



**USAID**  
FROM THE AMERICAN PEOPLE

**JUDICIAL REFORM  
IMPLEMENTATION PROJECT**



**РЕПУБЛИКА МАКЕДОНИЈА**  
**Академија за обука на судии и јавни обвинители**

**FRAMEWORK PROGRAM  
FOR COURT ADMINISTRATION  
EDUCATION (2010 – 2013)**

**Skopje, June, 17, 2010**

The views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

## CONTENT

I.	INTRODUCTION, OBJECTIVES AND TRAINING METHODS .....	3
II.	TRAINING FOR THE NEW EMPLOYEES IN THE COURT ADMINISTRATION – INITIAL TRAINING .....	5
III.	TRAINING FOR COURT ADMINISTRATION EMPLOYEES WITH MORE THAN 2 YEARS OF PROFESSIONAL EXPERIENCE – CONTINUOUS TRAINING .....	11
	<b><i>Continuous training for:</i></b>	
-	<i>Court leaders - administrators (secretaries) and heads of departments.....</i>	11
-	<i>Judicial assistants and judicial (legal) advisors.....</i>	17
-	<i>Administrative – technical employees in the court service.....</i>	21
	<b><i>Specialized Training Program:</i></b>	
-	<i>Specialized Training Program Training of Trainers for the judicial administration staff .....</i>	28
-	<i>Specialized Training Program for IT Specialist.....</i>	29
-	<i>Specialized Training Program for Accountants and Staff Responsible for the budget Process .....</i>	30
-	<i>Specialized Training Program for the Court Police.....</i>	30
-	<i>Specialized Training Program for the employees in the Administrative Office of the Judicial Council of RM .....</i>	31
-	<i>Specialized Training Program for the Administrative Court employees.....</i>	32
-	<i>Specialized Training Program for the court translators.....</i>	33
IV.	RISCS.....	34
	ANNEX A TRAINING NEEDS ASSESMENT- (Annex 1 – Annex 6).....	35-111

## **DRAFT PROGRAM FOR COURT ADMINISTRATION EDUCATION (2010 – 2013)**

### **I. INTRODUCTION, OBJECTIVES AND TRAINING METHODS**

This program is a result of the cooperation between the Academy for Training of Judges and Public Prosecutors of RM and USAID Judicial Reform Implementation Project. The program was drafted by a local consultant, engaged by USAID, who cooperated closely with the Academy and the working group composed of judges, representatives from the Court Administration Association of RM, the Judicial Council of RM, Court Budget Council, Ministry of Justice of RM and representatives from USAID/Judicial Reform Implementation Project. Besides the working group meetings and the opinions of the working group, this program is largely based on the underlined training needs of the court administration, which are presented in Annex A of this report – Evaluation of the training needs of the court administration, prepared by the expert team of USAID/Judicial reform Implementation Project.

As support to the work of the judges, the key and moving force towards efficient and effective courts is of course the well educated and trained court administration. The education and the training of the court administration is a critical moment in the process of judicial reforms in the Republic of Macedonia. Therefore, the importance of the education of the court administration has been channeled by the legislator through the following legislation:

- **Law on Court Budget** that stipulates that out of the total assets allocated to the judicial branch 2% should be obligatorily used for professional development of judges, civil servants, court police and other employees in the courts (Article 4 from the Law);
- **Law on Court Service** stipulates that each employee in the court service is entitled to professional development (Article 24 from the Law). Furthermore, the evaluation of the court employee is performed on the basis of the performance results and the personal qualities, but also having in mind the data for the trainings.;
- **Law on the Academy for Training of Judges and Public Prosecutors** which stipulates continuous professional development of the employees in the courts and public prosecution offices (Article 2 from the Law) as a goal of the Academy, but it also determines specific activities, such as organization and implementation of the trainings for court employees (Article 6 from the Law), which will be carried out through preparation and implementation of special programs (Article 45 from the Law) approved by the Steering Board of the Academy.

The goal of this activity was for the consultant, with the support of the Academy and the working group, to develop continuous, flexible and realistic framework program for professional development of the employees in the court administration for the period of two to three years, depending on the financial capabilities and the budget of the Academy for Training of Judges and Public Prosecutors of RM.

On the other hand, the program prepared in this way will raise both the level of quantity (including bigger number of different profiles in the court) and quality (extending and improving the contents of the trainings), and will provide the implementation of the training for the court administration in a continuous manner and thus impose a quality of sustainability. Additionally, the implementation of this program should enhance the capacities of the human resources in the judiciary in order to instigate creative thinking in the process of finding solutions for implementation of the given tasks which have been increased in number with the introduction of the new legislation and the new Court Book of Rules.

The program has two main modules, one for *training of the new employees in the court administration*, which covers all the court employees with work experience up to two years, and second for all the other employees in the courts. Having in mind the big number of potential participants and the specific elements of some positions, this module has been divided into several sub-modules as follows: *Court management training – administrators (secretaries) and heads of departments; Training for professional associates (law clerks) and legal advisors; Training of the administrative – technical employees in the court service and Specialized Program for training of certain target groups.*

Besides these modules the program contains also one part is dedicated to the possible risks and obstacles for implementation.

Depending on the topics and the number of potential participants, the trainings have been organized as one – day or two – day events in the form of seminars, workshops, practical training and in – house training. The number of participants per training has been planned between 20 and 40, depending on the number of trainings within the frame of each module and the place of holding the training. Besides this information, the program contains also the goals of each training individually, possible educators depending on the topic, manner of work, reference literature, and total number of participants and place of holding the training, in accordance with the regional decentralized approach for organization per appellate regions.

In this occasion, the consultant expresses gratitude to the Academy for Training of Judges and Public Prosecutors of RM, members of the working group and USAID/Judicial Reform Implementation Project for their support and professional help that all the stakeholders provided wholeheartedly during the preparation of this framework program for education of the court administration.

## **MODULE I: TRAINING FOR THE NEW EMPLOYEES IN THE COURT ADMINISTRATION – INITIAL TRAINING**

**Target group:** *Employees in the court administration with working experience of up to 2 years;*

**Potential number of members in the target group:** *from 99 to 318 (2012 in accordance with the NPAA program);*

**Total number of training events:** *26 (number of topics multiplied by the number of training events per topic)*

**Total number of participants:** *697 (number of training events multiplies with the number of participants for all topics in the module)*

*Within this module, there are two possible ways to realize the envisaged trainings. The first one is the one presented in the program, and its advantages are shorter duration of the individual training events, the participants in the training events will not have to be absent from their usual work for long periods of time and this way of training is more cost-effective. The second way is to combine the training events by topics and organize these events outside of the working environment. In this way, the new employees will have acquired the necessary skills to perform the basic assignments much more quickly and will have absorbed much better the presented topics, having in mind that they will have dedicated those few days exclusively to education. In this case, I would propose to organize two or three day training events with the following structure of topics:*

*A) The role of courts and the position of the court administration, ethics, communication skills and services provide to parities and time management;*

*B) Court Book of Rules of procedures, Implementation with the ACCMIS system, Case Management;*

### **1. Topic: “ROLE OF THE COURTS AND THE POSITION OF THE COURT ADMINISTRATION”**

#### **Goal of the training:**

- 1) Present to the new employees in the court administration, the place and the role of the courts in the subdivision of government system in the Republic of Macedonia, as well as their position within the judicial branch;

- 2) Present to and train the new employees in the court administration to apply the basic principles envisaged in the court rules of procedure and the generally accepted international standards and rules;
- 3) Introduce the new employees in the court administration to the rights and obligations arising from the relevant current laws and regulations;

**Total number of participants:** 99

**Number of training events:** 4 (25 participants each)

**Manner of training:** One day seminar – 8 hours of training

**Method:** Presentation, work in groups, discussions and questions

**Location of the training events:** Skopje, Bitola or some other place depending on the location of the courts with most new employees in the court administration;

**Potential educators:** Representatives of the court administration, judges (president of courts), other legal experts;

**List of participants:** The Academy regularly maintains lists of the participants attending the training events, which lists are part of a broader database of implemented training events for all employees in the judiciary (judges, public prosecutors, judicial assistants, court administrative officers and employees in the administration of the public prosecution offices).

**Referent regulations and literature:** Constitution of the Republic of Macedonia, Law on Courts, Court Rules of Procedure, Law on Court Service, foreign literature (International standards about the functioning of the courts) etc.

## **2. Topic: “COMMUNICATION SKILLS AND SERVICES PROVIDED BY THE COURT ADMINISTRATION TO PARTIES”**

**Goal of the training:**

- 1) Introduce the new employees in the court administration to the method of communication and the basic principles of successful communication;
- 2) Train the new employees in the court administration in successful business communication with external parties, with their colleagues – internal parties, as well as to train them in business communication with the judges with whom they work;
- 3) Develop the basic principles and characteristics of the ethical and professional standards of business communication and services to parties;

- 4) To learn to deal with problematic or conflicting parties;

**Total number of participants:** 99

**Number of training events:** 4 (25 participants each)

**Manner of training:** One day seminar – 6 hour of training

**Method:** Presentations, case simulations, case studies, discussions and issues

**Location of the training events:** Skopje, Bitola or some other place depending on the location of the courts with most new employees in the court administration;

**Potential educators:** Specialists in communications, representatives of the court administration, (court spokespersons), other experts in this area;

**List of participants:** Mandatory obligation of the Academy, and according to the new database and the developed internet portal, this information will be publically available immediately after the end of each training event.

**Referent regulations and literature:** Court Book of Rules, Law on Court Service, Ethical Code for Civil Servants (Ethical Code for the Court Administration, if prepared), European Code for Public Administration, foreign literature (International standards on communications) etc.

### **3. Topic: “ETHICS FOR THE COURT ADMINISTRATION”**

**Goal of the training:**

- 1) To introduce the ethics standards envisaged in domestic regulations and codes;
- 2) To introduce the participants to the international, and especially the European standards of court ethics;
- 3) To train the participants to apply the basic ethical standards and to appropriately respond to indecent proposals from the parties;
- 4) To raise the level of ethics of all employees in the judiciary and to improve the trust and confidence of the public;

**Total number of participants:** 99

**Number of training events:** 3 (33 participants each)

**Manner of training:** one day seminar – 6 hours of training

**Method:** Presentations, exchange of experiences, debates discussions and questions

**Location of the training events:** Skopje, Bitola and Shtip;

**Potential educators:** Experienced representatives of the court administration, judges, other legal experts in this area;

**List of participants:** Mandatory obligation of the Academy, and according to the new database and the developed internet portal, this information will be publically available immediately after the end of each training event.

**Referent regulations and literature:** Court Book of Rules, Law on Court Service, Ethical Code for Civil Servants (Ethical Code for the Court Administration, if prepared), European Code for Public Administration, foreign literature etc.

#### **4. Topic: “CASE MANAGEMENT”**

**Goal of the training:**

- 1) Introduce the new employees in the court administration to the manner in which cases flow through the court, among the departments and the judges, as well as between the basic and superior courts;
- 2) To train the participants in taking timely and appropriate action with reference to all types of filings made by citizens or their authorized agents;
- 3) Introduce to the participants and train them to appropriately maintain the court registries in accordance with the Court Rules of Procedure;
- 4) To unify the court practice at both the appellate region level and national level;
- 5) To facilitate improvement of the efficiency of the courts;

**Total number of participants:** 99

**Number of training events:** 3 (33 participants each)

**Manner of training:** One day seminar – 8 hours of training

**Method:** Presentations, practical work, exchange of experiences, discussions and questions

**Location of the training events:** Skopje, Bitola and Shtip;

**Potential educators:** Judges, representative from the court administration – court secretaries and heads of departments, other legal experts in this area;

**List of participants:** Mandatory obligation of the Academy.

**Referent regulations and literature:** Law on Courts, Court Book of Rules, Law on Criminal Procedure, Law on Civil Procedure etc.

## **5. Topic: “COURT BOOK OF RULES”**

### **Goal of the training:**

- 1) To introduce the new employees in the court administration to the provisions stipulated in the Court Book of Rules and to train them to appropriately apply those provisions;
- 2) Explain the significance of the Court Book of Rules for the overall functioning of the courts;
- 3) To improve the functioning of the courts and their daily operations;
- 4) To unify the court practice with respect to the application of the Court Book of Rules;

**Total number of participants:** 99

**Number of training events:** 4 (25 participants each)

**Manner of training:** One day seminar – 8 hours of training

**Method:** Presentations, practical work – case study, discussions and questions

**Location of the training events:** Skopje, Gostivar, Bitola and Shtip;

**Potential educators:** Judges and educators from the pool of experienced representatives of the court administration, the Ministry of Justice of the Republic of Macedonia;

**List of participants:** Mandatory obligation of the Academy.

**Referent regulations and literature:** Court Book of Rules;

## **6. Topic: “IMPLEMENTATION AND WORK WITH THE ACCMIS SYSTEM”**

### **Goal of the training:**

- 1) To improve the functioning of the courts and their daily operations;
- 2) To introduce the new employees in the court administration to the aims of the introduction of the ACCMIS system and how the ACCMIS works;

- 3) To train the participants in the skills they need in order to operate the ACCMIS system;

**Total number of participants:** 99

**Number of training events:** 4 (25 participants each)

**Manner of training:** One day seminar – 9 hours of training

**Method:** Presentations, practical work, discussions and questions

**Location of the training events:** Skopje – Training Academy for Judges and Public Prosecutors of the Republic of Macedonia (the hall with computers);

**Potential educators:** Judges and educators from the pool of more experienced representatives of the court administration, IT specialists and other relevant representatives from the judiciary or the Ministry of Justice of the Republic of Macedonia;

**List of participants:** Mandatory obligation of the Academy.

**Referent regulations and literature:** The required IT literature proposed by the educators that will present training programs for these workshops;

## **7) Topic: “TIME MANAGEMENT”**

**Goal of the training:**

- 1) To introduce the new employees in the court administration to the concept of time management. What is time management?
- 2) To train the participants to use their working time efficiently and rationally throughout the day;
- 3) To train the participants to successfully plan their obligations by preparing daily, weekly and monthly plans (calendars) for their assignments and obligations;
- 4) The participants will acquire knowledge as to how to balance between the personal and official obligations as well as how to fulfill all the obligations that may arise during the working hours and which cannot be delayed;
- 5) To train the employees to perform the tasks according to the given priority;
- 6) To improve the collegiality and team work within the courts;
- 7) To increase the effectiveness of the work of the court administration.

