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**TRAINING PLAN
SERBIAN STATE PROSECUTORIAL COUNCIL ADMINISTRATIVE
OFFICE**

Multi-Donor Trust Fund for Justice Sector Support in Serbia, World Bank



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TRAINING PLAN

SERBIAN STATE PROSECUTORIAL COUNCIL ADMINISTRATIVE OFFICE

I. INTRODUCTION

The Serbian State Prosecutorial Council (SPC) Administrative Office (AO) has requested that the World Bank assess its staff training needs in light of its significantly expanded responsibilities envisioned in the National Justice Reform Strategy Action Plan, Chapter 23 Accession Action Plan and in legislation. Surveys of the professional public, justice sector users and the general public also highlight their expectations for improved performance and increased transparency from the justice sector, including prosecutorial services.¹

The scope of the changes envisioned requires an organizational and managerial approach more than a legal one. To that end, the IPA 2013 Twinning Project,² IPA 2012³ Project, OSCE and the Council of Europe are providing essential capacity-building assistance to the SPC AO in strategic and human resource planning; budget execution and auditing; project and organizational management; selecting, evaluating, promoting, enhancing ethical understanding by and disciplining prosecutors; enhancing active participation in the judicial reform by target groups; and assessment of judiciary infrastructure, including ICT.

To be effective, organizational capacity building needs to be paired with enhancing the capacities of individual employees. Training is thus an important element in the change process. As discussed in the World Bank's 2014 Functional Review, many council staff see their roles in narrow, administrative terms; this view is reflected in SPC AO's systematization, where there is no mention in any of the SPC AO's 25 approved positions⁴ of skills and abilities in strategic planning, budgetary, legislative or policy analysis, organizational assessment, or advisory services

¹ Multi-Stakeholder Justice Survey, World Bank, 2014.

² IPA 2013, Twinning Contract, "Strengthening Capacities of the High Judicial Council and the State Prosecutorial Council"

³ IPA 2012 "Justice Infrastructure Assessment."

⁴ The SPC AO currently employs 19 staff against an approved complement of 25 full time staff positions. See Attachments A and B.

to Public Prosecutors' Offices (PPOs). Each of these skills is central to the SPC AO playing its intended role.⁵

In addition, recent and planned SPC AO staff additions focused in the areas of area of budget and financial affairs, normative affairs, and status issues of prosecutors are changing the complement of employees and their needed knowledge, skills and abilities to effectively lead prosecutorial services in the next decade.⁶

To date, no continuing education has been offered to SPC AO staff, except in highly technical and targeted areas.⁷ The Judicial Academy does not offer ongoing training for justice sector staff⁸ and the executive Human Resources Agency⁹ does not provide training to the justice sector as it is a separate branch of government.

II. APPROACH

An assessment of training needs was created for each major area of SPC AO operations, using instruments adapted from the National Association for Court Management (NACM) Core Competencies¹⁰ to meet the specific needs of the SPC AO. The training implications of critical issues identified in the 2014 World Bank Functional Review and the IPA 2013 Twinning Contract were key inputs to the training assessment. SPC AO management was interviewed and the staff of the SPC AO asked to provide their feedback in advance of individual interviews. Interviews focused on the primary responsibilities of each position, training received to date (if any) and suggestions for training for each position.¹¹

⁵ The SPC is one of many bodies with a role in prosecutorial performance. Notably, the Republican Public Prosecutors' Office plays a vital role in performance enhancement.

⁶ The council has submitted a revised systematization to further increase its total staff from 25 approved positions to 32.

⁷ Two examples were training on Ethics and Conflicts of Interest for the Prosecutor for Disciplinary Issues and in use of the Treasury system and subsystem by the Ministry of Finance (MOF).

⁸ One time training for Prosecutorial Managers and limited training in general use of technology were offered by the Judicial Academy.

⁹ Sluzba za upravljanje kadrovima or SUK.

¹⁰ See https://nacmnet.org/CCCG/cccg_CoreCompetencies.html. NACM is the world's largest organization of justice management professionals, with over 1,700 members from the United States, Canada, Australia, and other countries. Over the last twenty years, NACM has developed and refined professional development and self-improvement materials for justice sector professionals in ten core competencies (Purposes and Responsibilities of Courts; Caseflow Management; Leadership; Visioning and Strategic Planning; Resources, Budget and Finance; Human Resources Management; Information Technology Management; Essential Components; Court/Community Communication; and Education and Training).

¹¹ Questions included those about the interviewees' personal training needs and the question "if someone new were to fill your position, what training would they need?"

III. TRAINING RECOMMENDATIONS:

Recommended SPC AO staff training is organized in two groups: that needed to allow the SPC AO to effectively exercise its expanded duties and training to enhance general management and technical skills needed by any complex organization. The staff to receive each area of training are detailed below and summarized in Attachment C. To the extent possible, we also recommend participation in training by SPC members. Trainings are detailed in priority order.

A. TRAINING SPECIFIC TO EXPANDED DUTIES OF SPC AO

1. Strategic Planning

The SPC is working to develop a strategic vision for Serbia's prosecutorial services and the role the SPC and its AO should play in improving prosecutorial performance, both at the individual prosecutor and institutional office level. The SPC's annual report focuses on quantitative measures of workload and details of administrative activities with little linkage to goals.¹² At a minimum, because of its key role in the budgetary process, the SPC is called upon to develop a set of mid- and long-term goals and to set priorities against which competing demands for prosecutorial resources and efforts can be evaluated. A strategic plan would help the SPC properly address its new responsibilities as a council and prepare AO staff to assist it in doing so and should include an implementation plan, including timelines, a new systematization, monitoring, evaluation and reporting mechanisms, and financial needs. The SPC also provides input to the Judicial Reform Strategy Implementation Commission and the Ministry of Justice (MOJ). These activities all require specific and rigorous training in the principles and implementation of strategic planning.

