regulations and Mol policies and communicate it to the stakeholders
- Establish organisational framework for post-implementation support

After the project formally ends, there are several previously described Change Management activities which need to be executed. Since at that time the project organisation will return its mandate, the responsibilities should be defined at the organisational units of Mol. The responsibilities are the following:

- Provide post-implementation support for the end-users
- Evaluate the project results and make the necessary fine-tuning of operations
- Maintain the motivation scheme for the best performing staff members
- Establish trainings for the new hires on the operational processes and IT systems
- Operate the defined control system

The above responsibilities will be practiced by selected organisational unit heads as part of the changing operations.

7. TRAINING PLAN (CONSULTANTS RECOMMENDATIONS)

Trainings are essential tools to assist the changes. Without proper trainings the end-users of the systems implemented by Strategic actions will lack the necessary skills, knowledge and thus self-confidence. Trainings have another crucial role to improve the skills of ICT staff in order to be able to cope with the changing expectations.

During preparation of the ICT Strategy, the importance of trainings was recognised and some Strategic actions were formulated to improve the training scheme.

7.1 METHODS USED AND SOURCES OF INFORMATION

Several techniques and practical methods were used in combination to gather, acquire and analyze the information and present the results.

1. Observation the training events and workshops:

ICT training in Cuprija in June 2012; Training "Train the Trainer" in the Judicial Academy in December 2012; Awareness raising workshop in December 2012; Workshops on Strategic actions in March 2013.

2. Questionnaire to receive the same type of data from different sources – the Judicial Academy and MoJ. The areas of the asked questions were following:

1. Training background: the content of training, target groups, establishing training needs and planning;
2. Training materials;
3. Training methods. Training Delivery;
4. Evaluation of training;
5. Organizational aspects of training;
6. Questions about ICT training (existing, previous, upcoming).

3. Interviews and consultation with persons in key positions and with specific knowledge – the representatives of the Judicial Academy and MoJ.

The summary of the questionnaires and interviews is presented within the Diagnostic Report, section 5.4.3

4. Acquisition and assessment of available documents about training

"Statute of the Judicial Academy" (2010);

Within the EuropeAid project "System for the monitoring and evaluation Judicial Academy" (2010), the Plan of Implementation;

"The rulebook of Internal Organization and Job Classification of the Judicial Academy" (*Sistematizacija*).

"The Judicial Training Centre in Serbia. A case study "An Example of Best Practice?" (2009; United Nations Development Programme (UNDP));

National Judicial Reform Strategy 2013-2018 (working version)

5. Written feedback of the participants of the workshops:

“Evaluation questionnaires for participants” from the Awareness raising workshop, December 2012 and from three workshops on Strategic actions, March 2013.

6. Communication with the target group of training (judges, prosecutors, ICT staff) during workshops and training events.

7. SWOT-analysis to describe strengths, weaknesses, opportunities and threats, concerning the training domain.

Presented within the Final Report, section 4.2.

8. Gap-analysis to describe on the organizational level the current situation and the characteristics of the gap from the Strategic goals about the end user ICT skills and competences, which were the following:

- e-learning tools are in place to facilitate mass trainings
- Full training and education history of judges and prosecutors is available for decision makers
- End-users and staff members with deep knowledge on procedures are involved in ICT developments
- Decision makers are aware of the role and importance of ICT
- Legal professionals and court administration is knowledgeable on effective use of ICT
- Knowledge and practices are shared, easy to find, uniformly interpreted and constantly applied
- Well defined and organized training process (plan-organize-coordinate-evaluate)

The Strategic goals about the ICT organization and human resources were following:

- IT operations staff possess the required ICT knowledge and skills
- ICT staff is motivated and educated to ensure staff retention and required competences
- Availability of a pool of external experts with good knowledge on judicial sector

Presented within the Penultimate Report, chapter 5, part of the Strategic goals “End user ICT skills and competences” and “ICT organization and human resources”.

9. Studying international trends and EU practices

Presented within the Final Report, section 6.9.3.

10. Identification of the Major Development Actions and Priorities

Presented within the Final Report, section 6.9 and 6.2:

1. **Implement a comprehensive Training Register to support the whole training process** within the Justice Sector from the initial planning of the trainings till the evaluation of them. This register should hold additional data on:
 - training needs analyses,
 - training enrolment,
 - experts / trainers / possible trainers of different areas,
 - statistics and performance measures regarding training and skill development.