**Total number of participants:** 99

**Number of training events:** 4 (25 participants each)

**Manner of training:** One day seminars – workshops

**Method:** Presentations, case studies, discussions and questions

**Location of the training events:** Skopje, Bitola, Gostivar and Shtip;

**Potential educators:** Having in mind the (general) type and character of the topic, the educators can be people that have sound knowledge in this area, of course the priority shall be given to the representatives from the judiciary;

**List of participants:** Mandatory obligation of the Academy.

**Referent regulations and literature:** Foreign literature, Manual for Time Management, Materials prepared by the educators etc.;

## **MODULE II: TRAINING FOR COURT ADMINISTRATION EMPLOYEES WITH MORE THAN 2 YEARS OF PROFESSIONAL EXPERIENCE – CONTINUOUS TRAINING**

**Target group:** *Employees in the court administration with working experience of more than 2 years;*

**Potential number of members in the target group:** *from 1700 to 1900 (2012 in accordance with the NPAA program);*

**Total number of training events:** *24 (number of topics multiplied by the number of training events per topic)*

**Total number of participants:** *650 (number of training events multiplies with the number of participants for all topics in the module)*

*I. Sub-module: Court management – administrators (secretaries) and heads of departments;*

### **1) Topic: “BUDGET AND BUDGETARY PROCESS”**

**Goal of the training:**

- 1) To introduce the managerial officers to the court budgets as a whole, as well as the method of budget execution;

- 2) To train the relevant court officers in rational and efficient utilization of the available financial resources on an annual level;
- 3) To introduce the participants to the methods of alternative financing and raising of additional funds;
- 4) To train the participants on preparation of budgets financed by international donors, as well as the pre-accession EU funds;

**Total number of participants:** 120

**Number of training events:** 4 (30 participants each)

**Manner of training:** Two day workshop – total of 12 hours of training

**Method:** Presentations, exchange of ideas, work in groups, discussions and questions

**Location of the training events:** Skopje, Bitola, Gostivar and Shtip or some other place from the four appellate regions in the country;

**Potential educators:** Representatives from the court administration, judges (presidents of courts), representatives of the Court Budget Council, experts for project management and management of funds, other experts for public finances;

**List of participants:** The academy regularly maintains lists of the participants attending the training events, which lists are part of a broader database of implemented training events for all employees in the judiciary (judges, public prosecutors, judicial assistants, court administrative officers and employees in the administration of the public prosecution offices).

**Referent regulations and literature:** Law on Courts, Law on Court Budget, Law on Budget Execution, Law on Accounting, Law on Budget and Budget Users, Rule Book on Accounting, Budgets and Budget Users, Law on Budgets of the Republic of Macedonia, Law on Audit, Law on Internal Financial Control, preparatory literature for budgets and proposal budgets for utilization of foreign funds etc.

## **2) Topic: “COURT MANAGEMENT, VISIONS AND HUMAN RESOURCES”**

**Goal of the training:**

- 1) Introduce the managerial court officers to the modern court management concept, the characteristics and responsibilities of the court management;
- 2) To train the participant in successful management of human resources, the methods of communication and motivation of staff;

- 3) To train the participants to be familiar in details with the strategic plan of the judiciary and become capable to prepare strategic work plans, as well as to implement such plans;
- 4) To train the participants to prepare systematization of working positions which, considering the available human resources, will be most efficient and most rational for the Court they manage;

**Total number of participants:** 90

**Number of training events:** 3 (30 participants each)

**Manner of training:** Two day workshop – 12 hours of training

**Method:** Presentations, work in groups, forum – discussions (presentations of the participants)

**Location of the training events:** For the appellate areas of Skopje, Bitola and Gostivar, Shtip;

**Potential educators:** Court administrators, judges (presidents of courts), experts in human resources and strategic management, depending on the possibilities it would be preferable to have international expert present at these training events;

**List of participants:** Mandatory obligation of the Academy.

**Referent regulations and literature:** Law on Courts, Court Book of Rules, Law on Court Service, General Management Literature, Foreign literature etc.

### **3) Topic: “CASE MANAGEMENT”**

**Goal of the training:**

- 1) To exchange the experiences between the managerial officers in the court administration about the manner in which the cases flow through the courts, between departments and judges, as well as between the basic and superior courts;
- 2) To train the participants in timely delegation of obligations within the departments, as well as in undertaking specific actions with a view of prompt and successful functioning of the different departments within the courts;
- 3) To train the participants to regularly and properly maintain the court registries in accordance with the Court Rules of Procedure;
- 4) To unify the court practice at the level of appellate regions and national level;
- 5) To facilitate improvement of the efficiency of the courts;

**Total number of participants:** 90

**Number of training events:** 3 (30 participants each)

**Manner of training:** One day seminar – 6 hours of training

**Method:** Presentations, exchange of experiences, debates, discussions and questions

**Location of the training events:** Skopje, Bitola and Shtip;

**Potential educators:** Experiences representatives from the court administration – heads of departments, judges, other legal experts in this area;

**List of participants:** Mandatory obligation of the Academy.

**Referent regulations and literature:** Law on Courts, Court Book of Rules, Law on Court Services, Law on Criminal Procedure, Law on Civil Procedure, Foreign Literature etc.

#### **4) Topic: “IMPLEMENTATION OF THE CURRENT LEGISLATIVE NORMS”**

**Goal of the training:**

- 1) To introduce the managerial court officials to the most recent changes to the current legislative provisions related to the area of court operations;
- 2) To train the participants in providing appropriate directions and assignments to the lower level court administrative officers regarding how to properly handle filings from citizens and their authorized agents;
- 3) To increase the awareness of all the employees in the court administration about the solutions provided in the procedural laws;
- 4) Harmonization of the practice within the appellate region.

**Total number of participants:** 90

**Number of training events:** 3 (30 participants each)

**Manner of training:** One day seminar – 8 hours of training

**Method:** Presentations, practical work, exchange of experience, discussions and questions

**Location of the training events:** Skopje, Bitola and Shtip;

**Potential educators:** Judges and public prosecutors;

**List of participants:** Mandatory obligation of the Academy.

**Referent regulations and literature:** Law on Courts, Court Book of Rules, Law on Criminal Procedure, Changes to the Law on Criminal Procedure, Law on Civil Procedure, Changes to the Law on Civil Procedure etc.

## **5) Topic “COURT BOOK OF RULES AND ACCMIS”**

**Goal of the training:**

- 1) Introduce the managerial court staff to the provisions of the Court Book of Rules and to train the participants to appropriately apply such provisions;
- 2) To explain to the participants the significance of the Court Book of Rules for the overall functioning of the courts;
- 3) To improve the functioning of the courts and their everyday operations;
- 4) To unify the court practice regarding the application of the Court Book of Rules;
- 5) To introduce the managerial court officials to the purposes for the introduction of the ACCMIS system and how it works;
- 6) To train the participants in the basic skills required to operate the ACCMIS system;

**Total number of participants:** 100

**Number of training events:** 4 (25 participants each)

**Manner of training:** Two day seminar – 12 hours of training

**Method:** Presentations, practical work, discussions and questions

**Location of the training events:** Skopje – Training academy for judges and public prosecutors of the Republic of Macedonia (the hall with the computers);

**Potential educators:** Judges and educators from the pool of more experienced representatives of the court administration, IT specialists and other relevant representatives of the judiciary or the Ministry of Justice of the Republic of Macedonia;

**List of participants:** Mandatory obligation of the Academy.

**Referent regulations and literature:** Court Book of Rules;

## **6) Topic: “COMMUNICATION SKILLS”**

**Goal of the training:**

- 1) Introduce the managerial court officers to the method of communication and the basic principles of successful communication;
- 2) Train the participants in successful business communication with external parties, with their colleagues – internal parties, as well as to train them in business communication with the judges with whom they work;
- 3) Develop the basic principles and characteristics of the ethical and professional standards of business communication;

**Total number of participants:** 100

**Number of training events:** 4 (25 participants each)

**Manner of training:** One day seminar – 6 hour of training

**Method:** Presentations, case simulations, case studies, discussions and issues

**Location of the training events:** Skopje, Bitola, Shtip and Gostivar;

**Potential educators:** Specialists in communications, representatives of the court administration, (court spokespersons), other experts in this area;

**List of participants:** Mandatory obligation of the Academy.

**Referent regulations and literature:** Law on Courts, Court Book of Rules, Law on Court Service, foreign literature (International communication standards) etc.

## **7) Topic: “PUBLIC PROCUREMENT”**

**Goal of the training:**

- 1) Introduce the managerial court officials to the provisions of the Law on Public Procurement and the basic principles of the public procurement procedure;
- 2) To introduce the managerial court officials to the types of public procurement procedures;
- 3) To train the participants to successfully prepare bidding documents and implement public procurement procedures;
- 4) To explain to the participants the most frequent reasons for annulment of the decisions to award public procurement contracts;
- 5) Increase the transparency related to the spending of budget funds;

**Total number of participants:** 60

**Number of training events:** 3 (20 participants each)

**Manner of training:** One day workshop – total 8 hours of training

**Method:** Presentations, exchange of experiences and clarification of ambiguous issues, work in groups, discussions;

**Location of the training events:** Skopje;

**Potential educators:** Presidents of public procurement commissions, judges (presidents of courts), representatives of the Court Budget Council, representatives from the Public Procurement Bureau, as well as representatives from the State Public Procurement Appeals Commission.;

**List of participants:** The Academy has a mandatory obligation to keep lists of attending participants in the training events.

**Referent regulations and literature:** Law on Courts, Law on Public Procurement, Manual for implementing public procurements, Law on Audit, Law on Prevention of Conflict of Interest, other professional literature etc.

## **MODULE II: TRAINING FOR COURT ADMINISTRATION EMPLOYEES WITH MORE THAN 2 YEARS OF PROFESSIONAL EXPERIENCE – CONTINUOUS TRAINING**

**Target group:** *Judicial assistants and judicial (legal) advisors;*

**Potential number of members in the target group:** *from 200 to 350 (2012 in accordance with the NPAA program);*

**Total number of training events:** *25 (number of topics multiplied by the number of training events per topic)*

**Total number of participants:** *1000 (number of training events multiplies with the number of participants for all topics in the module)*

*II. Sub-module: Training of judicial assistants (legal officers) and legal advisors;*

### **1) Topic: “CIVIL PROCEDURAL LAW”**

**Goal of the training:**

- 1) Introduce the judicial assistants and the advisors to the most recent set of changes to the law on civil procedure;
- 2) To train the judicial assistants to properly apply the provisions stipulated in the Law on Civil Procedure;
- 3) To explain to the participants the phases and the courts of the court civil procedure, as well as the procedural decisions that can be enacted during the procedure;

**Total number of participants:** 200

**Number of training events:** 5 (40 participants each)

**Manner of training:** Two day workshop – total of 12 hours of training

**Method:** Presentations, work in groups, discussion and questions

**Location of the training events:** Skopje, Bitola, Gostivar and Shtip or some other place in the four appellate regions in the country;

**Potential educators:** Civil judges from basic or appellate courts;

**List of participants:** The academy shall maintain the lists of attending participants on the training events.

**Referent regulations and literature:** Law on Civil Procedure, Law on Obligations.

## **2) Topic: “CRIMINAL PROCEDURAL LAW”**

**Goal of the training:**

- 1) To introduce the judicial assistants and the advisors to the most recent changes to the law on Criminal Procedure and the concept and the objectives of the new Law on Criminal Procedure which is under preparation;
- 2) To train the judicial assistants to properly apply the provisions from the Law on Criminal Procedure;
- 3) To explain to the participants the phases and course of the criminal procedure as well as the procedural prerequisites for successful management of the main hearing;

**Total number of participants:** 200

**Number of training events:** 5 (40 participants each)

**Manner of training:** Two day workshop – total of 12 hours of training

**Method:** Presentations, work in groups, discussions and questions

**Location of the training events:** Skopje, Bitola, Gostivar and Shtip or some other place in the four appellate regions in the country;

**Potential educators:** Criminal judges from the basic and appellate courts, investigation judges and public prosecutors from the basic and higher public prosecution offices;

**List of participants:** The Academy shall regularly keep lists of the attending participants in the training events.

**Referent regulations and literature:** Law on Criminal Procedure, Criminal Code, Law on Enforcement of Sanctions.

### **3) Topic: "ADMINISTRATIVE AND MISDEMEANOR PROCEDURE"**

**Goal of the training:**

- 1) To inform the judicial assistants and the councilors with the latest novelties and reforms of the administrative and misdemeanor legislation;
- 2) To be informed about the method of implementation of the administrative procedure, its phases and basic principles;
- 3) To be informed with the goals of the reform of the misdemeanor legislation, the method of penalization, the fine system and the options for mediation and settlement;
- 4) To understand the judicial system of the country in its entirety and the process legislation that regulates the individual material law areas;

**Total number of participants:** 200

**Number of trainings:** 5 (40 participants each)

**Manner of training:** Two day workshop – total 12 hours of training

**Method:** Presentations, group work, discussions and questions

**Location of the training events:** Skopje, Bitola, Gostivar and Shtip or any other place of the four appellate districts in the state;

**Potential educators:** Misdemeanor judges, Administrative Court of RM judges, other legal experts in administrative and misdemeanor field;

**List of participants:** The academy maintains lists of present participants in the trainings.

**Reference regulations and literature:** Law on Administrative Procedure, Law on Administrative Disputes, Law on Misdemeanors and Law on Courts.