Target Recipients: The President and members of the SPC and six staff in the SPC AO should receive this training, namely the Chief of Cabinet, the Secretary General, the Assistant to the Secretary General (currently vacant), the Senior Advisor/International Cooperation and Projects, and the Senior Advisors for Planning and Execution of PPO Budgets and for Finance and Accounting.

In addition to providing invaluable content to Council members, offering this training jointly with senior staff will encourage team building and improved communication between Council members and staff. The Senior Advisors in the Sector for Statutory Issues

¹² Examples of goals include increased efficiency in case processing (e.g., the extent of resources required to dispose of cases), improvements in the time to complete cases and access and quality measures. The 2014 Functional Review provides a list of relevant performance indicators.

of Deputy and Public Prosecutors would benefit from participating in an overview of the content.

2. Performance Management and Budgeting

The government and Ministry of Finance (MOF) increasingly link performance and budgeting. It is incumbent on the SPC to evaluate the operational effectiveness of PPOs and to use the budget as a vehicle to improve performance. To date, Public and Deputy Public Prosecutors and allied costs have been added incrementally to prior funding levels, rather than based on objective demand (such as caseloads) or changing case mixes.¹³ Staffing complements should also be with reference to an overall resource rationalization plan. This requires AO staff to analyze how productivity or other aspects of performance are affected by significant organizational variations and how Serbia's performance compares with that in other countries. Training in this area will also assist staff in preparing regulatory and legislative impact assessments.¹⁴ Effective management of the Serbian judicial system is also hindered by difficulties in measuring system performance.¹⁵ Tying budgeting to performance requires that SPC AO employees be trained in data collection¹⁶ and analysis and in creating systems for monitoring performance.

Target Recipients: Training should be provided to the Council members and six key managers above as well as the two advisors for analytics and planning and the senior advisor for internal auditing. Training in development of regulatory and legislative impact assessments is needed by the Senior Advisor for Normative Affairs.

Since the quality of the budget prepared by the SPC relies on consistent and accurate information being provided as budget inputs from the PPOs, once the management team at the SPC AO has been trained in performance budgeting, the SPC AO could consider providing this training to Public Prosecutors and heads of accounting operations of the larger PPOs.

¹³ The 2014 Functional Review clarifies that "Useful projections go beyond a simple extrapolation of past trends, requiring anticipation of how these trends will change."

¹⁴ Skills in the mechanics of legislative drafting are evident at the SPC AO. Training here would focus on the analysis of the financial and operational impacts of proposed statutes impacting PPOs, both those proposed by the judiciary and those proposed by Parliament.

¹⁵ The Functional Review details how "Data are scattered across fragmented systems with gaps, overlaps, and inconsistencies. Existing reports are not always tailored to management needs and data calculation tends to be manual. This absorbs disproportionate amounts of staff effort and is prone to errors. The empirical foundation for management decisions therefore remains weak".

¹⁶ Including financial, statistical and survey data.

3. Budget Negotiations

The SPC has taken on a greater role in representing the prosecutorial service before funding and authorizing bodies. Training in negotiation skills is needed.

Target Recipients: Overview training should be provided to members of the Council. Detailed training should be provided to the Secretary General, the Assistant to the Secretary General, and the Senior Advisors for Planning and Execution of PPO Budgets and Finance and Accounting.

4. Enhancing Organizational Effectiveness and Performance

Training in mapping internal procedures, developing procedure manuals (which are currently largely absent) and the fundamentals of process reengineering is critical. These skills are useful both for the internal operations of the SPC and in considering how to effectively budget and reallocate resources between PPOs to improve operational effectiveness and efficiency. The Strategic Action Plan (section 1.3.1) foresees the establishment of ‘working bodies’ in the Councils to analyze organizational performance. The level of work entailed will require staff support. AO staff need targeted training in the basics of process reengineering and the specifics of how to review the potential for procedural simplification, removal of procedural bottlenecks, rectifying inconsistencies in practice, or considering specialization of functions. AO staff also need to know more about PPO operations in order to effectuate this.

Target Recipients: The Senior Advisors for Planning and Execution of PPO Budgets and Finance and Accounting, the Advisors for Monitoring/Analysis of Work in PPOs, the Associates for Analytics/Planning, the Senior Advisor for Normative Affairs, the Assistant to the Secretary General (once filled) and the Independent Advisor for General and Personnel Issues should receive external training assistance to discuss the principles of process reengineering. This would be followed by trainings organized on-the-job with live examples of issues to be examined. The on-the-job training could, at the AO’s option, include other staff. The AO should also consider seconding AO staff to a PPO for a brief period to improve their knowledge of the organization and operations of PPOs.

