

Human Resource Analysis Administrative Office of the High Judicial Council

Key Findings and Recommendations



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Key Findings

The systematization does not cover all support tasks for the Council and its working bodies, which come from the competence of the HJC.



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Key Findings

Some of the jobs that are not foreseen by the Systematization are performed.



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Key Findings

As there are no multi-year or annual work plans of the Administrative office, the work is mainly organized following the decisions of the HJC that are made at weekly sessions, tasks defined by the president of the HJC and members of the Council (judge rapporteurs or presidents of permanent and temporary working bodies of the Council) and external requests that require HJC decision-making.



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Key Findings

Assessment all the jobs of the organizational units is difficult due to the different level of detail in job descriptions.



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Key Findings

Statistical data and the way they are presented in the annual reports on the work of the HJC do not give an even clearer picture of the scope of work performed by the Council and its working bodies with the support of the Administrative Office.



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Key Findings

Of the 64 planned, 41 people are employed for an indefinite period of time (the average as of December 1, 2023)



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Key Findings

In 2023, all tasks of the Administrative Office were performed by:

- 36 employees for an indefinite period - 2 employees are on sick leave, and 2 are employed in the second half of the year
- Roughly 4 people under contract outside of the heavenly relationship (7 people who worked for about 47 months in total)



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Key Findings

It is a common practice for employees to:

- belong to one organizational unit and work in another.
- perform additional tasks that are not within the scope of work of the organizational unit to which they belong,
- from other organizational units assist in performing the tasks of one organizational unit - the Department for Status Issues.



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Key Findings

For professional and administrative support in the preparation of a large number of regulations, the Council can count on the support of only 1 employee - out of a total of 3 employees in positions for normative tasks (including the head); no measures were taken to solve that problem.



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Key Findings

The discrepancy between the scope of work and available resources is particularly pronounced in two organizational units:

- Department for the preparation of regulations and European integration - normative work (periodically a large volume of work);
- Department for status issues - mostly administrative tasks (continuously large volume of work);
- Independent adviser for administrative and technical assistance to the Appeals Commission of the Courts (trend of continuous decrease in the number of cases - 7 times fewer cases in 2022 compared to 2018); no new tasks have been assigned to the employee.

Key Findings

Some extremely important positions have not been filled - the secretary of the Council, the head of the Cabinet, public relations and internal auditor.



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Key Findings

IT support is not provided, and there is an objective need for that type of support (instead of computer network engineers).



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Recommendations

All tasks of support to the Council and its working bodies arising from the competence of the HJC must be recognized and specified in the job descriptions of organizational units and workplaces.



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Recommendations

To ensure more efficiently plan and implement tasks, the Administrative Office should prepare its annual work plans

- Detailed HJC plan with all elements necessary for operational management (jobs, time, human and financial resources).



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Recommendations

Improve the structure and way of presenting statistical data in the annual reports on the work of the HJS, with the aim of providing sufficient information for an overview of the scope of work that precedes each decision that the Council makes.



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Recommendations

Employees should perform the duties of their workplace, and all those who perform the duties of another organizational unit should be transferred to that unit



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Recommendations

Additional tasks should primarily be assigned to employees in the organizational unit whose scope of work includes these tasks.



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Recommendations

Employees should perform the duties of their workplace, and all those who perform the duties of another organizational unit should be transferred to that unit



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Recommendations

Design the internal organization of the Administrative office based on the competence of the HJC and guided by the need to combine related jobs and/or jobs that contribute to the achievement of the same goals



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Recommendations

Employees should perform the duties of their workplace, and all those who perform the duties of another organizational unit should be transferred to that unit



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Recommendations

Proposal of the model of the internal organization of the Administrative Office in accordance with the new competences

1	Sektor za materijalno-finansijske poslove
	1.1 Odsek za budzet i analiticko-planske poslove
	1.2 Odsek za finansijsko-racunovodstvene poslove
2	Sektor za statusna pitanja sudija i sudija porotnika
	2.1 Odsek za statusna pitanja sudija i sudija porotnika
	2.2 Grupa za vrednovanje rada sudija i predsednika sudova
3	Sektor za praćenje i unapređenje rada sudova
	3.1 Odsek za praćenje i unapređenje rada sudova
	3.2 Odsek za nadzor nad radom i postupanjem sudova
	3.3 Grupa za analitičko-statističke poslove
4	Odeljenje za pripremu propisa i evropske integracije
5	Odeljenje za kadrovske i opšte poslove
6	Grupa za obradu pritužbi upućenih VSS
7	Grupa za pisarnicu (administrativno-tehničke poslove)
8	Kabinet predsednika Saveta
9	Odsek za stručnu i administrativnu podršku radnim telima Saveta
10	Samostalni izvršilac - Interni revizor

Recommendations

Assess (as far as possible) the volume of work and project the optimal number and structure of employees.



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Recommendations

Projection of the required number of employees (refers to the number of employees, not to the number of systematized):

- To perform existing jobs:
 - 3 civil servants in position and 57 civil servants
- For additional new jobs according to the new competencies and the proposed organizational model
 - 1 civil servant in position and 15-20 civil servants



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Recommendations

Projection of the total number of employees according to the proposed organizational model

- 5 civil servants in position and around 80 employees.
- Total number of employees should not exceed 100



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