#### **4) Topic: " COURT BOOK OF RULES AND ACCMIS"**

**Goal of the training:**

- 1) To inform the judicial assistants and legal councilors about the provisions of the Court Book of Rules and to be trained for its appropriate application;
- 2) To understand the significance of the Court rules of procedures for the overall functioning of the courts;
- 3) To improve the functioning of the courts and their day to day operations;
- 4) To inform the judicial assistants and legal councilors about the goals of ACCMIS and the method of its functioning;
- 5) To acquire the necessary skills for operative work with ACCMIS;

**Total number of participants:** 200

**Number of trainings:** 5 (40 participants each)

**Manner of training:** One day seminar – 9 hours of training

**Method:** Presentations, practical work, discussions and questions

**Location of the training events:** Skopje Training Academy for Judges and Public Prosecutors (computer room);

**Potential educators:** Judges, managerial court officers (court secretaries – administrators), IT specialists and other relevant representatives of the judiciary or the Ministry of Justice of RM;

**List of participants:** Mandatory obligation of the Academy.

**Reference regulations and literature:** Court Book of Rules;

#### **6) Topic: "COMMUNICATION SKILLS AND CLIENT SERVICE"**

**Goal of the training:**

- 1) To inform the judicial assistants and legal councilors with the method of communication and basic principles of successful communication;
- 2) To be trained for successful business communication with the clients, with their colleagues, as well as to be trained in business communication with the judges;
- 3) To develop the basic principles and features of the professional standards for business communication and client service;

**Total number of participants:** 200

**Number of trainings:** 5 (40 participants each)

**Manner of training:** One day seminar – 7 hours of training

**Method:** Presentations, case simulation, case study, discussions and questions

**Location of the training events:** Skopje, Bitola, Shtip and Gostivar;

**Potential educators:** Communications specialists, judges (court spokespersons), other experts in this field;

**List of participants:** Mandatory obligation of the Academy.

**Reference regulations and literature:** Law on Courts, Court Book of Rules, Law on Court Service, foreign reading (International Communication Standards) etc.

## **MODULE II: TRAINING FOR THE JUDICIAL ADMINISTRATION STAFF WITH MORE THAN 2 YEARS WORK EXPERIENCE – CONTINUOUS TRAINING**

**Target group:** *Court administration staff with over 2 years work experience;*

**Potential number of target group members:** *1400 to 1700 (2012 according to NPAA);*

**Total number of trainings:** *190 (number of topics multiplied by the number of trainings per topic)*

**Total number of participants:** *6000 (number of trainings multiplied by the number of participants for all topics included in the module)*

*III. Sub-module: Training of court-administration staff;*

### **1) Topic: "COMMUNICATION SKILLS AND CLIENT SERVICE FOR THE JUDICIAL ADMINISTRATION"**

**Goal of the training:**

- 1) To inform the court administration staff about the method of communication and basic principles for successful communication;
- 2) To be trained for successful business communication with the clients, with their colleagues, as well as to be trained in business communication with the judges with whom they work;
- 3) To develop the basic principles and features of the professional standards for business communication and client service;
- 4) To learn to handle problematic i.e. conflict clients;
- 5) To increase the public confidence in the judicial system;
- 6) To improve the court efficiency;

**Total number of participants:** 1000

**Number of trainings:** 30 (max. 35 participants each)

**Manner of training:** One day seminar – 8 hours of training

**Method:** Presentations, case simulation, case study, discussions and questions

**Location of the training events:** In all larger courts – regional centers such as: Skopje, Bitola, Shtip, Gostivar, Tetovo, Strumica, Prilep, Kumanovo, Ohrid, Veles etc.;

**Potential educators:** Communications specialists, representatives of the judicial administration, judges (court spokespersons), other experts in this field;

**List of participants:** Mandatory obligation of the Academy, according to the new database and developed internet portal, this information will be accessible to the public immediately after the conclusion of any of the trainings.

**Reference regulations and literature:** Court Book of Rules, Law on Court Service, Code of Ethics of the Civil Servants (Code of Ethics of the Judicial Administration, if it is prepared), European Public Administration Code, foreign reading (International Communication Standards) etc.

## **2) Topic: "ETHICS FOR JUDICIAL ADMINISTRATION"**

**Goal of the training:**

- 1) To be informed with the ethical standards envisaged in the national regulations and codes;
- 2) To be familiarized with the international and especially European Judicial Ethics Standards;

- 3) To be able to apply the basic ethical standards and to react appropriately to the rude proposals of the clients;
- 4) To rise the ethics level of all judicial staff and to improve the public confidence;
- 5) To improve the transparency in the court operations and to reduce the possible corruption among the court administration staff;

**Total number of participants:** 1400

**Number of trainings:** 40 (35 participants each)

**Manner of training:** One day seminar – 6 hours of training

**Method:** Presentations, exchange of experiences, debate, discussions and questions

**Location of the training events:** In all larger courts – regional centers such as: Skopje, Bitola, Shtip, Gostivar, Tetovo, Strumica, Prilep, Kumanovo, Ohrid, Veles etc.;

**Potential educators:** Experienced court administration representatives, judges, other legal experts in this field;

**List of participants:** Mandatory obligation of the Academy.

**Reference regulations and literature:** Court Book of Rules, Law on Court Service, Code of Ethics of the Civil Servants (Code of Ethics of the Judicial Administration, if it is prepared), European Public Administration Code, foreign reading etc.

### **3) Topic: "CASE MANAGEMENT"**

**Goal of the training:**

- 1) To familiarize the judicial administration staff with the method of movement of the cases in the court, between the departments and judges, as well as between the basic and higher courts;
- 2) To be trained in timely acting and undertaking relevant activities upon all types of writs by the citizens and their councilors;
- 3) To be informed and to be trained in appropriate and proper keeping of the court records according to the Court Book of Rules;
- 4) To perform harmonization of the practice on an appellate district and national level;
- 5) To enable improvement of the efficiency of the courts and to accelerate certain court procedures;

**Total number of participants:** 800

**Number of trainings:** 30 (max. 30 participants each)

**Manner of training:** One day seminar – 8 hours of training

**Method:** Presentations, practical work, exchange of experiences, discussions and questions

**Location of the training events:** Skopje, Bitola, Shtip and Gostivar or any other place in any individual appellate district;

**Potential educators:** Judges, representatives of the judicial administration – court secretaries and heads of departments, other legal experts in this field;

**List of participants:** Mandatory obligation of the Academy.

**Reference regulations and literature:** Law on Courts, Court Book of Rules, Criminal Procedure Law, Civil Procedure Law etc.

#### **4) Topic: ” COURT BOOK OF RULES”**

**Goal of the training:**

- 1) To inform the court administration staff about the provisions of the Court rules of procedures and to be able to apply them;
- 2) To understand the significance of the Court rules of procedures for the overall functioning of the courts;
- 3) To improve the functioning of the courts and their day to day operations;
- 4) To harmonize the practice of the implementation of the Court rules of procedures;

**Total number of participants:** 1000

**Number of trainings:** 30 (max. 35 each)

**Manner of training:** One day seminar – 8 hours of training

**Method:** Presentations, practical work – case study, discussions and questions

**Location of the training events:** Skopje, Bitola, Shtip and Gostivar or any other place, different for each appellate district;

**Potential educators:** Judges and educators from the pool of more experienced representatives of the judicial administration, Ministry of Justice of RM;

**List of participants:** Mandatory obligation of the Academy.

**Reference regulations and literature:** Court Book of Rules;

#### 5) **Topic: "IMPLEMENTATION AND OPERATION OF THE ACCMIS"**

**Goal of the training:**

- 1) To improve the functioning of the courts and their day to day operations;
- 2) To make most of the judicial officers with the goals of ACCMIS and the method of its functioning;
- 3) To acquire the necessary skills for operative work with ACCMIS;

**Total number of participants:** 1000

**Number of trainings:** 30 (max. 35 participants each)

**Manner of training:** One day seminar – 9 hours of training

**Method:** Presentations, practical work, discussions and questions

**Location of the training events:** Skopje – Training Academy for Judges and Public Prosecutors (computer room);

**Potential educators:** Judges and educators from the pool of more experienced representatives of the judicial administration, IT specialists and other relevant representatives of the judiciary or the Ministry of Justice of RM;

**List of participants:** Mandatory obligation of the Academy.

**Reference regulations and literature:** Necessary IT reading recommended by the educators who will realize the training programs of this workshops;

#### 6) **Topic: "TIME MANAGEMENT"**

**Goal of the training:**

- 1) To make the judicial administration staff familiar with the concept of time management. What is time management?

- 2) To be able for efficient and rational use of their business hours during the day;
- 3) To be able for successful planning of their obligations through preparation of daily, weekly and monthly plans (calendars) for their tasks and obligations;
- 4) To acquire knowledge how to balance the private and official obligations and how to fulfill the necessary obligations that may arise during the business hours;
- 5) To improve the team work within the courts;
- 6) To improve the effectiveness of the work of the judicial administration.

**Total number of participants:** 800

**Number of trainings:** 30 (max. 30 participants each)

**Manner of training:** One day seminars – workshops

**Method:** Presentations, case study, discussions and questions

**Location of the training events:** Skopje, Bitola, Gostivar and Shtip;

**Potential educators:** Having in mind the (general) type and character of the topic, any who has solid knowledge in this field can be an educator, the representatives of the judiciary will be preferred;

**List of participants:** Mandatory obligation of the Academy.

**Reference regulations and literature:** Foreign reading, Time management handbook, material prepared by the educators etc.;

## **7) Topic: “TRAINING FOR THE COURT COURIERS”**

**Goal of the training:**

- 1) To inform the court staff that services the writs about the methods of service according to the Civil Procedure Law and Criminal Procedure Law;
- 2) To be trained for efficient and rational use of their business hours during the day due to the specifics of their jobs;
- 3) To acquire knowledge how to realize relevant business communication with their colleagues, judges and clients;
- 4) To become familiar with the ethical standards stipulated in the domestic provisions and codes;
- 5) To increase the efficiency of the judicial administration work.

**Total number of participants:** 200

**Number of trainings:** 8 (25 participants each)

**Manner of training:** One day seminars - workshops

**Method:** Presentations, case study, discussions and questions

**Location of the training events:** Skopje, Bitola, Gostivar and Shtip;

**Potential educators:** Representatives of the judicial administration, judges, other experts;

**List of participants:** Mandatory obligation of the Academy.

**Reference regulations and literature:** Law on Courts, Criminal Procedure Law, Civil Procedure Law and Court Book of Rules;

## **8) Topic: “TRAINING FOR COURT ARCHIVE OFFICERS”**

**Goal of the training:**

- 1) To inform the staff that is responsible for archiving of the cases in the court about the method and procedure of archiving as well as about the deadlines for annulment of the archived cases;
- 2) To be able for proper archiving of the cases according to the legal regulations in this field;
- 3) To improve the records of the resolved and pending cases in the courts;

**Total number of participants:** 150 (archive officers and members of the archive committees)

**Number of trainings:** 5 (30 participants each)

**Manner of training:** One day seminars - workshops

**Method:** Presentations, case study, discussions and questions

**Location of the training events:** Skopje, Bitola, Gostivar and Shtip;

**Potential educators:** Representatives of the judicial administration, judges, representatives of the Archive of RM, Ministry of Justice of RM and other experts;

**List of participants:** Mandatory obligation of the Academy.

**Reference regulations and literature:** Law on Courts, Law on Archive Material and Court Book of Rules;

**MODULE II: TRAINING FOR THE JUDICIAL ADMINISTRATION STAFF  
WITH MORE THAN 2 YEARS WORK EXPERIENCE – CONTINUOUS  
TRAINING**

**SPECIALIZED TRAINING PROGRAM**

**Target group:** *Court administration staff;*

**Potential number of target group members:** *390 to 450 (2012 according to NPAA);*

**Total number of trainings:** *20 (number of topics multiplied by the number of trainings per topic)*

**Total number of participants:** *490 (number of trainings multiplied by the number of participants for all topics included in the module)*

**1) Topic: “TRAINING OF TRAINERS FOR THE JUDICIAL ADMINISTRATION  
STAFF”**

**Goal of the training:**

- 1) To renew the knowledge of the already trained judicial administration educators;
- 2) To train an additional number of educators who could be involved in the realization of this program;
- 3) To inform the potential participants about the adult learning methods;
- 4) To inform the potential participants about the phases of the preparation and realization of a training;
- 5) To be able to prepare a successful presentation and training material;
- 6) To acquire relevant presentation skills;