2. **Establish a scheme and written principles for ICT related trainings** for the sector by analyzing the detailed needs, and provide the necessary resources to have continuous and sufficient education for staff (ICT trainers' network), for managers and for the ICT professionals themselves.
3. **Investigate the possibilities of e-Learning for the most common trainings** and if feasible invest into pilot e-Learning operations.
4. **Possible development of a new, interactive website/portal of the Judicial Academy** and implement internal procedures to keep its content up-to-date.

11. Training Needs Analysis (TNA)

General TNA can be defined as a process of information gathering to diagnose the changing requirements of the organization and the people in it, and to develop creative responses to the needs as they are discovered.

Training needs must be

- apprehended by employees (with help of their self assessment),
- appreciated by the management and
- in accordance with the needs of the organization.

Within the project, the TNA was made on general/ strategic level, without going into details. The more detailed TNA in the future is necessary, and it is important to emphasize that it is an ongoing activity. Furthermore, TNA is never complete without knowledge of the quality of the work from the customer perspective. There is a need to start with customer feedback activities – e.g. interviews, surveys, mystery calls / e-mails etc.

Data gathered in a TNA may be used in two ways:

- to provide a basis for the development of a Training plan and describe the Training activities,
- to facilitate decision-making concerning the allocation of such resources as personnel, time, funds and equipment.

The outcome of TNA is given in following sections describing the main characteristics of the trainings: target groups/ participants of the trainings, trainers, training methods, training materials, subjects of the trainings.

7.2 TRAINING OBJECTIVES

The purpose of education and training is to create the needed competences (a sum of the required knowledge, skills, and attitudes) of the staff to work within the new circumstances, to implement the Justice Sector ICT Strategy.

The Justice Sector institutes ought to have competent and motivated personnel (incl. well-trained management), a sufficient amount of resources and a consistent training system.

A systematic, logical and structured approach concerning the whole training process, starting from the training needs analysis (TNA) and ending with the evaluation (which could be a beginning of a new training cycle), is necessary.

The Training Objective of a specific training event/ course is to be written as follows:

- State the act or action that must be performed at the end of the training period: in terms of skills; using a verb which describes an observable, measurable action; addressed to the participants.

- Identify the conditions under which the desired performance must be demonstrated. Mainly resources available (equipment, references, forms, facilities...); with or without assistance; in a group or alone.
- Establish the standard or the minimum level of performance the trainee must attain in order to predict his/her degree of success in performing the same or equivalent task in the job.

7.3 TRAINING TARGET GROUPS

The purpose of education and training within the Justice Sector is to create, improve and support competencies (a sum of the required knowledge, skills, and attitudes) for the following major employees/ training target groups:

1. End users: judges, prosecutors, court and prosecutorial employees, Ministry staff;
2. ICT staff;
3. Decision makers/ managers.

There are more, smaller and specific target groups, for example, service help-desk staff, IT administrators, new users of applications, newly hired personnel etc.

Another way to define the training target groups is by employees of different institutions of the justice sector: courts, prosecutor offices, prisons etc.

7.4 TRAINERS

Any implementation of a new software system is accompanied by conducting training courses for end users and IT staff of the institution.

If focusing on the trainers of the ICT training, the possibilities are the following:

- Human Resource Management Service
- Administration for Joint Services of the Republic Bodies
- Outsourced, direct training for end-users or/ and
- Train-the-trainer approach.

Due to the natural work force flow of the internal IT staff, the long-term commitment as trainers cannot be ensured. In order to ensure business continuity, digital literacy in Juridical Sector should be standardised in accordance with internationally recognised, especially among EU countries, programmes. All new employees should possess appropriate certificate as a proof that they are digitally literate, or should gain it in period no longer than six month from the moment of recruitment

Another possibility, an internal/ in-house training is a training format which is tailor-made, meant to meet the training needs of the organization, and therefore available for the larger group of employees. Trainers are on the company payrolls and conduct the training programs for the employees as when as required. Internal training uses real life examples, problems and challenges that participants encounter at their daily work. It is presented in the language and terminology that participants understand and can relate easily.

As the Judicial Academy has an experience and expertise in training of trainers on judicial topics, that approach could be used with the ICT trainings as well. The idea is to create a core group of trained trainers – the content specialists with the relevant level of pedagogical skills and knowledge, who will train the end users.

In combination with Train-the-Trainer approach, other methods can be used:

- Cascade training method: trainers from the core group train the employees, responsible to train their colleagues on the sites/institutions/regions. The partnership system could be used – the more experienced trainer helps the new one to create the training event (Estonian experience);
- on-the-job training (job-shadowing, coaching, mentoring);
- e-learning which is web-based and created by the trainers from the core group.
- e-learning which is combined with the classroom training.

A special database of the ICT trainers is needed to create as well. The trainers need a regular self-development and trainings.