5. Budget and Finance Fundamentals

Financial Projections

Treatment of PPOs as direct budget users by MOF/Treasury¹⁷ since the beginning of 2016 has altered the SPC AO’s budget and finance staff’s role from making payments to assessing the effectiveness and appropriateness of spending patterns by PPOs post facto. The SPC is now

¹⁷ Officially, PPOs remain indirect budget users.

authorized to independently reallocate funds within objects across PPOs at the same level¹⁸ and to make and adjust monthly allotments as the year progresses. If done properly, reallocations would allow better use of funding, reduce the incidences of forced collections against PPOs and reduce year-end arrears. However, as discussed in the 2014 Functional Review, resource allocation to the prosecutors' offices suffers from excessive rigidity. The SPC AO allocates funding evenly throughout the year and makes adjustments as needed, rather than considering differences in spending patterns¹⁹ or changes in allocations based on workload projections.

Effectively carrying out these functions requires training in proactive budget monitoring, making effective tradeoffs between uses of funds²⁰ and project planning. Staff also needs to be able to effectively communicate results to the SPC and provide instructions and advice to PPOs. Training in 360 degree communications would allow the SPC to incorporate consultations with prosecutors and other stakeholders in its planning. Thus, training should also focus on drafting instructions and communication and advisory skills. In addition, while responsibility for budgeting for PPO civil servants and public employees currently resides with the Ministry of Justice (MOJ), the law calls for the SPC to absorb this responsibility in the future. This transition will only exacerbate the need for enhanced budget training.

Target Recipients: The Senior Advisors for Budget Planning and Execution and for Finance and Accounting, the Advisors for Analytics and Planning, the Advisor for Public Procurement and, once filled, the two internal audit positions are the target audience of the training in financial projections. SPC AO staff could help develop and deliver training in financial projections to PPO accountants once its own staff is trained. An overview of financial projections should be provided to SPC members and the Chief of Cabinet.

Related Training in Data Analysis Tools

Technical skill training in use of analysis tools and creating management reports using common databases and approaches to data analysis is needed as well. We observed home-grown and sometimes ineffective and duplicative uses of IT which effect SPC efficiency during the site visit. SPC AO Staff knowledge of what is possible in the Treasury system and in the small privately-provided "treasury" subsystem varies widely. Budget and finance staff need ongoing training in use of MOF's systems,²¹ as well as periodic updates on new procedures and codes (e.g. for the

¹⁸ At a maximum of 10% across categories. Salaries may only be reallocated to salaries for offices at the same level (e.g., excess salaries for deputy prosecutors in one office may be transferred to another PPO's salary budget).

¹⁹ For example, insurance and maintenance contracts are purchased only once annually.

²⁰ Budget analysts must consider not only immediate costs (e.g., the price of software design and installation) but also related costs (e.g., equipment, space, training, and maintenance requirements) and be able to identify alternative mixes of different inputs and their cost-benefit ratios to allow for greater flexibility in resourcing.

²¹ Treasury did provide two initial trainings in the mechanics of the new Treasury system but more is needed.

employee registry). No Excel training has been provided by the AO to staff,²² even though the Treasury program relies on Excel. While some staff download information from Treasury into Excel and create reports, other report not knowing how to do so. Financial plans for each PPO come to SPC in paper form and must be reentered, rather than being concatenated; staff is not aware of how to do so. Staff consistently report an absence of knowledge of EXCEL analysis tools.

Finally, both SPC AO staff and Public Prosecutors would like PPO accountants, who continue to be very reliant on the SPC AO and vary significantly in their skills, to receive more training.

Target Recipients: All staff in the Groups for Finance and Accounting and for Planning and Execution of PPO Budgets, including the clerks who provide data entry, should be provided with basic Excel training. It is recommended that the heads of these groups, the associates for analytics and planning, and the Senior Advisor for Internal Audit receive advanced Excel training in analysis tools and be responsible for transferring that knowledge to their colleagues as needed.

Internal Audit

Both positions in internal auditing are currently vacant. It is assumed that since these office holders will be required to pass the Public Sector Internal Audit Exam, they will possess the needed basic skills. The World Bank's Justice Performance, Expenditure and Institutional Analysis (JPEIR) noted a number of issues with the manner in which auditing is conducted by the Councils and the courts and PPOs. During the most recent site visit, it was confirmed that there is inappropriate separation of financial functions (all finance people process and review payments interchangeably).

Target Recipients: Once hired, the Senior Advisor and Advisor for Auditing should be provided with more advanced training in financial risk assessment. They should in turn provide training to PPOs.

6. Leadership and Human Resources Management

In-depth human resources training program is needed by all of the SPC AO's senior managers. A shift in focus from administrative procedures to managing people for performance, as discussed in the 2014 Functional Review, is critical. The SPC's current human resources capacity relates primarily to internal and routine SPC AO personnel needs. However, proactive HR management includes the assessment of personnel needs for prosecutors' offices as a whole based on the changing nature of judicial work (new demands, new technologies, and new procedures). The

²² Some finance and budget staff have pursued training at their own expense.

structural change may require altering job descriptions and qualifications correspondingly, assessing and redefining prosecutor-to-staff ratios, and identifying new types of expertise needed in the central and decentralized management units. Overview training in the principles (e.g., ethical behavior, consistency, fairness, transparency) and skills of human resources management (e.g., communication skills, prioritization, delegation,, team building, motivational techniques, conflict resolution, etc.) should be followed by a series of one day trainings in different technical aspects of human resources management (e.g., developing human resource policies, planning and managing staff, recruitment and selection, performance management²³ and evaluation, and training program development). A focus on appropriate delegation of tasks in the SPC AO (e.g. from the Council to the Secretary General and on down the organization) and within PPOs (e.g. from Public Prosecutors to management staff) should be included as doing so can enhance operational effectiveness and efficiency. Interviews revealed that some mid-level and non-supervisory SPC AO staff have great untapped potential and more responsibilities could be delegated to them.