**Total number of participants:** 40

**Number of trainings:** 2 (20 participants each)

**Manner of training:** Two day workshop – total 14 hours of training

**Method:** Presentations, group work, practical exercises, simulation;

**Location of the training events:** Skopje;

**Potential educators:** Experienced educators from the Academy list as well as other experts in this field;

**List of participants:** The Academy keeps records of participants present at the trainings.

**Reference regulations and literature:** Upon educators' choice, foreign reading

## 2) Topic: "TRAINING FOR IT SPECIALISTS AND E-RECORDING"

**Goal of the training:**

- 1) To inform the judicial administration IT staff about the structure, manner of functioning and the main characteristics of ACCMIS, Data Base Manager, basic CISCO training and Check Point administration and the other antivirus platforms;
- 2) To train the potential participants in fast overcoming and resolving of the possible problems that may arise in the day to day ACCMIS operations;
- 3) To be able to recognize the system weaknesses of ACCMIS and to give proposals about its upgrade and improvement;
- 4) To be able to transfer the necessary knowledge to their colleagues in the court where they work, for successful and operative use of this system;

**Total number of participants:** 50

**Number of trainings:** 2 (25 participants each)

**Manner of training:** Two day workshop – total 12 hours of training

**Method:** Presentations, group work, practical work, discussions and questions

**Location of the training events:** Skopje, in the Training Academy for Judges and Public Prosecutors;

**Potential educators:** IT specialists, representatives of the company that is developing the system;

**List of participants:** The Academy keeps records of participants present at the trainings.

**Reference regulations and literature:** IT reading, material prepared by the educators.

### **3) Topic: “TRAINING FOR ACCOUNTANTS AND STAFF RESPONSIBLE FOR THE BUDGET PROCESS”**

#### **Goal of the training:**

- 1) To inform the potential users about the determination, planning and execution of the judicial branch budget;
- 2) To inform these staff about the method of preparation of the annual accounts, recording of the fixed assets, AMBS and the budget circular;
- 3) To improve the cooperation between the budget users, the Court Budget Council and the Ministry of Finance of RM;
- 4) To recognize the most common problems of the realization of the budgets and to propose relevant measures and methods to overcome them;

**Total number of participants:** 60

**Number of trainings:** 3 (20 participants each)

**Manner of training:** One day workshop – total 8 hours of training

**Method:** Presentations, group work, discussions and questions

**Location of the training events:** Skopje, Bitola, Gostivar and Shtip or any other place in each of the four appellate districts in the country;

**Potential educators:** Representatives of the judicial administration who work in the departments for material and finance operations, representatives of the Court Budget Council, representatives of the Ministry of Finance of RM and other experts in the relevant field;

**List of participants:** The Academy keeps records of participants present at the trainings.

**Reference regulations and literature:** The Law on Court Budget, the Law on Judicial Council, the Law on Budgets, the Law on Execution of the Budget of RM, internal act of CBC.

### **4) Topic: “TRAINING FOR THE COURT POLICE”**

#### **Goal of the training:**

- 1) To inform the court police officers about the Rulebook on the operations of the court police;
- 2) To be informed about the methods of security of the court building;
- 3) To be trained in relevant reaction in case of an incident in the court and in case of natural disaster;
- 4) To be familiar with the methods of handling the conflict clients;
- 5) To be familiar with the ethical standards stipulated in the domestic provisions and codes;
- 6) To acquire practical skills in handling weapons;
- 7) To improve the communications with the other court staff in order to improve the security of the court buildings;

**Total number of participants:** 180

**Number of trainings:** 6 (30 participants each)

**Manner of training:** One day seminar – 9 hours of training

**Method:** Presentations, practical work, discussions and questions

**Location of the training events:** Skopje, Bitola, Gostivar, Shtip and the Shooting centers of the Sectors of Interior in these cities;

**Potential educators:** Representatives of the judicial administration, representatives of the Ministry of Justice and of the Ministry of Interior of RM;

**List of participants:** Mandatory obligation of the Academy.

**Reference regulations and literature:** Court Book of Rules, Rulebook on the operations of the court police, Skinner and Harnish materials;

## **5) Topic: “TRAINING FOR THE JUDICIAL COUNCIL OF RM ADMINISTRATIVE OFFICE STAFF”**

**Goal of the training:**

- 1) To inform the staff about the legal framework in the field of material and finance operations of the budget users;
- 2) To be trained about proper keeping of the Register of court employees according to the Law;
- 3) To develop the basic communication skills with the users as well as written communication regarding various writs (complaints and objections);
- 4) To be trained in strict implementation of the Public Procurement Law;

- 5) To acquire the necessary knowledge in the area of labor law and the Law on Labor Relations such as the rights of the judges and of the other staff in the judicial system;
- 6) To be able to prepare budgets financed by international donors as well as from the EU pre-accession funds;

**Total number of participants:** 60

**Number of trainings:** 3 (20 participants each)

**Manner of training:** Two day seminar – 12 hours of training

**Method:** Presentations, group work, discussions and questions

**Location of the training events:** Skopje or any other location in the country;

**Potential educators:** Communications specialists, judges (court spokespersons), other experts in this field;

**List of participants:** Mandatory obligation of the Academy.

**Reference regulations and literature:** Law on Courts, Law on Court Service, Law on Labor Relations, Public Procurement Law, Law on Free Access to Information, Law on Execution of the Budget, Manual for Implementation of the Public Procurements, foreign reading for project preparation and management etc.

## **6) Topic: “TRAINING FOR THE ADMINISTRATIVE COURT OF RM STAFF”**

**Goal of the training:**

- 1) To inform the staff about the legal framework in the field of administrative law;
- 2) To be able for proper application of the Court Book of Rules;
- 3) To develop the basic communication skills, especially telephone communication;
- 4) To be trained in work with ACCMIS;

**Total number of participants:** 50 - 100

**Number of trainings:** 4 (25 participants each)

**Manner of training:** One day seminar – 8 hours of training

**Method:** Presentations, group work, discussions and questions

**Location of the training events:** Skopje;

**Potential educators:** Representatives of the Supreme Court, Administrative Court judges, representatives of the court administration, IT specialists and other experts in the area of administrative law;

**List of participants:** Mandatory obligation of the Academy.

**Reference regulations and literature:** Law on Courts, Law on Court Service, Court Book of Rules, Law on General Administrative Procedure, Law on Administrative Disputes etc.

## **7) Topic: “TRAINING FOR THE COURTROOM TRANSLATORS”**

**Goal of the training:**

- 1) To inform the courtroom translators about the basic legal language and about the meaning of certain phrases which are used in the courtrooms most frequently;
- 2) To be informed about the manner of behavior in the courtroom and about the cooperation with the judge;
- 3) To prepare a dictionary of legal terms, which would be sent to all courts in the country in electronic form;\*

**Total number of participants:** 100

**Number of trainings:** 4 (25 participants each)

**Manner of training:** One day seminars - workshops

**Method:** Presentations, discussions and questions

**Location of the training events:** Skopje, Bitola, Gostivar and Shtip;

**Potential educators:** Representatives of the judicial administration, judges, language experts;

**List of participants:** Mandatory obligation of the Academy.

**Reference regulations and literature:** Upon educators' recommendation;

#### **IV. RISKS**

As possible risks during the implementation of this training program for the three-year period for the employees in the court administration, the following is listed:

- Lack of motivation or interest with the court employees;
- Lack of finances;
- Lack of cooperation or understanding with the court managers (president judges and court secretaries);
- Not sufficient number of experienced and qualified trainers from among the ranks of the court administration

Still, having in mind the positive opinions of the working group members and the support that the program got from the president judges of several courts, as well as the planned specialized program for training of trainers for the court administration, I feel that the biggest obstacle would be the provision of appropriate finances for implementation of this program. That is the reason why the program has been divided into several modules and sub-modules, the time period is extended to three years, so it can be implemented part by part and provides opportunity to obtain financial support from international institutions and donors.

Therefore, we hope that its implementation will start very soon, as soon as the second half of 2010.

# **ANNEX A**



## JUDICIAL REFORM IMPLEMENTATION PROJECT

March 9th, 2010 – this document is restructured on March 29<sup>th</sup> 2010.

### INITIAL AND CONTINUOSE TRAINING AND EDUCATION FOR THE COURT ADMINISTRATION IN MACEDONIA Preparation of a framework program for professional development of the employees in the court administration Training Assessment Needs

#### INTRODUCTION AND GOALS

One of the key driving components to efficient and effective courts is certainly well educated and trained court administration. The education and training of the court administration represents a critical element in the process of court reform in the Republic of Macedonia. In that regard, the legislator had channeled the importance of education of court administration through the following laws:

- ***The law on court budget*** which stipulated that of the total funds allocated to the judicial power, at least 2% have to be allocated for professional development of judges, civil servants, the court police and other employees in the courts (article 4 of the Law). In addition, this intent of the law is corroborated by the provision stipulated in Article 5 of this Law which stipulated that the expenditures of the court budget should also envisage costs for professional development;
- ***The law on court services*** which envisages that every employee of the court services shall have the right to professional development (Article 24 of the Law). In addition, the assessment of a court officer shall be performed on the basis of the information about the results from the work and the personal qualities, having in mind the information about the trainings;
- ***The law on training judges and public prosecutors*** which envisages continuous professional development of court services (Article 2 of the Law) as an objective of the Academy. The law also determines a concrete activity in the context of fulfilling the goal, organization and implementation of the training for court services (Article 6 of the Law), which should be implemented through preparation and implementation of special programs (Article 45 of the Law) approved by the Management Board of the Academy.

Therefore, it is clear that the court administration has the right, but also an obligation to continuous education and training.

The initial framework program for training of the court administration has been developed by the Academy for the period from 2007 to 2009. Because of insufficient capacities, both human and financial, the Academy was not able to implement the Program in full.

Currently the Academy is in the process of preparing a new program for training of the court administration for the period from 2010 to 2012. JRIP supports the preparation of the framework program for professional development of the employees in the court administration by providing expertise from its legal experts, one external and one local expert and by evaluating the needs for training of the court administration.

The materials from the need evaluation shall be submitted to the working group formed by the Academy. The objective of this working group shall be to work with the support of the consultant and develop a continuous, flexible, realistic framework program for professional development of the employees in the court administration.

The purpose of the prepared program is to raise the level of training, both from a quantitative (including more profiles in the court) as well as qualitative (expanding and improving the contents of the courses) points of view, to remove the ad hoc, discontinuous approach to implementing trainings, and to impose a sustainable feature. At the same time, a link would have to be established between the existing knowledge, capabilities, skills and needs of courts now and in the future. In addition, the capacities of the human resources in the judiciary shall be strengthened in order to encourage creative thinking in the process of finding solutions to more effectively complete the tasks which have increased in scope with the introduction of this new legislation.

## **PHASE 1. PROCESS OF EVALUATION OF TRAINING NEEDS**

To prepare a continuous, flexible, realistic program for training of the court administration is a great challenge.

It was seen that in order to determine the actual training needs of the users, categorized in different profiles and instances, it is necessary to implement an need evaluation using a questionnaire, written exchange of information, and discussion about topics related to the training needs which the court administration staff would like to emphasize.

The methodology for determining the needs in the area of education and training of court administration was approved by the participants in the Working Group on the meeting held on the 11<sup>th</sup> of January 2010 in the offices of the Training Academy for Judges and Public Prosecutors.

**Instruments for collecting information.** The questionnaire (Annex 1) was selected as the most appropriate instrument for determining the training needs. This instrument will easily provide clear information of importance for the implementation of the goals set forth from the very beginning of the program preparation process, information from a multitude of people, in a relatively easy and not very expensive way. The discussion method was selected as an additional investigation module, because this instrument will provide for opportunities to clarify some of the issues raised in the questionnaire, and also provide the respondents an opportunity to freely express and share their thoughts thus enriching the contents in the Program.

**Analyzed persons.** The working group formed at the Academy took into account the total number of staff in the court administration and decides that an analysis of 10 percent of the total number of employees in the court administration (about 150 people) would provide sufficient information about the training needs related to the court administration. The following criteria were considered to determine which people would be analyzed: inclusion of employees in the court administration from all courts of the Republic of Macedonia, from all levels,

representatives of different profile groups of employees, and appropriate (numerical) representation of every court proportional to the number of employees in each of the courts. The list was prepared by the representatives of the Association of Court Administration of the Republic of Macedonia, members of the Working Group. This list included 148 people representing various profiles, courts and instances (Annex 2).

In return, USAID's Judicial Reform Implementation Project, during the scheduled roundtables in every appellate region, received information, from the questionnaire, from about 121 respondents. A total of 108 people, employed in the court administration were present and gave their contribution towards the determination of the training needs during the five organized roundtables.

**Questionnaire.** The development of the questionnaire was related to its objective, i.e. to use it as an instrument which will offer various types of information closely related to the training.

The questionnaire was presented at the Working Group on January 11<sup>th</sup>, approved by it on January 15<sup>th</sup> (annex no.1), and distributed to the respondents since January 22<sup>nd</sup> 2010. The filled in questionnaires were submitted by the respondents at the meetings where it was discussed about the training need of the Court administration.

For the purpose of facilitating the analysis of the entered data from the respondents, the expert and the working group, the Judicial Reform Implementation Project entered the data in Excel (Annex 3).

The Summarized overview of the data received through the questionnaire together with the connection such as:

1. What is your current position in the court?, Are you newly employed or you have a longer working experience in the court?, and, what type of training should be given the priority?,
2. What is your current position in the court?, How do you perform your work?, and, in order to perform your current work: What kind of training do you need (should it be on the job training or a formal one) so that you can competently perform your work?;
3. In which unit do you work? And in order to perform your current work: What kind of training do you still need? (Should it be on the job training or a formal one) so that you can competently perform your work?