7.5 TRAINING METHODS

The training method refers to a characteristic set of conditions, approaches, procedures and means implemented administratively and educationally in order to ensure the necessary knowledge and skills are acquired.

There are different training methods/ possibilities how to improve the ICT skills of end users and other training target groups:

- Classroom training (big venues);
- Computer classroom training (more practical);
- Self-study of the employees, by using manually and electronically shared knowledge and training materials;
- Coaching at the workplace – performed by ICT staff;
- Mentoring at the workplace – performed by managers/ experienced co-workers;
- Cascade-training system, using internal trainers (which requires basic and advanced training of trainers; from ICT perspective);
- Mass-training, by using e-learning tools.

The exact training methods depends on the objectives of the training course and are to be decided on when the individual trainings are developed or determined by the external associate during the implementation of the IT application project, digital literacy in Juridical Sector should be standardised in accordance with internationally recognised, especially among EU countries, programmes. When it comes to ICT training, the training methods should be interactive, involving the participants, giving them an opportunity to ask questions and discuss the everyday examples, and also practical.

Also, the interdisciplinary seminars are recommended, which bring together law and other disciplines/professions.

7.6 TRAINING MATERIALS

Depending on the training methods and audience various types of training materials should be prepared and distributed. It is recommended to make available the electronic version of training materials for each trainings and not only the paper based versions.

Training materials may be shared on the website of the Judicial Academy and a complete register of all ICT related training materials should be assembled should be standardised in accordance with internationally recognised, especially among EU countries, programmes.

In case of applying e-learning methods, development of training materials requires significant resources.

7.7 RECOMMENDED ICT TRAINING ACTIVITIES

The training domain is affected by ICT in two different ways:

1. ICT tools can support the training process by proper methods for planning, organizing, presenting and following-up the trainings
2. ICT is in itself a domain/area of the trainings at various levels.

Therefore, based on analysis and international experience, the two different tables are provided below, to describe the recommended

- ICT Activities training activities and
- Large list of training events (incl. target groups, the subjects/modules of trainings, general training objectives, training methods, trainers, number of trainees etc);

ICT Activities to support the training activities

	Training activity	Sub-activity	Description	Who is operating/responsible
1.	Implement a central Training Register	To be developed within separate project	To support the whole training process within the Justice sector. This comprehensive register should hold additional data on: training needs analyses, training enrolment, experts / trainers / possible trainers of different areas, statistics and performance measures regarding training and skill development. More detailed description of the approach is presented in the Final Report, Strategic Action 9.1	Judicial Academy in co-operation with MoJPA
2.	Establish a scheme for the regular ICT trainings		More detailed description of the approach is presented in the Final Report, Strategic Action 9.2	
2.1		Detailed training needs analysis and planning	Preparatory activity, needed to establish an optimal solution for the trainings by clearly identifying the training needs for various training target groups, together with the relevant training methods.	Judicial Academy in co-operation with MoJ and the representatives of various training target groups
2.2		Development of written principles for the regular ICT training	Principles about the trainers: trained trainers (by Judicial Academy) or outsourcing; training methods; length of the training; venues (incl. considering the geographical aspects) budget other	Judicial Academy in co-operation with MoJPA
2.3		Development of the new ICT training program	The new, comprehensive ICT training program for various training target groups to meet their training needs. It must be part of the annual training plan for the Justice sector.	Judicial Academy in co-operation with MoJPA

	Training activity	Sub-activity	Description	Who is operating/responsible
2.4		Develop electronic tools/databases to share knowledge	The publication and distribution of training materials, practices, manuals	Judicial Academy in co-operation with MoJPA
2.5		Monitor and evaluation of an ICT trainings	On-going training activity	Judicial Academy in co-operation with MoJPA
3.	Develop End users support		Education of end-users must be consistent and systematic; therefore it should contain everyday and regular support	
3.1		Daily support	Central Service Desk/ Help desk and first line support : phone and/or web-based forms for Q&A; Mentor system	Central level: MoJPA Regional level: units in institutions
3.2		Consulting services	On a project basis	Outsourced
4.	Investigate the possibilities of e-Learning for the most common trainings	To be developed within separate project	Meant for the mass training. Could be combined with classroom training. More detailed description of the approach is presented in the Final Report, Strategic Action 9.3	Judicial Academy
5.	Strengthen capacities of the Judicial Academy		Further professional, financial and administrative strengthening of the Judicial Academy and the full integration of its activities in the judicial system. The Judicial Academy is responsible for all trainings (incl. ICT trainings) for the Justice sector.	
5.1		Improvement of the organization and procedures of the Academy	Implement the new rulebook of Internal Organization and Job Classification of the Judicial Academy (Sistematizacija)	Judicial Academy
5.2		Continuing technically equipping the premises of the Academy	To have the capacity to maintain and organize specialized training in various fields, there is a need equipping computer labs for different purposes (laboratory Cisco, Microsoft Laboratory for simulation of cyber crime cases)	Judicial Academy
6.	Develop a new, interactive website/portal of the Judicial Academy	To be developed within separate project	The new website must enable an automatic publication of training calendar/ trainings courses / training materials. An internal procedures to keep its content up-to-date must be implemented as well. More detailed description of the approach is presented in the Final Report, Strategic Action 2.9	Judicial Academy