Target Recipients: Council members should be provided with an HR overview, focused on the principles of human resources management. Five managers in the SPC AO should receive the more in-depth leadership training, namely the Secretary General, the Assistant to the Secretary General (currently vacant), the Heads of the Groups for Planning and Execution of PPO Budgets and of Finance and Accounting, and the Advisor for General and Personnel Issues. Subsequent, in-house information seminars on human resource management approaches and tools should be organized for all the staff to ensure their understanding. In addition, ethics training should be provided to all staff, if it has not been already.

7. International Project Development and Management

IPA project development and implementation as well as new procurement responsibilities which are being delegated to IPA recipients require basic knowledge about the European integration process in the field of judiciary,²⁴ the instruments for pre-accession assistance, IPA components and the IPA programming process in Serbia. Specific skills needed include project monitoring, expenditure and outcome reporting and use of automated tools for project management. Understanding the linkage between PPO and SPC state-supported budgets and the efforts underway with IPA support is also critical.

²³ Identifying individuals' strengths and weaknesses and developing training and other improvement plans.

²⁴ Chapters 23 (judiciary and fundamental rights) and 24 (justice, freedom and security) and the acquis.

Target Recipients: This training is needed by the Secretary General at a strategic level and the Senior Advisor/International Cooperation and Projects and the Assistant to the Secretary General at a much more in-depth level. The Procurement Specialist should also receive basic training in IPA procurement procedures to be able to support management staff. Furthermore, an in-house seminar in IPA programming and implementation should be provided to the Head of the Group for Planning and Execution of PPO budgets, and the Head of the Group for Finance and Accounting to insure basic understanding of the concepts and terms used in IPA projects (goals and objectives, targets, deliverables, etc.).

8. Situational Understanding of Sector Operations

Carrying out its various and complex responsibilities requires the SPC AO to understand how PPOs actually work. The AO should consider a program in which SPC AO staff is seconded to a PPO for a brief period to improve their knowledge of the organization and operations of PPOs. This approach was successfully used by the California Judicial Council.

Target Recipients: All Senior Advisors.

9. Performance Evaluation of Public Prosecutors and Deputy Prosecutors

Increasing demands for transparent and clear performance evaluations, promotion and disciplinary procedures for public prosecutors and deputies has expanded the role of Senior Advisors in the SPC AO. Joint seminars with disciplinary bodies of the region have been held and the staff is well versed in the objectives and functions of performance evaluation. However, clearer instruments for evaluating performance, transparent means of communicating performance expectations and evaluation results, and automated methods of tracking performance results are being developed under the auspices of the IPA 2013 project. The staff of the Sector for Public and Deputy Public Prosecutors will need to be trained in the use of these new instruments and tools. Enhancing the policy analysis skills of these staff-identifying patterns of behavior that should be targeted for systemic improvements, developing incentives to improve performance, and pinpointing rule changes to improve the system -would also benefit the SPC AO. General human resources management training is also recommended for these staff as detailed above.

Target Recipients: General training in this area is needed for four positions: the Senior Advisors for Statutory Issues of Public and Deputy Public Prosecutors, for Disciplinary Proceedings and for Normative Issues and the Advisor for Monitoring and Analyses of Work of PPOs. As the issues involved are similar to those in general personnel affairs, the Independent Advisor for General and Personnel Affairs would also benefit from this training. The Senior Advisors in the Sector for Issues of Public and Deputy Public

Prosecutors should in turn provide training to Public and Deputy Public Prosecutors in the Rulebook on Disciplinary Proceedings and the responsibilities of Public Prosecutors in complaint processing and disciplinary proceedings.

B. TRAINING TO ENHANCE GENERAL MANAGEMENT AND TECHNICAL SKILLS

1. External Communications

The SPC AO would benefit from training to create communication strategies focused on public awareness of the SPC's and PPOs' roles, responsibilities and performance, and the reform agenda. Training would focus on key aspects of a strategy, including public announcements, improvements in the SPC's annual report, website development and communication with PPOs²⁵. The SPC produces an Annual Report, but its data is presented in a way that precludes analysis of the performance of the prosecution system.²⁶ There is also a current and pressing need to publish information on the SPC website and provide public information through other means. The AO should receive content management training focused on drafting information relevant to citizens, including answers to frequently asked questions (FAQs). Training is also needed in free access to public information. Basic training in the application of HTML for building webpages should be provided to other than the System/Web Administrator.

Target Recipients: The Spokesperson and the System/Web Administrator will clearly need the content and technical training, respectively, once the positions are filled. In the interim, the SPC AO should designate and train the Procurement Specialist, who has the technical and language skills needed to manage the website.

2. English Skills Related to Justice Sector Operations

The SPC AO's systematization requires English language skills for the Senior Advisor/ International Cooperation and Projects, the Chief of Cabinet and the Spokesperson. Job-specific training in English is needed by a few other positions in the SPC AO who work closely with or must produce documents for the EU or donors or interact frequently with the media. The number of donor funded projects, including those from IPA, have grown and core staff members need language capacity to absorb offered technical assistance and read EU and IPA related strategic and/or operational documents. Courses would focus on the language skills specifically needed for the positions rather than general language skills.

²⁵ A new website supported by the World Bank will be launched shortly.

²⁶ The Annual Report is activity based, reporting on SPC meeting topics and outcomes and PPO statistical information.