Given as annex to this report (Annex 3)

Based on the summarized data given in annex 3, the initial general directions and aspects for defining within the program itself could be drawn.

We would point out the following key data:

**Structure of the respondents, according to the years of working experience in the court and their training needs:**

- Structure of the respondents, according to the years of working experience in the court, points out to the various needs of the newly employed and more experienced employees in the Court Administration of RM.

**Need for orientation (induction training) for the newly employed personnel and training organized continuously.**

- There is an undoubtable need of the employees, in different profiles, in the courts for introduction of regular induction training for the newly employed court officers (88% of the respondents). Regardless of the years of experience and type of the working post, the determination of the respondents is undoubtable that induction training is needed for the newly employed and generally speaking, the training should be continuously conducted for all.
- 78% of the respondents believe that priority should be given to the continuous, rather than induction, type of training.

**Creation of programs for training of the court employees in accordance with their working tasks defined in the systematization of the courts:**

- The current duties and working tasks of the court employees are clearly defined within the working posts and systematizations. Regardless of the working experience, the employees are familiarized in detail about their duties and they have a clear idea about their place in the institution where they do their work. Insignificant is the number of employees who believe that in practice they are assigned with additional duties which are not foreseen for that working post. Most of them mention that they perform their working tasks for a one level higher positions and their professional status is for a lower working position.

**Internal and external communication and cooperation**

- More than 1/2 of the respondents work in a team, more than 1/3 of the respondents work autonomously 84% of the respondents point out that the execution of the given tasks imposes them to cooperate and communicate with other persons (colleagues, clients).
- 67% of the respondents think that there is a moderate autonomy during the execution of the working tasks and making adequate decisions (53% of the respondents have a working experience of more than 5 years) it could be concluded that the experience considerably contributes towards certain autonomy in terms of making decisions regardless of the position in the hierarchy of the organizational structure.

**Mandatory character of the training for the court administration**

- 86% of the respondents think that the training of the court administration should be mandatory without any doubt.

**Conducted trainings and inclusion in the Court Administration**

- More than 1/3 or 48 respondents did not attend training in the past 5 years in RM at all.
- The largest number of the respondents stated that they attended trainings organized by the Training Academy for Judges and Public Prosecutors, the Association of Judges of RM or by USAID.
- 72% of the respondents never attended a training abroad.

**Knowledge transfer**

- The respondents share the opinion that practical training combined with discussions (sharing of experiences) is the most adequate one for their needs. The Study visits so that they can get familiarized with different practices and experiences are also subject of their interest.

### **Location for organizing trainings**

- Regarding the location where they would like trainings to be organized, the opinions are divided, but significant part of the respondents prefers that the training is organized on the level of an appellate region.

### **Knowledge of foreign languages**

- More than half of the respondents stated that they can speak a foreign language. Five out of seven administrators speak a foreign language. The Technical Secretaries of the Presidents did not fill in this question.

### **Duration of training**

- The duration of the trainings that the respondents attended so far is identical with their opinion in terms of the fact how long should trainings really last (up to/around two days).

### **Topics for the trainings**

- ACMIS Training and implementation of the current (process and substantial) legislation are most frequently selected options by the respondents.
- The court administrators agree on the need for training from the area of finances and budget, management of the court and court cases, the implementation of the current legislation (this points to their willingness for professional development bearing in mind that they are the basics for the Legal Assistants who want to become judges – see answer to question 27, public procurement, communication skills and of course ACMIS).
- The remaining management structures in the courts need training in ACMIS, ethics, communication skills, Court Book of Rules and management of the court and the court cases.
- The category of vocational clerks basically needs professional development from the area of the current process and substantial legislation (civil, penalty, administrative, misdemeanor), but the interest is also directed towards ACMIS and communications.
- The intake officers chose ACMIS, the court book of rules, and court cases management.
- The typists are almost unanimous in the determination to be trained in ACMIS, as well as communication skills.
- The Judicial Police needs training in shooting, procedures for transporting a prisoner, relations with the public/users of court services (see the report about the field visits with the employees and JRIP).
- The Accountants need trainings about ABMS and the novelties in the regulations about material financial work, the Court Book of Rules and generally about the Budget and finances.

### **Trainers**

- Most of the respondents prefer a trainer to be an employee in the court administration. The willingness for familiarization of other experiences and practices is recognized in the second most frequent response – the international experts as trainers.
- Over 2/3 of the respondents do not have prior experience as trainers (78 answers), but still 1/3 of them would like to become that.

### **Possible risks for successful implementation of the education of the judicial personnel**

- The respondents believe that the insufficient interest and motivation poses the largest risk for successful implementation of the education of the judicial personnel.

### **Membership in the Association of Court Administration:**

- 72% of the respondents stated that they are members of the Association of Court Administration.

We would emphasize that, due to the number of members and the expertise involved through it, the Association of Court administration of RM was asked to submit their views on various topics related to the Court Administration. Their views are also part of this document.

The association of Court administration using the questionnaire as a guideline for Training needs assessment, pointed out the following key standpoints:

- **Type of training:** the need for induction trainings for the newly employed is emphasized, as well as the continuous training regarding all professions in the court administration. The training should be practical and organized and lead through discussions and study visits.
- **Location:** Different Appellate Regions/cities in Macedonia
- **Should the training for the court administration be mandatory or voluntary?**  
The training for all the structures of the court administration should be mandatory and continuous. Bearing in mind the possibilities of the Academy, the training should be given a mandatory character in two phases:
  - In the first phase it should be started with mandatory training for the judicial Assistants and Advisors, so that the classes which were determined as mandatory in the course of one calendar year to be recognized as realized mandatory classes. After the realization of the previously determined quantum of classes acquired in the Academy, to get a certificate with which they could apply for a vacancy announcement for a position of a judge, i.e., to be in the same position as the candidates who attended the academy.
  - For the other categories of court employees, the training should be optional in the beginning, i.e., not to have a mandatory character. Trainings to be organized for each category of employees.
  - In the second phase the trainings for these categories as well, to be of a mandatory character. The mandatory character of the trainings is a prerequisite for professional and competent administration. The proposal according to which the mandatory training should be in two phases emerges because we believe that the Academy could not be able in the beginning to organize mandatory training for all the employees. Therefore we propose the training to be conducted in two phases. However, if the Academy has the possibility it should conduct a training program with a different character for all categories of the Court Administration.
- **Proposed topics for training of different professions in the court administration for the period 2010-12:**
  - Court Administrators: Free Access to the public information, personal data protection, ACMIS and ABMS;
  - Accountants: Budgetary Circular, annual accounts, Fixed Assets records, ABMS;
  - Public Procurement Committee: Law on public procurement, enforcement of procedures;
  - Administrative technical officers: Communication with clients, public relations, ACMIS;
  - Expediter: Way of delivery, in accordance with the Law on Civil procedure and the Law on Criminal Procedure;
  - IT persons: Anonimisation and web page;
  - Officers in charge of drafting reports: Designing of reports, harmonization of the reports on the level of all courts in RM and the way in which they are designed;
  - Legal Assistants: drafting of decisions, the Legal Assistants to participate in all trainings organized for the judges, but the same topics to be organized only for for the legal assistants;

Judicial Police: way of securing the court building, taking action in case of an incident in the courts, training in handling of weapons;

Archive: archiving marks, way of archiving and deadlines for withdrawing of the archived cases;

Association Members: law on Judicial Council, the Court Book of Rules, studying English language, human resources, which foundation finances what and which projects can be designed by the Association, International cooperation.

- **Study visits abroad in the past 5 years**: generally no.
- **Attending trainings in Macedonia**: generally yes
- **Training organiser**: most often USAID.
- **Most adequate duration of the training**: 2-3 days.
- **Trainers**: judges/prosecutors/lawyers, experienced personnel from the court administration, local experts, international experts. The Association of Court Administration as a form of joint action of the court service has members who have certificate for educators and they could successfully be engaged as educators on topics that refer to the court service. The Association also has reknown members as experts in their area of responsibility. We believe that these members, although they do not have a certificate to be educators, would be successful educators.

**Discussions on the topic “Training of the court administration – experiences and future needs”** as an instrument to additionally collect information about a particular topic, were held on 5 occasions, as follows:

- For the court administration for the appellate region of Shtip on the Appellate Court in Shtip;
- For the court administration for the appellate region of Skopje in the Academy;
- For the court administration for the appellate region of Bitola in the Basic Court in Bitola;
- For the court administration for the appellate region of Gostivar in the Basic Court in Gostivar;
- For the court administration of the Administrative Court in the Administrative Court.

During the sessions, in order to be more efficient, the presentation of the standpoints was organized in groups of representatives of the court administration staff. In annex 5 there are remarks from each of the reported respondents that presented their opinion regarding topics connected to the training for the court administration. This document, in order to avoid repetition, gives a clear, concise, summarized overview, per working post, of what was pointed out during the discussions.

#### Court Administrator:

The court administrators attending the meeting organized for the appellate region of Bitola pointed out few **areas/training topics crucial for all the employees in the courts**: ethics, communications (internal and external), time management, trainings from the area of Information technology (induction computer trainings, continuous and advanced trainings for using applications used in the Judiciary, Word, Excel, Power Point). The list of trainings for all the employees from the court administration was complemented by the members from the Association of Court Administration with Foreign Language Training.

**Suggestions regarding the materials and location for organizing the training**: It is suggested to the Academy that the designed Training Calendar to be sent previously so that each of the planned participants could plan the regular duties in the courts respectively. It is

recommended, for the purpose of saving the resources, the trainings to be organized on a level of appellate regions.

- 1. Areas of training:** There is a need for training on the ABMS.  
**Type of training:** Practical and on the job.
- 2. Areas of training:** The Basic Court Struga court administrator emphasized the need for continued education in areas, topics in the field of court management which will enable to promote the knowledge, skills and capabilities of the court administrators. As current he cited the following: possibilities for preparing reports in ACMIS, implementation of the Court Rules of Procedures amendments, ethics, communication (internal and external), preparation of the Budget circular, implementation of the current legislation and other topics for improvement of the court management skills.
- 3. Areas of training:** The court administrator of the Appellate Court Bitola emphasized the need for organization of a training in strategy development for efficient use of the court personnel, as well as the need for training of the persons in this job in budget activities (more specifically: preparation of a budget circular).

#### Judicial Assistants:

Information technology (basic and specialized from the aspect of continued education for ACMIS), calculation of penalty interest, practical training from the aspect of implementation of new legislation, communication with the judge they are assigned to; ethics, preparing decisions in the privatization area, Work in ACMIS (modules compatible to the working tasks in this position), making the court decisions anonymous, English language, communication skills (the business communication and communication with clients were emphasized), practical courtroom training – role play, training related to the new regulations..

The need for greater involvement of the legal assistants in topics/trainings organized for the judges, but it is also pointed out to the negative practice that the legal assistants are included in the trainings for a specific topic together with the judges only in case if the number of judges, participants at the training does not fulfill the possible number of participants in the training.

**Materials for continuous education:** The electronic access to the Official Gazette website will contribute for improvement of the efficiency of the work of this post since the use of the fast search tool provided in the website will enable fast finding of the necessary legal regulations. The regular distribution of opinions and decisions by the higher instances, mostly the Supreme Court, would improve the efficiency of the operations.

The participants in the meeting pointed out that due to the work type of this post, scheduled hearings, the judicial assistants are not in a position to participate in all trainings organized by the Academy and they proposed that the training materials are sent to the absent since they can be useful for them.

**Type of training:** The trainings should be practical and the educators should present practical experiences related to the area/topic.

**Need for initial/continuous training/ mandatory training:** The need for beginner training level is emphasized. Additionally, it is necessary to organize advanced level of continued training which will include practical training in the area of legal regulations implementation. The need for obligatory, continued, specialized and practical training for this post is emphasized.

**Location for organizing the trainings:** In order to save the resources, it was proposed to organize the trainings at appellate area level.

**Educators:** Improvement of the quality of the educators in the Academy is required

Registry clerks / Intake Officers:

- 1. Areas of Training:** Information technology – advanced and continuous training on ACMIS (more specific: minutes taking, admittance, movement, distribution of cases in ACMIS, preparing statistical reports in ACMIS), meetings related to specific issues for the purpose of unification of the practices, communication with clients (it was suggested to pay special attention to this topic in newly employed) organization of training for implementation of the Court Rules of Procedures is emphasized.

It is pointed out, at each of the meetings, that the advanced level of training covers more the issue of unification of the practices.

The employees from the Supreme Court of RM, by submitting a written request through a representative from the Court service of this court who attended at the meeting, pointed out to the need of additional training in regards to ACMIS. The need of such type of training was confirmed by all attendees (see annex 6).

**Type of trainings:** training through a practical example directly in the ACMIS Application itself (on the working post of the employee).

**Need for induction training/continuous training/mandatory training:** the need for mandatory, continuous, specialized and practical training for this working post is emphasized.

The need for specially created training for the new staff in the court regardless on their post (general part) and specialized practical field training is emphasized. The need for continued instead of ad hoc training is emphasized.

It is pointed out to the need of specially created training for the newly employed persons, suggesting that the organization of the training is conducted in two parts: (1) general part (part that would cover ethics, communication with clients, with the experienced court employees), specialized part (part that would cover, case flow, parts related to the work of this working post from the Court Book of Rules).

**Educators:** it is recommended that trainers in these trainings to be experienced employees from the court service. Quality of the educators appointed for ACMIS is required. They should be selected by the court according to their competence in regards to the issue. It is proposed that a person from the Academy to be trained so that the ACMIS Training would be conducted through the Academy – the training to be institutionalized.