Recommended ICT related training events

The proposed of ICT training events/courses are presented on a strategic level and summarised in the following table.

General subject	Description	Target group/ Participants	Principle of participation	Training methods	Trainers/ Responsibility
Basic ICT related training	The most important segment of ICT training is increasing digital literacy of all employees. Digital literacy in Juridical Sector should be standardised in accordance with internationally recognised, especially among EU countries, programmes. All new employees should possess appropriate certificate as a proof that they are digitally literate, or should gain it in period no longer than six month from the moment of recruitment.	All staff	Depends on individual training needs	Practical classroom training; on-the-job training; self-study; e-learning	MoJPA in co-operation with Judicial Academy

General subject	Description	Target group/ Participants	Principle of participation	Training methods	Trainers/ Responsibility
Special IT system end-user trainings	Training should be organised along user-groups, that is everyone need only training on the modules/functions he or she will use during everyday work. Training must ensure: the correct and regular performance of data entry; the functional knowledge of the systems to be used	Various user groups	Mandatory	Practical classroom training; on-the-job training	System external associate Superusers MoJPA in cooperation with Judicial Academy
Special technical ICT trainings for ICT staff	Depending on the work place end-users should be skilled for manipulation with databases and reports as well as for usage of programs for project planning, presentations, web editing and different soft skills " etc. For this kind of training internationally recognized standards also should be used.	ICT staff	Mandatory if delegated	Practical classroom training	Specialists from market
Project management training	Depending on the work place end-users should be skilled for manipulation with databases and reports as well as for usage of programs for project planning, presentations, web editing and different soft skills " etc. For this kind of training internationally recognized standards also should be used	ICT project managers Business project managers	Mandatory if delegated	Practical classroom training	Specialists from the market
Process Management	Business process oriented operations, Basics of Process Management, Process definition, Process Improvement, Process Reengineering. Tools to model and optimise processes	ICT system analysts, Business process owners	Mandatory if delegated	Practical classroom training	Specialists from the market
Process training for the end users	Training on altered business processes should be held for users affected by the new processes. These trainings may be linked to IT system training, but should form a separate curriculum	End-users	Mandatory	Practical classroom training	MoJPA in cooperation with Judicial Academy
IT Administrators training	These specialised trainings are for system administrators about user administration, system administration, backup/restore, security and other relevant processes	ICT staff	Mandatory	Practical classroom training	Judicial Academy, in cooperation with MoJ
Post-implementation trainings	These trainings are held for staff joining the Ministry after the project ends on the actual business processes and IT system support of the relevant area. For systems with only a few user, instead of formal trainings, an on-the-job approach is to be followed.	End-users	Mandatory if delegated	Practical classroom training	MoJPA in cooperation with Judicial Academy
IT Security	Detailed discipline of IT Security based on the ISO 2700# family of standards. Trainings may be held on various levels form introductory course to lead auditor course	Selected ICT staff	Mandatory if delegated	Practical classroom training + Examination	Specialists from the market
Data security and protection issues related training	Raise the awareness of staff	All staff	Mandatory if delegated	Awareness raising training campaign; an internal communiqué within ICT staff, Discussion forums; e-learning	Judicial Academy

General subject	Description	Target group/ Participants	Principle of participation	Training methods	Trainers/ Responsibility
Awareness raising activity on Importance of ICT	Necessary commitment; Right attitudes; Awareness about importance of ICT in the modern judicial systems and the EU	All staff, trainings for various target groups	Mandatory if delegated	Annual ICT conferences within the Justice Sector. More detailed description of the approach is presented in the Final Report, Strategic Action 13.7	MoJPA
Various training courses for managers	Management Time Management Human resource management	Decision makers/managers	Voluntary, depends on individual training needs	Interactive classroom training in smaller groups	Judicial Academy
Change management activities	Raise the awareness of staff	All staff	Mandatory if delegated	Awareness raising training campaign; Workshops; Discussions	MoJPA
Various training courses for the service staff;	Communication skills (establishing and finishing the contact, listening, asking questions, solving problems); Handling conflicts; Handling difficult clients; Customer friendly approach, service attitudes.	Telephone supporter of end users; Help desk staff	Voluntary, depends on individual training needs	Interactive classroom training in smaller groups	Judicial Academy

A sample for training definition can be found in the Annex.