Target Recipients: the Secretary General, Assistant to the Secretary General, the Senior Advisors for Statutory Issues and Disciplinary Proceedings and the Procurement Specialist. In addition, one employee in administrative and office affairs (the individual who answers the telephone and receives visitors) should receive training in basic English language skills.

3. Computer Literacy

Computer literacy is required in the systematization for each job position, but is described too generally to provide information on the proficiency level or knowledge of specific applications required. System enhancements and associated training would enhance staff analysis capacities and eliminate many instances of manual and duplicative record-keeping observed during the site visit. This training is in addition to the financial system and Excel training discussed in A.5 above.

Target Recipients:

Document and Project Management: Training for the Senior Advisors in the Sector for Issues of Public and Deputy Prosecutors, the Senior Advisor/International Cooperation and Projects, the Procurement Specialist and the internal audit positions.

Human Resources Management: Once the HR system is complete,²⁷ training should be provided to the Independent Advisor for General and Personnel Issues and the Senior Advisors and Advisor in the Sector for Issues of Public and Deputy Prosecutors.

PowerPoint or other presentation software: The Senior Advisor for International Cooperation and Projects, the Senior Advisor for Public and Deputy Public Prosecutors and the heads of Groups for Finance and Accounting and Planning and Execution of PPO budgets should be provided with training in presentation software.

IV. TRAINING PROVIDERS

We have preliminarily identified possible sources of training by topic (see Attachment D).

The World Bank will work with the SPC AO and the Twinning Project to identify courses that may be offered under the Twinning Project or by other donors, especially those courses more specific to the justice sector which may require more individualization. The Twinning Project has already identified the following as training they are prepared to offer the SPC: Strategic Planning, Performance Management and Budgeting, Process Reengineering, Performance Evaluation/Public and Deputy Prosecutors, and External Communications. MDTF is considering

²⁷ Under development as part of IPA 2013. All human resources data, including annual personnel forms, appointments, retirement lists, and prosecutor evaluations – are currently received in manual form and entered individually in Excel tables.

piloting, through its Program Implementation Unit (PIU) voluntary English conversation classes at the Judicial Academy in which participants would discuss European jurisprudence, legal terminology, etc.

While the Training Division of the Government Personnel Management Service (SUK) has not to date provided training to judicial branch entities, it has indicated that it would be willing to do so upon request. Although SUK is tasked with programming and delivery of training to civil servants working only in ministries, bodies within ministries, special organisations, government services, administrative districts and cabinet offices,²⁸ civil servants from other public sector authorities are also participating in SUK trainings. Upon requests from the independent bodies, courts and local government, the SUK agreed to include their staff into the ongoing trainings whenever possible.²⁹

It is recommended that the SPC identify courses for which it would like SUK's assistance and enter into an Memorandum of Understanding (MOU) to do so. Recommended areas for training collaboration between SUK and the SPC include Financial Projections and Data Analysis Tools, Internal Audit, International Project Management, External Communications, technology applications in document and project management, human resources and presentation software and, if not provided by Twinning, the more general management subjects of strategic planning, budget and finance fundamentals, and human resources management.

In addition, as recommended above, the SPC and RPPO should more proactively identify courses it would like the Judicial Academy to offer to prosecutorial employees. Training of judges, public prosecutors and their deputies, judicial and prosecutorial assistants and trainees and that of judicial and prosecutorial staff is intended to be organised by the Judicial Academy. The High Judicial Council has taken advantage of the Judicial Academy to provide some staff training. This is particularly critical when the areas of training are specific to the judicial branch rather than of general interest to all public sector managers and employees. These later courses would be most efficiently delivered by SUK instead of requiring the Judicial Academy to create a parallel track.

The mandate of the SPC/RPPO training and curriculum development committee should be expanded to include consideration of staff training needs, determine how and by what institutions staff training is to be provided and develop methods of evaluating the training

²⁸ While the Law on Civil Servants considers the staff working in courts and prosecutorial office (apart of judges, prosecutors and deputy prosecutors) as civil servants, the same law tackles the issue of professional development/training of civil servants working in the central government authorities only.

²⁹ However, the working draft of the law on the National Academy for Professional Development of Public considers broad range of public sector staff but would exclude staff whose training is expected to be undertaken by other authorities, such as the Judicial Academy.

provided. This body would be responsible for communicating with donors, SUK and the Judicial Academy about staff training needs and for ongoing identification of private training providers.

Private Training Providers in Serbia

Private providers could also be considered for delivery of training in more general management topics. On-line research into available trainers identified local privately owned consulting agencies, branch offices of international companies, training centers within local universities and professional associations. The research focused on local agencies that indicate they have provided at least some training to the public sector, but they are primarily focused on the private sector. Those that mentioned cooperation with the public sector did not provide more information on the state authorities with whom they worked or whether they have delivered training specifically to justice sector authorities.

As shown in Attachment D, some of these firms provide services of design and delivery of trainings identified as relevant to the SPC.

Local training providers are usually focused on one broader topic: general management, finance management, HRM, and communications. The delivery of training by these private providers differs widely. They range from:

- one specific topic (such as negotiation, leadership, performance management, recruitment, selection, management of teams, time management, management of meetings, etc.) over 1-3 days of training,
- a few topics covered under one training session over 2-4 days (e.g. strategic planning that includes elements of resource-based management, people management and financial issues, basic management training that includes strategic and operational planning and project management and management of teams),
- a broad management training programme implemented in modules - a number of 2-3 days training sessions over a longer period of time (e.g. participants must undertake 4 out of 6 planned 3 days sessions in order to receive a certificate).