Judicial Police:

**Areas of training:** It was pointed out that the court police for the appellate region Shtip have not had any training before. It was pointed out that these employees need specialized practical training in the following areas: shooting, procedures for transporting a prisoner, relations with the public/users of court services, Maintaining of weapons, training on implementing practices in cases of natural disasters, practical implementation of practices in cases of a bomb threat, use of weapons, use of security equipment, foreign language.

**Need for induction/continuous training/mandatory/practical training:** The need for obligatory, continued, specialized and practical training is emphasized.

**Materials for initial education:** Rulebook for performing of the work (it would cover the standards and principles in the work of the Judicial Police, however it is pointed out that such rulebook has not been drafted).

Archive Officers:

**Area of Training:** Implementation of the regulations in the field of archiving.

**Type of Training:** It is recommended that the training should be practical and specialized for the concrete position.

**Educators:** Representatives of the archive office of the Republic of Macedonia

**Participants in the training:** All members of the Commission for archiving in the court (not only the archive officer)

Staff involved the financial activities of the court:

**Areas of Training:** It is pointed out that the training should cover the moment of practice unification; monitor the trend of changes imposed by the Public Revenue Office; training for gross salary calculation; annual accounts, IT applications relevant in this field, The Appellate Court Bitola employee asks for specific training in modules: Fixed assets and material activities in ABMS.

**Need for induction/continuous training/mandatory/practical training:** The employee of the Basic Court Resen emphasized the need for beginner training level. Additionally, it is necessary to organize advanced level of continued education that will include practical training for the existing IT applications relevant in this area. It is recommended to initiate/continue the practice: field training since it is most appropriate for introduction and continued work with the applications implemented in the judiciary.

**Educators:** The Basic Court Skopje 2 staff emphasize that it is key that only expert and experienced persons, practitioners in the area are educators. They can transfer the current practice, trends and provide relevant directions which will contribute for unification of the work of the persons that cover this area of the court operations. The staff has pointed out the need to identify and assign persons from the Court Budget Council, the Public Revenue Office and the Pension and Disability Fund for educators.

**Materials for continued education:** The magazine/issue of Macedonia Biro will contribute for increase of the efficiency of the operations in this position. This magazine shows and explains the new regulations, calculation methods, trends....

IT Persons:

- 1. Areas of training:** The Supreme Court of RM staff through a written request submitted by a court staff representative have emphasized the following training needs: training in operation systems; database manager; basic CISCO training; training for administration of Domino/Lotus Notes, Check Point administration, court websites administration and the part of the Supreme Court website (Annex 7), Work with ACMIS (modules compatible with the work tasks in this position).
- 2. Need for induction/continuous training/mandatory/practical training:** The need for obligatory and advanced, continued, specialized and practical training for this post is emphasized.

Translators:

**Areas of Training:** including the translators in the trainings in ethics and to preparation of a specialized training for this position: courtroom behavior.

**Type of training/ Materials for initial education:** In order to save resources, it was proposed to realize the training in this phase through preparation of material, dictionary/glossary of all terms used in the Macedonian procedures, in electronic form and to send it to all translators to help the specialization of this judicial staff, improve their efficiency and unification of their work.

Typists:

**Areas of training:** Special attention on the trainings should be paid to the following topics: publication and making the decision anonymous, preparing ACMIS forms.

Expediter:

1. **Areas of training:** Practical training in the amendments of the Law on Criminal Procedure and Civil Procedure Law in the area of work of the court expeditors.

The respondents, attending the discussion held on February 11, 2010 in the **Administrative Court** emphasized the special character of this court and directed to the need of additional training related to the regulation applied in this court: The Law on general administrative procedure, the law on administrative cases, the Law on courts and the Law on Court Service, the Court book of rules. The need was underlined that educators in this case when the education is related to issues from this court to be representatives from the Supreme Court of RM.

In addition, they pointed out the following attitudes:

Intake officers:

1. **Areas of training:** Information technology – ACMIS (more specific: all ACMIS modules compatible with the tasks in this job), telephone communication.

Judicial assistants:

2. **Areas of training:** The same education areas/topics as the judges in this court.

Due to the specific features of the field of work the Administrative Office of Judicial Council gave its own views related to the training of the court administration underlying the specific topics for training of staff in this body. The content of the submitted document is an integral part of this document.

Proposed training topics

1. Trainings for access to funds or donors planned for reforms in the judiciary;
2. Project management training;
3. Training for implementation of the Law for public procurement;
4. Training for implementation of the laws from the field of material-financial operations of the budget users;
5. Training from the field of labor law (rights of judges, rights of employees);
6. Training on management with the Registry of court employees in accordance with the law;
7. Trainings on topics that will emerge from the legal changes and which pertain in the competence and the operations of the administrative office of the Judicial Council – Court Budget Council;
8. Communication training with users on the implementation of the Law for free access to information of public character, transparency and public relations;
9. Training on management, leadership, communication, coordination, dealing with conflicts and similar for the leadership in the judiciary;
10. Acting upon complaints and filings and confidential cases;
11. Exchange of experience and practical training through study visits.

# **ANNEX 1**



**JUDICIAL REFORM  
IMPLEMENTATION PROJECT**



**РЕПУБЛИКА МАКЕДОНИЈА  
Академија за обука на судии и јавни  
обвинители**

**ANNEX 1 - QUESTIONNAIRE**

**TRAINING NEEDS ASSESSMENT QUESTIONNAIRE**

*Please take a few minutes to answer this questioner. Your answers will help the efforts of the Judicial Training Academy to meet your professional interest and real needs, and to design a continuous educational program for the court administration.*

**GENERAL**

**4. Sex**  
Please circle.

- Male
- Female

**5. Educational degree**  
Please circle.

- University
- High School

**6. Are you a new employee or a long-standing employee of the court?**

- 0-3 years
- 3-5 years
- 5-10 years
- Over 10 years

**7. Are you a Court administration association member?**  
Please circle.

- Yes
- No

## CURRENT DUTIES CONFIRMATION

### 8. What is your current position in the court?

(Leading court employees):

- Court Administrator
- Head of department
- Head of unit
  - 2. (Professional court employees)
- Senior court advisor
- Senior court associate
- Court associate
- Court assistant.
  - 3. (Administrative- technical court employees)
- Independent court clerk
  - a) (head of intake office, reception and delivery of mail
  - b) technical secretary of the president judge,
  - c) coordinator of the typists office,
  - d) accountant)
- Senior court clerk
  - a) Cashier,
  - b) archivist,
  - c) intake office clerk,
  - d) house keeper person
- Court clerk (typists)
- Junior court clerk (couriers).
  - 4. (Court police)
  - Commander of the court police,
  - Coordinator of court police
  - Deputy Commander
  - Court policeman
  - 5. (Technical Office)
  - Maintenance Person,
  - Driver,
  - Switchboard Operator,
  - Janitor

### 9. How long have you been performing this specific task?

- 0-3 years

- 3-5 years
- 5-10 years
- Over 10 years

10. Name your previous positions and assignments.

---



---



---

11. In which department you are working?

- Criminal
- Misdemeanor
- Enforcement of sanctions
- Minors- criminal
- Organized crime
- Investigation
- Civil
- Non- trial
- Commercial disputes
- Labour disputes
- Bankruptcy and liquation
- Payment orders
- Enforcement
- Administrative disputes
- Court management

a) Other, specify \_\_\_\_\_.

12. Do you have a duty statement for your job (within systematization)?

---

13. Is your job accurately described in your duty statement?

- Yes
- No

14. If no, what extra duties do you perform that need to be added to your duty statement?

---

---

---

---

**15. What duties are no longer in your duty statement and can be deleted?**

---

---

---

---

**JOB ANALYSIS**

**16. Describe the tasks you regularly perform that are critical to carrying out your job effectively?**

---

---

---

---

**17. How do you work?  
Please circle.**

- alone
- part of team
- other (specify)

**18. To what extent does your job require you to work closely with other people, such as customers, clients or people in your own court? Please circle.  
Please circle.**

- very little
- moderately
- a lot

**19. How much autonomy is there in your job, i.e. to what extent do you decide how to proceed with your work? Please circle.**

- very little
- moderately
- a lot

**20. How much variety is there in your job, i.e. to what extent do you do different things at work, using several skills and talents? Please circle.**

- very little
- moderately
- a lot

## **TRAINING NEEDS**

**21. Do you feel that new employees' orientation is needed?**

- Yes
- No

**22. What kind of training should be a priority?**

- Initial
- Continuous

**23. What kind of training do you prefer?**

**Please check, if appropriate, more than one answer.**

- Theoretical (lectures)
- Practical (court practice)
- Discussions
- Study visits
- Other, \_\_\_\_\_

**24. Where do you prefer the training to be organized?**

- In Skopje
- In your court appellate court region

- In different appellate court regions/cities in Macedonia
- Abroad
- Other, \_\_\_\_\_

**25. Do you speak any foreign language? (If Yes, which one?)**

---

**26. In your opinion the court administration training should be voluntary or mandatory?**

---

**27. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?**

1. Ethics
2. Case management
3. Court management
4. Information technology
  - ACCMIS
  - ABMS
  - other applications
5. Communication skills
6. Finance and budgeting
7. Legislation
  - Criminal
  - Civil
  - Misdemeanor
  - Administrative
  - Book of Proceedings
  - Other sub-regulations
  - Other, please specify \_\_\_\_\_.

Please, specify the subareas of the abovementioned areas in which training is needed:

---



---



---

**28. To perform other jobs in the court: What other roles in the court would you be interested in doing if a vacancy became available (e.g. transfer to another section, higher position etc)?**

---

---

---

**29. To perform other jobs in the court: What training or experience would be required?**

---

---

---

**30. What are your career aspirations?**

---

---

---

**31. What training or development do you need to help make this happen?**

---

---

---

**32. My greatest concern about education of the court personnel is:**

---

---

---

#### **RECOGNITION OF PRIOR TRAINING**

**33. Did you have any training abroad during the last 5 years? If yes, specify where.**

---

---

---

**34. Did you have any training in Macedonia during the last 5 years?**

- Yes

- No

**35. Who was the organizer of the training?**

---

\_\_\_\_\_.

**36. How long was your last training?**

- 1-2 days
- 3-5 days
- 6-10 days
- More days

**37. What is the best length for training?**

- 1 day
- days
- days
- days
- Other, how long\_\_\_\_\_.

**38. You prefer the trainers to be:**

- Judges/Prosecutors/Attorneys
- Experienced court administration staff
- University professors/teachers
- Officials from the ministries/civil servants
- Local experts
- International experts
- Other, \_\_\_\_\_.

**39. Do you have any previous experience as a trainer/lecturer? If yes, in which areas?**

---

---

---

**40. Are you willing to take a class to learn and teach other court staff? If yes, in which areas?**

---

---

---

**THANK YOU!**

# **ANNEX 2**

**ANNEX 2 – LIST OF RESPONDERS**

No.	Court	Number of court officers	Title – working position	Total
1.	<b>Basic Court Berovo</b>	3	Court officers - typists	3
2.	<b>Basic Court Bitola</b>	3 3	Judicial associates Court police	6
3.	<b>Apellate Court Bitola</b>	1 1 4	Court Administrator Autonomous court officer – accountant Judicial Assistant	6
4.	<b>Basic Court Veles</b>	2 3	Court Assistant Senior Court Officer – clerk in the intake office	5
5.	<b>Basic Court Valandovo</b>	1 1	Archiving clerk, Archiving Officer, facility manager, Court police	2
6.	<b>Basic Court Vinica</b>	2	Judicial Assistant	2
7.	<b>Basic Court Gevgelija</b>	1 2 1	Court administrator Court Police Driver	4
8.	<b>Basic Court Gostivar</b>	2 2	Autonomous court officer – Head of an intake office Junior Court Officer – Expediter	4
9.	<b>Basic Court</b>	2	Assistant junior court officer –	3

	<b>Debar</b>	1	Expediter Autonomous court officer - accountant	
10.	<b>Basic Court Delcevo</b>	1 1	Court officer. - typist Judicial Assistant	2
11.	<b>Basic Court Kavadarci</b>	1 1 1	Senior court officer – Archiving clerk Judicial Assistant Autonomous court officer – Head of an intake office	3
12.	<b>Basic Court Kicevo</b>	1 2	Autonomous court officer – Head of an intake office Court officer - typists	3
13.	<b>Basic Court Kocani</b>	1 2	Senior court officer – intake officer Junior court officer – Expediter	3
14.	<b>Basic Court Kratovo</b>	2	Court officer - typist	2
15.	<b>Basic Court Kriva Palanka</b>	1 1	Court administrator Senior court officer – intake officer	2
16.	<b>Basic Court Krusevo</b>	2	Autonomous court officer – Head of a intake office	2
17.	<b>Basic Court Kumanovo</b>	1 3 2	Senior court officer – facility manager Court officer - typist Court Police	6
18.	<b>Basic Court Negotino</b>	2	Judicial Assistant	2
19.	<b>Basic Court</b>	2	Judicial Assistants	5

	<b>Ohrid</b>	2 1	Court assistants Judicial Assistant - translator	
20.	<b>Basic Court Prilep</b>	1 2 2	Court administrator Judicial Assistant Senior Court Officer – Intake officer	5
21.	<b>Basic Court Radovis</b>	3	Junior Court Officer – Expediter	3
22.	<b>Basic Court Resen</b>	2	Autonomous court officer – head of Intake office	2
23.	<b>Basic Court Sveti Nikole</b>	2	Court Officer - Typist	2
24.	<b>Basic Court Skopje 1</b>	1 3 1 2 3	Head of Intake Office Court Officer – Typist Senior Court Officer – facility manager Court Police Junior court officer – Expediter	10
25.	<b>Basic Court Skopje 2</b>	3 3 2 2	Judicial Assistant Court Officer – Typist Autonomous court officer – Head of an intake office Senior court Officer – Head of an intake office Senior court officer - cashier	10
26.	<b>Basic Court Struga</b>	1 1 1	Court administrator Judicial Assistant – translator Autonomous court officer – Accountant	5

		2	Judicial Assistant	
27.	<b>Basic Court Strumica</b>	1 3 2	Autonomous court officer - Technical secretary of the president - Senior court officer – intake officer - Court police	6
28.	<b>Basic Court Tetovo</b>	1 3 2	Senior Court officer – Archiving clerk Senior court officer – intake officer Court Police	6
29.	<b>Basic Court Stip</b>	1 3 2	Senior Court officer – Archiving clerk Senior court officer – intake officer Court Police	6
30.	<b>Appellate Court Stip</b>	1 2 2 2	Court Administrator Judicial Assistant Autonomous court officer – Head of intake office Junior court officer – Expediter	7
31.	<b>Appellate Court Skopje</b>	2 2 2 1	Judicial Assistant Court officer – typist Junior court officer – Expediter Senior court officer - Cashier	7
32.	<b>Appellate Court Gostivar</b>	1 2 2	Court administrator Senior Court Officer – Intake officer Court officer – typist	5

33.	<b>Supreme Court</b>	1 3 1 1	Court Administrator  Advisors  Autonomous court officer – technical secretary to the president  Driver	6
34.	<b>Administrative Court</b>	1 3 1 1	Court Administrator  Advisor  Autonomous Court Officer – technical Secretary to the president  Driver	6

# **ANNEX 3**

March 9th, 2010 – this document is restructured on March 29<sup>th</sup> 2010.