7.8 TRAINING EVALUATION

Evaluation is the process through which one determines the degree and effectiveness of training. The results are used to improve the instructional / training system. Evaluation of participants/students' results, teacher behaviour, used materials, can contribute to improve the training.

Training activities are evaluated in several ways. According to Kirkpatrick method, there are to most common four levels of evaluation:

1. Trainee reactions

At the end of each training event the participants are asked to give their reaction/ feedback to the training (methodology, content, learning level, handouts, learning climate). Also the trainers can be asked the give their opinion about the course. The results of this evaluation are used to monitor the quality and for the improvement of the training. Managers use the results for further policy decisions.

Tools: Rating scales in written questionnaires, listening, observing.

2. Trainee learning (evaluation of Knowledge, Skills, Attitudes)

At the end of most training activities the trainees can take a test/examination to show what they learned. Knowledge based training activities can almost always be tested. It is more difficult with training of social skills. Testing is possible by oral tests, written tests, and practical tests.

The purpose of testing is to measure attainment of objectives (feedback to trainer and administration), to make trainee focus on objectives, to motivate trainee and to design future courses.

Tools: Oral, written or practical tests.

3. Job Behaviour (performance on job)

To measure changes in job behaviour. What is the impact of training on job performance? Was the training effective? Evaluators gather data from the trained target groups and the work environment related to the training delivered.

Tools: Appraisals (self or tutor), interview, observation, Mystery guest.

4. Organisational Benefits

The purpose is here to determine the contribution of the training program to the organisation. The content can be effectiveness/productivity, quality of performance, money earned/saved, time saved.

Instruments to use are e.g. "Cost benefit analysis" or a "Customer survey".

8. COMMUNICATION PLAN (CONSULTANTS RECOMMENDATIONS)

The Communication Plan was designed utilizing a number of communications tools and templates including Communications Plan samples of Project Management Documents and Communications Planning research findings of Change Management Learning Center. The applied tools were tailored to specific organizational requirements of the Justice Sector in Serbia.

8.1 INTRODUCTION

The purpose of the Communications Management Plan is to define the communication requirements for the project and how information will be distributed. The Communications Plan needs to answer three key questions:

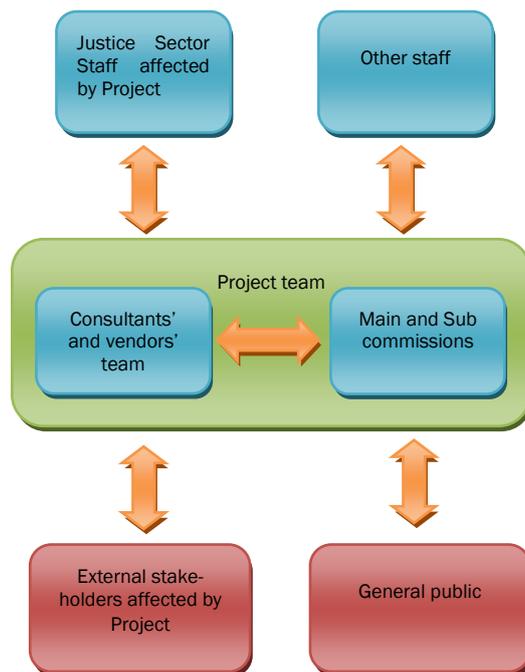
- What information will be communicated?
- How the information will be communicated?
- When information will be distributed?

This Communications Plan sets the communications framework for the Strategy implementation. It will serve as a guide for communications throughout the life of the project and it will be updated and amended when specific projects are initiated. While this plan contains comprehensive information relevant to communication, a number of information will need to be inserted once the specific projects are initiated. The presented framework contains all necessary forms and elements of communication. This framework identifies and defines the roles of institutions and/or specific organizational positions involved. The Communications Plan consists of its key elements. Stakeholders' analysis from communications perspective enables us to understand key stakeholders and their communication needs. Communication Methods and Technologies describe applicable communication tools in the ICT Strategy implementation process. Communications Matrix outlines and links key communication steps, needs and tools. Communication standards and communication escalation sections describe possible adoption of communication standards, guidelines as well as procedures that can be followed in the case of communication escalation.

Stakeholder Communication Requirements

Most projects stemming out of the ICT Strategy will consist of a broad range of stakeholders all of whom may have differing interests and influence on the project. As such, it is important to determine the communication requirements of these stakeholders in order to more effectively communicate project information.