Some specialized agencies provide ICT and English language courses. Advanced Excel trainings are organized in modules and are based on specific skills (e.g. advanced Excel, pivot tables, or graphs, programming in Excel). Each module usually lasts 1-2 days, and prices range from 290 to 590 per each module. Discounts are generally provided for participating in more than one

training or for having a number of participants from the same institution (e.g., a 10% discount for more than three participants).

General English language courses are provided upon initial testing of candidates, while course level and course durations are differently interpreted by different providers (A1, A2, B1, B2, C1, C2, basic, basic conversation level, advanced conversation, specialized business courses, number of classes and number of days, etc). Prices significantly differ depending on the language level, group or individual classes, number of course days, course provider, etc. (companies with international licenses have significantly higher prices).

Apart from open training programmes, all companies offer specially-designed and delivered trainings either to individuals or groups. Unfortunately, the information on cost of such trainings is not readily available; prices can be defined only after providing detailed information on training needed in direct communication with training providers.

Questions to be considered in evaluating alternative providers include:

- Where are for whom such training courses have been delivered in the past two years?
- Number of training days offered? Number of participants in each course?
- Balance of lectures and practical exercises engaging those being trained?
- What materials were used in the course of the training?
- When was the last time the materials were updated?
- What did course evaluations of participants and their managers reveal about:
 - Knowledge, skills and abilities gained?
 - Ability to apply knowledge on-the-job?
 - Opportunities to bring training back to the work site and train others?
- Per participant cost?

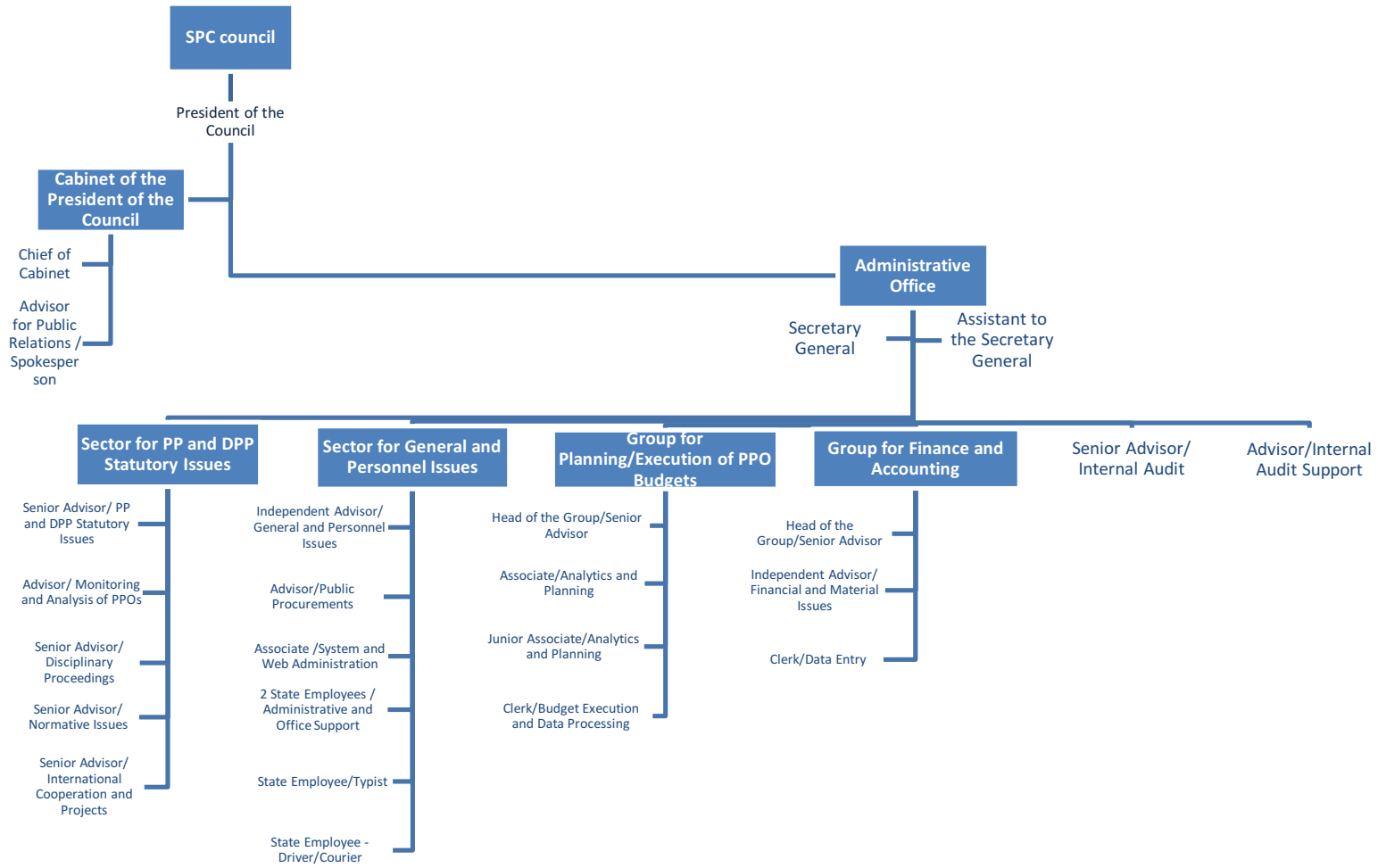
RELATED RECOMMENDATIONS TO STRENGTHEN SPC CAPACITY

Training cannot stand alone; to be effective it must be linked to other aspects of general and human resources management. Other areas of SPC AO management that should be addressed in tandem with formal training include:

- Developing a strategic plan for the SPC. Doing so would provide the SPC with a strategic vision and an organizational structure that reflects current needs and anticipates emerging ones while eliminating unnecessary bureaucracy.