**INITIAL AND CONTINUOSE TRAINING AND EDUCATION  
FOR THE COURT ADMINISTRATION IN MACEDONIA**  
**Preparation of a framework program for professional development of the  
employees in the court administration**

**ANNEX 3**  
**Survey Instrument**  
**Questionnaire on determining the training needs**  
**Summarized overview**  
**Designing, summarized overview of feedback information, key needs -**

The questionnaire (Annex 1) was chosen as a most appropriate instrument for determining of the training needs in accordance with what was assessed that in this way one could get clear and detailed data important for the realization of the objectives set from the very beginning of designing of the program, data from a large number of persons, in a relatively easy and not so expensive manner. The discussion was chosen as an additional module for the survey considering the fact that through direct contact it could be explained, if it is not sufficiently clear, some of the questions entered in the questionnaire, but the respondents are given the possibility to freely point out and share their thoughts and experiences, which would help as an information to the process as well as enriched the contents of the program.

**Questionnaire:** The development of the questionnaire was related to its objective, i.e. to use it as an instrument which will offer various types of information closely related to the training. The groups and questions in each of the groups were prepared in such a way so that a review of the responses could provide the answers to the following questions:

- Whether, for certain position, the systematization acts reflect the realistic picture of the daily workload for that position or does the person require additional training so that he/she can perform other tasks;
- Whether there is a need of progressing in the service and what position can this promotion lead to, so that the specific profile can be prepared by receiving proper training and education;
- What type of knowledge and experience are available, in order to determine how many different levels (from the point of view of content and type of training) of training are required for a specific profile,
- Provide a clear picture of the daily task of particular employees, which could then be linked to specific training for these types of employees;
- Receive feedback about whether initial and/or continuous training is required;
- Receive feedback about the need to make the court administration training mandatory;
- What specific topics and areas do the employees themselves think they need training in,
- What kind of training and education have the people had thus far, what kind of topics had they covered, and is there a need for repeating any such training with updated information for everyone within a particular profile, or for some of the people which have not had such training, or is there a need to further develop the training in order to correspond to the relevant working experience of a particular court administration employee;

- About the quality and the type of educators in order to achieve the highest quality of training
- Are they ready to train, etc.

The 37 questions in the questionnaire were subdivided into the following areas:

- General information;
- Present duties;
- Analysis of the working position;
- Skills required to perform the present duties related to the working position;
- Skills required to perform other roles in the organization;
- Future aspirations in the carrier;
- Previous training;
- Required areas of training and education.

As it can be seen, the Judicial Reform Implementation Project, when preparing the questionnaire did not want only to receive again the training topics, but also, taking into account the need of a comprehensive approach in the preparation of the program, proposed a questionnaire which would substantively enrich the Program itself. In addition, the questionnaire contained precisely conceived questions, partly closed questions (where the candidate is required to select an answer from a predetermined set of answers), partly open questions (where the candidate is required to respond to the question as he/she sees fit) or if necessary a combination of both types of questions.

The questionnaire was presented to the working group of the 11<sup>th</sup> of January, it was approved by the working group on the 15<sup>th</sup> of January (attachment 1), and was distributed to the respondents on the 22<sup>nd</sup> of January 2010. The filled questionnaires were submitted by the respondents at the discussion meetings about the training needs of the court administration.

In order for the expert and the working group to be able to fully analyze the information, the Judicial Reform Implementation Project entered the data in excel spreadsheets (attachment 2). Additionally the Project prepared a short overview, analysis, or the data (as follows).

1. Sex		Male	45
		Female	76
2. Education degree		University	61
		High School	60
3. Are you a new employee or a long-standing employee of the court?		0-3 years	21
		3-5 years	14
		5-10 years	12
		Over 10 years	74
4. Are you a Court administration association member?		Yes	87
		No	32
		NA	2
5. What is your current position in the court?	Leading court employees:	Court Administrator	7

	Head of department	3	
	Head of unit	1	
	Other	7	
Professional court employees	Senior court advisor	1	
	Senior court associate	2	
	Court associate	28	
	Court assistant	3	
Administrative-technical court employees	Independent court clerk	head of intake office, reception and delivery of mail	5
		technical secretary of the president judge	4
		coordinator of the typists office	1
		accountant	3
	Senior Court Clerk	Cahier	1
		Archivist	
		Intake office clerk	15
		House keeper	1
	Court clerk typist	15	
	Junior Court Clerks (couriers)	11	
	Court police	Commander of the court police	3
		Coordinator of the court police	3
Deputy Commander			
Court police member			
Technical office	Maintenance person		
	Driver	1	
	Switchboard operator		
	Janitor		
6. How long have you been performing this specific task?			
	0-3 years	37	
	3-5 years	20	
	5-10 years	27	
	Over 10 years	37	
7. Name your previous positions and assignments.			
8. In which department you are working?			
	Cashier	1	
	all departments	5	

	typist office	1
	courier	2
	enforcement	5
	enforcement of sanctions	1
	enforcement of sanctions, enforcement	1
	Criminal	8
	criminal enforcement of sanctions	1
	criminal, misdemeanor	6
	criminal, misdemeanor, non trial	1
	criminal, misdemeanor, non trial, civil, court administration	1
	criminal, misdemeanor, civil	2
	criminal, civil	1
	book keeping	1
	inheritance	1
	civil	16
	civil, non trial	1
	civil, non trial, miscellaneous	2
	civil, non trial, labor disputes	1
	civil, non trial, bankruptcy, labor, commercial	1
	civil, payment orders	1
	payment orders	1
	translation	2
	reception	2
	misdemeanor	6
	misdemeanor, enforcement	1
	misdemeanor, civil, non trial, miscellaneous, court administration	1
	labor disputes	2
	court police	11
	accounting	1
	commercial, bankruptcy	2
	commercial	6
	court administration	13

	administrative disputes	4
	finances	1
	NA	6
9. Do you have a duty statement for your job (within systematization)?	Yes	94
	No	5
	NA	22
10. Is your job accurately described in your duty statement?	Yes	102
	No	14
	NA	4
	Yes and No	1
11. If no, what extra duties do you perform that need to be added to your duty statement?		
12. What duties are no longer in your duty statement and can be deleted?	NA	119
	none	2
13. Describe the tasks you regularly perform that are critical to carrying out your job effectively	NA	121
14. How do you work?	alone	43
	team work	67
	other (please list)	
	both	1
	NA	4
15. To what extent does your job require you to work closely with other people, such as customers, clients or people in your own court?	very little	17
	moderately	54
	a lot	47
	NA	3
16. How much autonomy is there in your job, i.e. to what extent do you decide how to proceed with your work?	very little	27
	moderately	81
	a lot	11

	NA	2
17. How much variety is there in your job, i.e. to what extent do you do different things at work, using several skills and talents?		
	very little	42
	moderately	45
	a lot	30
	NA	4
18. Do you fill that new employees' orientation (initial training) is needed?		
	Yes	107
	No	10
	NA	4
19. What kind of training should be a priority?	Initial	20
	Continuous	94
	Initial and continuous	1
	NA	6
20. What kind of training do you prefer?	Theoretical	3
	Practical	38
	Discussions	2
	Study Tours	2
	Theoretical, Practical	12
	Theoretical, Discussions	2
	Practical. Discussions	20
	Practical, Study Tours	6
	Theoretical, Practical, Discussions	9
	Theoretical, Practical, Study Tours	2
	Theoretical, Practical, Other	2
	Theoretical, Discussions, Study Tours	2
	Theoretical, Discussions, other	1
	Practical, Discussions	7
	Practical, Study Tours, other	1
	Theoretical, Practical, Discussions, Study Tours	8

21. Where do you prefer the training to be organized?	In Skopje	13
	In your court appellate court region	32
	In different appellate court regions/cities in Macedonia	36
	Abroad	9
	Other	5
	In Skopje, In your court appellate court region	1
	In Skopje, Abroad	7
	In your court appellate court region, In different appellate court regions/cities in Macedonia	1
	In your court appellate court region, Abroad	2
	In your court appellate court region, other	1
	In different appellate court regions/cities in Macedonia, Abroad	1
	In Skopje, In your court appellate court region, Abroad	3
	In Skopje, In different appellate court regions/cities in Macedonia, Abroad	2
	In Skopje, Abroad, other	1
22. Do you speak any foreign language? (If Yes, which one?)	Yes	64
	NA	57
23. In your opinion the court administration training should be voluntary or mandatory?	Mandatory	104
	Voluntary	11
	Voluntary and mandatory	1
	NA	5
24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?	Ethics	
	Case management	
	Court Management	2
	Information Technology	2
	Basic IT skills	1

	ABMS	2
	ACCMIS	18
	Other applications used in the courts	
Communication skills		5
Financing and budgeting		1
Implementation of the existing legislation		15
	Criminal legislation	
	Civil legislation	
	Misdemeanor legislation	
	Administrative legislation	
	Court Book of Rules	
	Other sub-regulations	
	Specify	
123 – Ethics, case management, court management		1
145 – Ethics, IT, Communication skills		1
14c – Ethics, IT, ACCMIS		2
14c d7e - Ethics, IT, ACCMIS, Implementation of the existing legislation, Court Book of Rules		1
15 – Ethics, Communication skills		2
17 – Ethics, Implementation of the existing legislation		1
24c - Case management, ACCMIS		3
244c - Case management, IT, ACCMIS		1
234c - Case management, Court management, ACCMIS		1
237ef - Case management, Court management, Implementation of the existing legislation, Court Book of Rules, sub-regulations		1

34c6 - Court management, ACCMIS, Financing and budgeting	1
34cde6 - Court management, ACCMIS, other applications used in the courts, Financing and budgeting	1
367 - Court management, Financing and budgeting, implementation of the existing legislation	1
44c – IT, ACCMIS	1
4567a – IT, Communication skills, Financing and budgeting, criminal legislation	1
457a6 - IT, Communication skills, civil legislation, criminal legislation	1
467 – IT, Financing and budgeting, implementation of the existing legislation	1
4a – Basic computer skills	1
4ab - Basic computer skills, ACCMIS	1
467e – ABMS, Court Bok of Rules	1
4c7bcd – ACCMIS, civil, misdemeanor, administrative legislation	1
4c5 – ACCMIS, Communication skills	2
4c57b – ACCMIS, Communication skills, civil legislation	1
4b57r - ACCMIS, Communication skills, administrative legislation	1
4c7 – ACCMIS, Implementation of the existing legislation	3

	4c7abc – ACCMIS, criminal, civil, misdemeanor legislation	1
	4c7ae – ACCMIS, criminal legislation, Court Book of Rules	1
	4c7c – ACCMIS, misdemeanor legislation	2
	4c7de – ACCMIS, administrative legislation, Court Bok of Rules	1
	4c7e - ACCMIS, Court Bok of Rules	1
	567e – Communication skills, Financing and budgeting, Court Bok of Rules	1
	7a - criminal legislation	1
	7abc – criminal, civil, misdemeanor legislation	1
	7b - civil legislation	2
	7bcde - civil, misdemeanor, administrative legislation, Court Bok of Rules	1
	7bd – civil, administrative legislation	1
	7e - Court Bok of Rules	1
25. To perform other jobs in the court: What other roles in the court would you be interested in doing if a vacancy became available (e.g. transfer to another section, higher position etc)?		
26. To perform other jobs in the court: What training or experience would be required?		
27. What are your career aspirations?		
28. What training or development do you need to help make this happen?		
<p>29. My greatest concern about education of the court personnel is: - ACCMIS (to get advanced training, small number of training class)</p> <ul style="list-style-type: none"> <li>- Lack of interest of the court administration for training (majority of answers) <ul style="list-style-type: none"> <li>- Lack of knowledge of computer programs</li> <li>- Customer service</li> </ul> </li> <li>- Lack of motivation with the court employees <ul style="list-style-type: none"> <li>- Not accepting the novelties at work</li> <li>- IT is a problem for the older employees</li> </ul> </li> <li>- Lack of interest of MOJ for training of the court administration <ul style="list-style-type: none"> <li>- Are all the employees going to be covered with the training</li> <li>- Insufficient number of computers</li> </ul> </li> <li>- Inappropriate preparedness professionally and ethically <ul style="list-style-type: none"> <li>- Lack of time</li> </ul> </li> </ul>		
30. Did you have any training abroad during the last 5 years? If yes, specify where	Yes	7