From communication viewpoint the stakeholders and relevant communication streams may be grouped as demonstrated in the following diagram:



In the detailed Stakeholders Analysis presented within the Change Management Section, key external and internal stakeholders were identified. Both groups consist of a number of stakeholders with different requirements and needs in communication.

The external stakeholders need vary from reporting and statistics requirements, towards professional information and services required by Lawyers chambers and users of Justice Sector Services to general information oh Justice Sector ICT reform by general public. Each of the requirements demands different communication tools.

The internal stakeholders are less segmented and communication requirements are more obvious and to some extent routine. MoJ, Supreme Court of Cassation and Republic Prosecutors Office all have similar reporting requirements from the institutions within their subsystems and have also information that needs to be shared towards lower institutional level. The communication systems are to some extent limited with the existing procedures and legislation.

The Main Commission and Sub-commissions, as well as Consultants and external associates as a Project Team, have specific needs in communication within the Commission and in communication with the target groups in project implementation.

Staff affected by changes needs to be informed continuously on ICT Strategy development since it affects their work, while other staff in the Justice Sector institutions need to be informed on changes due to its potential indirect effect.

Once all stakeholders have been identified and communication requirements are established, this information can be used for development of communication matrix as the basis for all communications.

Communication Methods and Technologies

Many times, the methods and technologies used to communicate are just as important of a consideration as the information being communicated. In order to be effective, project information must be communicated to everyone involved by some method using available technology. Determining communication methods and what technologies are available should be part of determining stakeholder communication requirements.

Key communication methods and technologies that can be used include:

- meetings – the prevailing practice for communication in the government sector. The types of meetings are one on one, group meetings, formal and informal meetings. Each type is suitable for different type of communication message.
- emails – while this type of communication is widely used in the Justice Sector, it is still considered to some extent an informal communication channel that is for formal issues followed by paper based/delivered documents. The scanned documents with letterhead and signature of authorized officers are accepted as an interim solution to direct delivery of the document.
- official notes/letters – prevalent and widely accepted communication tool
- fax – less used communication mean
- trainings and conferences – accepted communication mean for exchange of knowledge and information
- website or portal – existing and in use for specific pre defined information
- on-line chat room - not in use
- telephone help desk or email help desk – used in an informal way, may be utilized in the work of Main and Sub-commissions in problem identification.

Communications Matrix

The Communication Matrix is a proposed structured tool for the definition of communication type and tools, that at the same time defines communication audience and communication owner. This matrix was developed based on currently available information on communication needs and it can serve as a basis for more comprehensive communication matrix to be devised once the ICT Strategy and projects implementation is initiated. In that phase, the specific roles in the communication will be defined and can be used to amend the matrix.

Communication Type	Objective of Communication	Medium	Frequency	Audience	Owner	Deliverable
Project Start Information Sharing and Main Commission appointment	Initial information sharing and meeting organization	<ul style="list-style-type: none"> email (with scanned document attached) post (emailed document) 	once	<ul style="list-style-type: none"> All institutions in Justice Sector 	Sponsor/MoJPA	<ul style="list-style-type: none"> Project Info
Initial Meeting	Introduce the Commission members. Review project objectives and management approach. Agree on the involvement of the stakeholders in the activity. Agree on policies to be adopted regulating Commission functioning (Communication Plan, Commission Statute)	<ul style="list-style-type: none"> Face to Face 	Once	<ul style="list-style-type: none"> Project Sponsor Main Commission members Stakeholders 	Sponsor/MoJPA	<ul style="list-style-type: none"> Agenda Meeting Minutes
Main Commission Meetings	Review the ICT Strategy/Project Implementation progress	<ul style="list-style-type: none"> Face to Face 	quarterly or as planned	<ul style="list-style-type: none"> Main Commission Members 	Sponsor/MoJPA	<ul style="list-style-type: none"> Agenda Conclusion on progress report
Main Commission Legal Experts Meetings - legal issues	Review status of the project with the team and make decisions on the legal procedures and unification of the procedures relevant to the software design and implementation	<ul style="list-style-type: none"> Face to Face 	Upon request of the Sub-commission teams	<ul style="list-style-type: none"> Legal experts (Judges, Prosecutors) Representatives of the Sub-commissions software users 	Main Commission Secretary	<ul style="list-style-type: none"> Agenda Meeting Minutes Legal procedures defined in a logical chart usable for software development
Sub-commission meetings - software users	Review proposed IT changes. Recommend changes in the system due to implementation requirements and challenges.	<ul style="list-style-type: none"> Face to face 	Regular (once a week)	<ul style="list-style-type: none"> Software users IT staff Leading institutions External associate (upon request) Consultants 		<ul style="list-style-type: none"> Agenda Conclusions with clear IT instructions
Sub-commission meetings -technical Design Meetings	Discuss and develop technical design solutions for the project.	<ul style="list-style-type: none"> Face to Face 	As Needed	<ul style="list-style-type: none"> IT professionals Consultants 	Project Manager	<ul style="list-style-type: none"> Agenda Meeting Minutes