- Developing an action plan with associated timelines, milestones, monitoring and evaluation mechanisms and financial requirements.
- Creating a revised systematization for undertaking responsibilities envisioned in the strategic plan and incorporating essential duties and needed core competencies (e.g., knowledge of English language, skills in legal drafting, and ability to independently make decisions) c), and rankings reflecting differences between classifications. The level of detail of the systematization needs to be specific enough to set individual performance expectations tied to institutional goals and objectives and to identify ongoing training needs. To date, systematizations have been used primarily as a basis for making funding requests; their value as performance management tools has been overlooked.
- Prioritizing the order in which the SPC AO's vacant positions³⁰ should be filled, based on the strategic and action plan and systematization above.
- Developing a formal orientation program for new SPC AO employees to insure the SPC's mission, goals and objectives and methods of evaluating staff work are understood by employees.
- Introducing a formal cross-training plan. While the SPC is small at present, as it expands, employees are likely to know less about their colleagues' duties and responsibilities. Employees should be individually and specifically identified as cross trained for functions other than their primary function. Willingness to undergo cross-training should be included as a criteria in performance evaluations and promotions.

³⁰ Chief of Cabinet, Spokesperson, Assistant to the Secretary General, Advisor for Monitoring and Analysis of the Work of PPOs, System and Web Administrator, and Senior Advisor and Advisor for Internal Auditing. There are three state employees hired against two positions for administrative and office support; thus, the staffing chart shows a total of only six vacancies.



SERBIA STATE PROSECUTORIAL COUNCIL POSITIONS

Organisational Unit	Rank	Function	Job Requirements	Planned Staff	Actual Staff
Executive and Cabinet of the President the Council	Appointed Civil Servant	Secretary General	University Degree Law/Bar Exam 9 years professional experience Computer literacy	1	1
	Appointed Civil Servant	Chief of Cabinet	University Degree Social Sciences/State Exam 9 years professional experience Computer literacy Fluency in English language	1	0
	Senior Advisor	International Cooperation and Projects	University Degree Social Sciences/ State Exam 7 years professional experience Computer literacy Fluency in English language	1	1
	Advisor	Public Relations (Spokesperson)	University Degree Social Sciences/State Exam 3 years professional experience Computer literacy Fluency in English language	1	0
	Appointed Civil Servant	Assistant to Secretary General	University Degree Law/Bar Exam 9 years professional experience Computer literacy	1	0
Sector for Public Prosecutors and Deputy Public Prosecutors	Senior Advisor	Statutory Issues Public and Deputy Public Prosecutors	University Degree Law/Bar Exam 7 years professional experience Computer literacy	1	1
	Senior Advisor	Disciplinary proceedings	University Degree Law/Bar Exam 7 years professional experience Computer literacy	1	1
	Senior Advisor	Normative Issues	University Degree Law/Bar Exam 7 years professional experience Computer literacy	1	1
	Advisor	Monitoring/Analysis Work PPOs	University Degree Law/State Exam 3 years professional experience Computer literacy	1	0
Group for Planning and Execution PPO Budgets	Senior Advisor	Head Group	University Degree Economics/State Exam 7 years professional experience Computer literacy	1	1
	Associate	Analytics/Planning	University Degree Economics/State Exam 3 years professional experience Computer literacy	1	2
	Junior associate	Analytics/Planning	University Degree Economics/State Exam Internship or 5 years work Computer literacy	1	0
	Clerk	Budget Execution Monitoring/Data Processing	4 years Secondary School/State Exam 2 years professional experience Computer literacy	1	1
Group for Finance and Accounting	Senior Advisor	Head the Group	University Degree Economics/State Exam 7 years professional Experience Computer literacy	1	1
	Independent Advisor	Financial and Material Issues ("liquidator")	University Degree Economics/State Exam 5 years professional Experience Computer literacy	1	1
	Clerk	Data Entry	4 years Secondary School/State Exam 2 years professional experience Computer literacy	1	1

SERBIA STATE PROSECUTORIAL COUNCIL POSITIONS

Internal Audit	Senior Advisor	Internal Auditing	University Degree Economics/State Exam Exam for Public Sector Internal Auditor 7 years professional experience in auditing, financial control or accounting and finance Computer literacy	1	0
	Advisor	Internal Audit Support	University Degree Economics/State Exam Exam for Public Sector Internal Auditor 3 years professional experience in auditing, financial control or accounting and finance Computer literacy	1	0
Sector for General and Personnel Issues	Independent advisor	General and Personnel Issues	University Degree Law/State Exam 3 years professional experience Computer literacy	1	1
	Advisor	Public Procurement	University Degree Economics/Law/State Exam 3 years professional experience Computer literacy	1	1
	Associate	System/Web Administration	University Degree natural sciences, math, electrical engineering/State Exam 3 years professional experience Computer literacy	1	0
	State Employee	Administrative/ Office Support	3-4 years Secondary School 1 year work experience Computer literacy	2	3
	State Employee	Typist	3-4 years Secondary School 1 year work experience Exam 1-a level for typists Computer literacy	1	1
	State Employee	Driver-Courier	3-4 years Secondary School or specialised education 1 year work experience Driving licence B category	1	1
Total				25	19

Attachment C: Training Recommendations by Position

	Strategic Planning	Performance Management and Budgeting	Budget Negotiations	Process Reengineering	Financial Projections	Financial Data Analysis Tools	Internal Audit	Leadership and Human Resources Management	Project Management	Performance Evaluation\ Public & Deputy Prosecutors	External Communications	English Skills Related to Justice Sector Operations	Job-Specific Information Technology Applications
Council Members	✓	✓	✓	Overview	Overview			Overview		✓			
Executive and Cabinet													
Secretary General	✓	✓	✓					✓	✓			✓	
Chief Cabinet	✓												
Sr. Advisor/International Cooperation and Projects	✓	✓							✓				✓
Spokesperson											✓		
Assistant to the Secretary General	✓	✓	✓	✓				✓	✓			✓	
Sector/Public & Deputy Public Prosecutors													
Sr. Advisor/ PPs and DPPs										✓		✓	✓
Sr. Advisor/Disciplinary Proceedings										✓		✓	✓
Sr. Advisor/Normative Issues		✓		✓						✓			✓
Advisor/Analysis Work PPOs				✓						✓			✓
Group for Planning/Execution PPO Budgets													
Sr. Advisor/Head of Group	✓	✓	✓	✓	✓	✓		✓	✓				✓
Associate/ Analytics/ Planning		✓		✓	✓	✓							✓
Junior Associate/ Analytics/ Planning		✓		✓	✓	✓							✓
Clerk/Budget Execution Monitoring/ Data Processing						✓							✓

Attachment C: Training Recommendations by Position

	Strategic Planning	Performance Management and Budgeting	Budget Negotiations	Process Reengineering	Financial Projections	Financial Data Analysis Tools	Internal Audit	Leadership and Human Resources Management	Project Management	Performance Evaluation\ Public & Deputy Prosecutors	External Communications	English Skills Related to Justice Sector Operations	Job-Specific Information Technology Applications
Group For Finance and Accounting													
Senior Advisor/Head of Group	✓	✓		✓	✓	✓		✓	✓				✓
Advisor/Financial and Material Issues						✓							✓
Clerk/Data Entry						✓							✓
Sector for General /Personnel Issues													
Independent Advisor/ General and Personnel Issues				✓				✓		✓			✓
Advisor/Public Procurement					✓				✓		✓	✓	✓
Associate/System/Web Administration											✓		
Administrative/Office Support staff												✓	
Internal Audit													
Senior Advisor/Internal Auditing		✓			✓	✓	✓						✓
Advisor/Internal Audit Support					✓	✓	✓						✓

Attachment D: Training Providers

	Strategic Planning	Performance Management and Budgeting	Budget Negotiations	Process Reengineering	Financial Projections	Financial Data Analysis Tools	Internal Audit	Leadership and Human Resources Management	Int'l Project Management	Performance Evaluation\ Public & Deputy Prosecutors	External Communications	English Skills Related to Justice Sector Operations	Job-Specific Information Technology Applications
IPA 2013 Twinning Project ¹	✓	✓		✓	✓					✓	✓		
Government Personnel Management Service (SUK) – Training Division	✓	✓			✓	✓	✓ ²	✓	✓		✓		✓
Price Waterhouse Cooper Academy	✓				✓			✓	✓				
Price/day/participant	N/A				360 Euro			N/A	N/A				
SMC – Serbian Management Centre	✓	✓			✓			✓	✓				
Business Excellence/Faculty Organizational Sciences/Innovative Ctr.	✓								✓		✓		
Price/day/participant	100 Euro								100 Euro		100 Euro		
IIPP – Institute for Research and Design in Commerce and Industry				✓									
Price/day/participant				130 Euro									
Agencija Konsultuj.Me				✓									
Merit plan d.o.o.						✓		✓					
Serbian Association of Psychologists – Centre for Applied Psychology								✓					
NLP Institut Beograd								✓			✓		
Kreativne inovacije d.o.o.									✓				

¹ Strengthening Capacities of the High Judicial Council and the State Prosecutorial Council.

² Ministry of Finance – Central Harmonization Unit is in charge of FMC and IA in the public sector, including training of staff

Attachment D: Training Providers

	Strategic Planning	Performance Management and Budgeting	Budget Negotiations	Process Reengineering	Financial Projections	Financial Data Analysis Tools	Internal Audit	Leadership and Human Resources Management	Int'l Project Management	Performance Evaluation\ Public & Deputy Prosecutors	External Communications	English Skills Related to Justice Sector Operations	Job-Specific Information Technology Applications
YUPMA/Serbian Project Management									✓				
Price/day/participant									75 Euro				
iConsult d.o.o								✓			✓		
Price/day/participant								160 Euro			125 Euro		
Olaf & McAteer											✓		
Akademija Oxford												✓	
Price/course level/participant												100 Euro	
Equilibrio Education Centre												✓	
Price/course level/participant												249 Euro	
Berlitz												✓	
St. Nicolas School												✓	
Britanica School												✓	
Price/course level/participant												270 Euro	
British Council												✓	
MBC Beograd													✓
Price/day/participant													290 Euro
B.A.Y.com													✓
Price/day/participant													70 Euro
Judicial Academy													