Communication Type	Objective of Communication	Medium	Frequency	Audience	Owner	Deliverable
Monthly Project Status Reports	Report the status of the project including activities, progress, costs and issues.	<ul style="list-style-type: none"> Email 	Monthly	<ul style="list-style-type: none"> Project Sponsor Main Commission All institutions in the Justice Sector Stakeholders 	MoJPA/Project Manager/Main Commission	<ul style="list-style-type: none"> Project Status Report Project schedule
Press conference	Inform external stakeholders and general public on ICT Strategy progress	<ul style="list-style-type: none"> press conference 	yearly	<ul style="list-style-type: none"> general public, donors, Lawyers Chamber, other government institutions 	sponsor/MoJPA	<ul style="list-style-type: none"> Statement for media
Information exchange within the target stakeholders	Informal exchange of information on project progress and developments	<ul style="list-style-type: none"> email phone face to face 	continuously	<ul style="list-style-type: none"> internal stakeholders, target 	Main and Sub commission members	<ul style="list-style-type: none"> information update
Statistics and ICT Strategy progress information	Providing information on Justice Sector statistics and ICT Strategy implementation	<ul style="list-style-type: none"> website web portal reports 	quarterly quarterly as defined by donors	<ul style="list-style-type: none"> general public, donors, Lawyers Chamber, other government institutions 	MoJPA	<ul style="list-style-type: none"> web site and portal updates
Trainings and conferences	Knowledge sharing, receiving feedback from users	<ul style="list-style-type: none"> Face to face 	based on Training Plan	<ul style="list-style-type: none"> internal target 	MoJPA/Project Manager/Main Commission External associate and consultants	<ul style="list-style-type: none"> Training participants lists
Donors meetings	Fund raising and ICT Strategy implementation progress	<ul style="list-style-type: none"> Face to face 	depending on availability	<ul style="list-style-type: none"> Donors community 	MoJPA	<ul style="list-style-type: none"> Meeting notes Funds raised Projects approved

Communication Standards

Standardization is a proven way to simplify the complexities of project management communications. Many organizations develop and use standard templates or formats for the various communication tools used throughout projects. Standard templates and formats may be applied to certain types of project meetings or specific types of communication (i.e. emails, agenda, status reports, users' questions etc.). By using standardization, organizations can help ensure that its project teams and stakeholders have a thorough understanding of what is expected and achieve consistent and effective communications.

In addition to standard templates and/or formats, organizations may standardize file naming or sharing conventions. An organization may use Web Portal/Network tool (blogs, message boards, etc.) as a standard platform from which to share information and communicate. Additionally, an organization may have standard file naming conventions for their stored data on their internal share drives.

Communication Escalation Process

Project stakeholders may have many different conflicting interests in a given project. While escalations are a normal part of project management, there must be a documented process that defines how those escalations will be dealt with.

Efficient and timely communication is the key to successful project completion. As such, it is imperative that any disputes, conflicts, or discrepancies regarding project communications are resolved in a way that is conducive to maintaining the project schedule, ensuring the correct communications are distributed, and preventing any ongoing difficulties. This standard escalation model may provide a framework for escalating communication issues. The table below defines the priority levels, decision authorities, and timeframes for resolution.

Priority	Definition	Decision Authority	Timeframe for Resolution
Priority 1	Major impact to project or business operations. If not resolved quickly there will be a significant adverse impact to budget and/or schedule.	Sponsor/Minister	Within ___ business days
Priority 2	Medium impact to project or business operations which may result in some adverse impact to revenue and/or schedule.	Sponsor/Assistant Minister	Within ___ business days
Priority 3	Slight impact which may cause some minor scheduling difficulties with the project but no impact to business operations or revenue.	Project Manager	Within ___ business days
Priority 4	Insignificant impact to project but there may be a better solution.	Project Manager	Work continues and any recommendations are submitted via the project change control process

ANNEX

A. SAMPLE TRAINING CURRICULUM

In this section we make demonstrate a detailed training curriculum which may serve as a sample for definition of other courses. Training definition should be prepared by the trainers, since they have the knowledge on the domain of the training.

The following table contains the characteristics of the training for project managers.

Course Title	Project Management training for project managers
Course objectives	Gaining knowledge and skills to manage IT projects, understanding the roles and responsibilities of each project member.
Duration	5 days
Topics covered	Overview of project management Overview of phases of the project knowledge areas and project procedures Introductory usage of MS Project as a project management tool
Teaching method / approach	Introductory presentation, discussion of the presentation, discussion of best practices on case studies, group exercises
Language	Serbian
Intended audience	Prospective project managers, subproject managers of Business and IT areas
Student materials provided	Serbian slideshows with notes Documentations of examples used during the course

In the next, the proposed high level training curricula is demonstrated.

Day	Time	Topics
Day 1	9:00-9:30	1.1. Introduction <ul style="list-style-type: none"> • Course objectives • Introduction • Training schedule
	9:30-10:30	1.2 Group exercise (solve a simple problem in a team and find analogues to project management - planning, timing, decision making, quality - all pop up during the exercise!)
	<i>Coffee Break</i>	
	10:45-12:00	1.3 Basic definitions <ul style="list-style-type: none"> • What is a project? • What is project management? • Project culture vs. company culture
	<i>Lunch Break</i>	
	12:45-14:00	1.4 Project life-cycle <ul style="list-style-type: none"> • Starting up a project • Initiating a project • Executing a project • Closing a project
	14.00-15.00	1.5. Project scope management <ul style="list-style-type: none"> • Feasibility study • Project definition plan • Requirement specification • Change control
	<i>Coffee Break</i>	
15:15-17:00	1.6. Group Exercise - Practice what you have learnt on Day 1	

Day	Time	Topics
Day 2	9:00-11:00	2.1. Project Time management <ul style="list-style-type: none"> • Scheduling • Estimations • Dependencies • Critical path • Rescheduling
	<i>Coffee break</i>	
	11:15-12:15	2.2. Project management support tools (Part I) – practice with MS project <ul style="list-style-type: none"> • Introduction to MS Project • Basic scheduling (Work Breakdown Structure, milestones, constraints) • Project calendar
	<i>Lunch Break</i>	
	13.00-14.00	2.3. Project Resource management <ul style="list-style-type: none"> • Resource estimations • Resource allocation • Performance monitoring
14:00-17:00	2.4. Project management support tools (Part II) – practice with MS project Exercise <ul style="list-style-type: none"> • Work versus duration of task • Resource definitions, capacities • Resource allocation possibilities (fixed length tasks, fixed resources tasks) • Resource balancing 	

Day	Time	Topics
Day 3	9:00-11:00	3.1. Project Cost management <ul style="list-style-type: none"> • Cost estimations • Project cash-flow • Cost control
	<i>Coffee break</i>	
	11:15-12:15	3.2. Project management support tools (Part III) – practice with MS project Exercise <ul style="list-style-type: none"> • Fixed cost resources • Unit costs, overtime costs • Cost and resource reporting
	<i>Lunch break</i>	
	13.00-14.00	3.3. Project Communications management <ul style="list-style-type: none"> • Communications planning (target groups, information needs, channels, frequency, content) • Project forums (status meetings, workshops) • Performance (status) reporting
14:00-17:00	3.4. Exercise - Practice what you have learnt on Day 3	

Day	Time	Topics
Day 4	9:00-10:30	4.1. Project Risk management <ul style="list-style-type: none"> • Notions of Risk management (risk event, consequence, probability of risk, risk effect, mitigation) • Risk identification • Risk analysis • Risk mitigation (preventive actions, corrective actions, responsibilities) • Risk monitoring
	10.30-11.00	4.2. Project Procurement management <ul style="list-style-type: none"> • Procurement planning • Procurement restrictions (public procurement)
	<i>Coffee break</i>	
	11:15-12:15	4.3. Project Quality management <ul style="list-style-type: none"> • Quality planning (quality measures of deliverables, quality measures of project) • Deliverables quality assurance (reviews, team reviews, consolidation) • Project audits
	<i>Lunch break</i>	
	13:00-17:00	4.4. Exercise - Practice what you have learnt on Day 4

Day	Time	Topics
Day 5	9:00-10:00	5.1. Project Closure <ul style="list-style-type: none"> • Final project evaluation • Project completion • Follow-on actions recommendation
	<i>Coffee break</i>	
	10:00-12:00	5.2. Human factors of project management <ul style="list-style-type: none"> • Evaluation • Personal development • Team composition • Interview techniques • Trust
	<i>Lunch break</i>	
	13:00-14:30	5.3. Multiple-choice question test
	14:30-15:00	5.4. Summary, evaluation of the training