	No	87
	NA	27
31. Did you have any training in Macedonia during the last 5 years?	yes	62
	no	48
	NA	11
32. Who was the organizer of the training? - Academy for judges and public prosecutors - USAID - JARM - CBC (ABMS) - MOJ - Soros - Association of lawyers		
33. How long was your last training?	1-2 days	39
	3-5 days	6
	6-10 days	5
	more days	12
	1 day	2
	2-3 hours	1
	3 days	1
34. What is the best length for training?	1 day	12
	2 days	16
	2-3 days	9
	3 days	7
	3 days per month	2
	3-5 days	2
	4 days	4
	5 days	6
	5-10 days	1
	10 days	3
	15	4
	1 month	5
	6 months	2
	1,5 year	1
	Other	47
35. Would you prefer the trainers to be:	Judges/Prosecutors/ Attorneys	7
	Experienced staff from the court administration	26
	Teachers/University professors	2
	Officials from ministries/civil servants	2
	Local experts	2
	International experts	11

	Other	1
	Judges/Prosecutors/ Attorneys, Experienced staff from the court administration	9
	Judges/Prosecutors/ Attorneys, Teachers/University professors	2
	Judges/Prosecutors/ Attorneys, International experts	7
	Experienced staff from the court administration, Officials from ministries/civil servants	1
	Experienced staff from the court administration, International experts	1
	Teachers/University professors, Local experts	1
	Teachers/University professors, International experts	1
	Local experts, International experts	3
	Judges/Prosecutors/ Attorneys, Experienced staff from the court administration, International experts	7
	Judges/Prosecutors/ Attorneys, Local experts, International experts	6
	Experienced staff from the court administration, Local experts, International experts	1
	Judges/Prosecutors/ Attorneys, Experienced staff from the court administration, Teachers/University professors, International experts	1
	Judges/Prosecutors/ Attorneys, Teachers/University professors, Local experts, International experts	1

	Judges/Prosecutors/Attorneys, Experienced staff from the court administration, Teachers/University professors, Local experts, International experts	1		
	Judges/Prosecutors/Attorneys, Experienced staff from the court administration, Teachers/University professors, Officials from ministries/civil servants, Local experts, International experts	2		
	Judges/Prosecutors/Attorneys, Experienced staff from the court administration, Teachers/University professors, Officials from ministries/civil servants, Local experts, International experts, Other	1		
	NA	24		
36. Do you have any previous experience as a trainer/lecturer? If yes, in which areas?	yes	6		
	no	78		
	NA	37		
37. Are you willing to take a class to learn and teach other court staff? If yes, in which areas?	yes	41		
	no	40		
	NA	40		
Court administration representatives on specific positions, with total work experience between 0-3 years, and experience at the specific position with determined training needs both for continuous/initial and priority areas				
3. Court employ with experience from 0-3 years	5. What is your current position in the court?	6. How long have you been performing this task?	18. Do you feel that new employees' orientation (initial training) is needed?	19. What kind of training should be a priority?
1	Senior Court Advisor	0-3 (all)	yes (all)	continuous (all)
1	Senior Court Associate	0-3 (all)	yes (all)	continuous (all)
11	Court Associates	0-3 (all)	yes (all)	continuous(10) initial(2)
3	Court Associates	0-3 (all)	yes (all)	continuous (all)
2	Intake office clerks	0-3 (all)	yes (all)	continuous (all)
1	typist	0-3 (all)	yes (all)	continuous (all)

1	courier	0-3 (all)	yes (all)	continuous (all)
1	junior court clerk	0-3 (all)	yes (all)	continuous (all)

Court administration representatives on specific positions, with total work experience between 3-5 years, and experience at the specific position with determined training needs both for continuous/initial and priority areas				
3. Court employ with experience from 3-5 years	5. What is your current position in the court?	6. How long have you been performing this task?	18. Do you feel that new employees' orientation (initial training) is needed?	19. What kind of training should be a priority?
5	Court Associates	3-5 (all)	yes (all)	continuous (4); (initial)1
2	Commander of the Court Police	0-3(2)	yes (all)	continuous (all)
1	Deputy Commander	0-3(1)	yes (all)	continuous (all)
1	Cashier	5-10(1)	yes (all)	continuous (all)
3	Intake office clerk	3-5(2); 0-3(1)	yes (all)	continuous (2); (initial)1
1	typist	3-5 (1)	yes (all)	NA
1	translator	3-5(1)	yes (all)	continuous (all)

Court administration representatives on specific positions, with total work experience between 5-10 years, and experience at the specific position with determined training needs both for continuous/initial and priority areas				
3. Court employ with experience from 5 -10 years	5. What is your current position in the court?	6. How long have you been performing this task?	18. Do you feel that new employees' orientation (initial training) is needed?	19. What kind of training should be a priority?
8	Court associate	3-5 (all)	yes (all)	continuous (all)
1	typist	5 -10 years	yes (all)	continuous (all)
1	the employee works on civil, non trial, bankruptcy, labor disputes (4)	6 to 10 years	yes (all)	continuous (10) initial(2)
1	head of intake office, reception and delivery of mail	7 to 10 years	yes (all)	continuous (all)
1	accountant	8 to 10 years	yes (all)	continuous (all)

Court administration representatives on specific positions, with total work experience over 10 years, and experience at the specific position with determined training needs both for continuous/initial and priority areas				
3. Court employ with experience over 10 years	5. What is your current position in the court?	6. How long have you been performing this task?	18. Do you feel that new employees' orientation (initial training) is needed?	19. What kind of training should be a priority?
7	Court administrator	0-3(2), 5-10(3), over 10(2)	yes (5), no(1), NA(1)	continuous (5) initial (1) continuous(1), NA (1)
1	Head of department	0-3 (1)	yes (all)	continuous (all)
4	Court associates	5-10(3) 0-3(1)	yes (3), no(1)	continuous (3) initial(1)

12	Ttypist	5-10(1), over 10(11)	yes (all)	continuous (9) initial (3)
1	Coordinator of Court police	over 10(1)	yes (all)	continuous (all)
3	Court police	over 10(3)	yes (all)	continuous (2) initial (1)
10	Intake office clerk	0-3(2), 5-10(2), 5- 10(2), over 10(4)	yes (all)	continuous (8) initial (2)
1	House keeper	0-3 (1)	yes (all)	continuous (all)
10	Courier	3-5(1), 5-10(3), over 10(6)	yes (6), no(4)	continuous (6) initial(4)
1	Commander of Court police	over 10(1)	yes (all)	continuous (all)
2	Deputy commander	over 10(2)	yes (all)	continuous (all)
1	Driver	5-10(1)	yes (all)	continuous (all)
3	Head of Department	over 10(3)	yes(2) 1-empty	continuous (1), NA (2)
3	other	5-10(2), 0-3 (1)	yes (all)	continuous (2), initial(1)
2	Advisor	5-10(2)	yes (all)	continuous (all)
1	Senior Court associate	over 10(1)	no(1)	continuous
1	Head of Intake Office	0-3(2), 5-10(1)	yes (3), no(1)	continuous (2), initial(2)
4	Technical secretary of the PJ	0-3(2), 5-10(3), over 10(1)	yes (all)	continuous (4)
1	Coordinator of Typist office	0-3 (1)	yes (all)	initial(1)
2	House keeper	over 10(1), 5-10(1)	yes (all)	continuous (1), initial(1)
1	NA			

<p>Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?</p>		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Court administrator	team work	Case management , суд, implementing the existing legislation - other sub-regulations 237ef
Court administrator		

Court administrator	team work	Court management 3, IT - ACCMIS and other 4cd, Finance and budgeting - 6, public proc., control, Court book of rules
Court administrator	other	Court management - 3
Court administrator	alone	Communication skills - 5, Finance and budgeting - 6, Criminal legislation - 7e
Court administrator	team work	Court management - 3, Finance and budgeting - 6, implementing the existing legislation 7
Court administrator	alone	IT- 4, Finance and budgeting - 6, implementing the existing legislation - 7

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Head of department	alone	Court management - 3, ACCMIS - 4c, ABMS - 6

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Senior Court advisor	team work	7- Civil - b, Misdemeanors - c, Administrative - d, Court book of r. - e

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Senior Court associate	team work	ABMS - 4B
Senior Court associate	alone	IT - 4, Communicat. skills - 5, Criminal and civil legislation - 7ab

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Court associate	team work	ACCMIS - 4c, Civil, Misdemeanors and Administrative - 7bcd
Court associate	team work	Civil and Administrative - 7bd
Court associate	team work	
Court associate	team work	ACCMIS - 4c, implementing the existing legislation 7
Court associate	both	Civil legislation - 7b
Court associate	alone	ACCMIS - 4c, Criminal, Civil and Misdemeanors- 7abc
Court associate	team work	implementing the existing legislation 7
Court associate	alone	implementing the existing legislation - 7
Court associate	alone	implementing the existing legislation - 7
Court associate	team work	
Court associate	alone	ACCMIS - 4c
Court associate	team work	ACCMIS - 4c, Communication skills - 5

Court associate	alone	ACCMIS - 4c, Communication skills - 5, Civil legislation - 7b
Court associate	alone	implementing the existing legislation - 7
Court associate	alone	implementing the existing legislation - 7
Court associate	team work	implementing the existing legislation - 7
Court associate	team work	ACCMIS - 4b, implementing the existing legislation - 7
Court associate	team work	implementing the existing legislation - 7
Court associate	team work	implementing the existing legislation - 7
Court associate	team work	implementing the existing legislation - 7
Court associate	team work	7- Criminal, Civil and Misdemeanors- abc
Court associate	team work	
Court associate	alone	implementing the existing legislation - 7
Court associate	team work	implementing the existing legislation - 7
Court associate	team work	implementing the existing legislation - 7
Court associate	team work	Communication skills
Court associate	alone	IT
Court associate	alone	Communication skills

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Court assistant	team work	Civil legislation
Court assistant	team work	implementing the existing legislation - 7
Court assistant	team work	implementing the existing legislation - 7

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Coordinator of Court police	team work	

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Cashier	team work	ABMS

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Intake office clerk	alone	
Intake office clerk	other	
Intake office clerk	alone	Case management - 2, Court m. - 3, ACCMIS -4c
Intake office clerk	team work	Case management 2, ACCMIS - 4c

Intake office clerk	team work	ACCMIS - 4c
Intake office clerk	alone	ACCMIS -4c, Misdemeanors- 7c
Intake office clerk	alone	ACCMIS -4c, Misdemeanors- 7c
Intake office clerk	team work	Case management - 2, ACCMIS 4c
Intake office clerk	team work	ACCMIS -4c, Criminal and court book of rules - 7ae
Intake office clerk	alone	ACCMIS - 4c
Intake office clerk	team work	Court book of rules - 7g
Intake office clerk	team work	IT - 4
Intake office clerk	alone	ACCMIS - 4c, implementing the existing legislation - 7
Intake office clerk	alone	ACCMIS - 4c
Intake office clerk	team work	

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
House keeper	alone	Court management - 3

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Court clerk typists	team work	ACCMIS - 4c
Court clerk typists	team work	ACCMIS - 4c
Court clerk typists	team work	
Court clerk typists	team work	
Court clerk typists	team work	ACCMIS - 4c

Court clerk typists	team work	ACCMIS - 4c
Court clerk typists	team work	ACCMIS - 4c
Court clerk typists	team work	Basic comp. skills, 4a, ACCMIS-c
Court clerk typists	team work	ACCMIS - 4c, Communication skills - 5, Administrative legislation - 7d
Court clerk typists	team work	
Court clerk typists	team work	ACCMIS - 4c
Court clerk typists	team work	
Court clerk typists	team work	ACCMIS - 4c
Court clerk typists	team work	ACCMIS - 4c, Communication skills - 5
Court clerk typists	team work	ACCMIS - 4c

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Coordinator of Court police	team work	

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Court police	team work	

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
---	--	--

5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Junior Court clerk	alone	
Junior Court clerk	other	
Junior Court clerk	other	
Junior Court clerk	alone	Communication skills - 5
Junior Court clerk	alone	
Junior Court clerk	team work	

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Commander of Court police	team work	Communication skills
Commander of Court police	team work	
Commander of Court police		

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Deputy commander	team work	Communication skills
Deputy commander	team work	
Deputy commander	alone	

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Driver	alone	Ethics - 1, Communication skills - 5

5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Head of IT department	team work	ACCMIS - 4c
Head of IT department	alone	ACCMIS - 4c
Head of IT department	alone	Case management - 2, ACCMIS - 4c

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
4-advisor	team work	Case management - 2, IT - 4, ACCMIS - 4c
4-advisor	team work	IT - 4, Communication skills - 5, Finance and budgeting - 6, Criminal legislation - 7a
other	alone	IT - 4, ACCMIS - 4c
other	team work	Ethics - 1, Communication skills - 5
other	team work	Ethics - 1, implementing the existing legislation - 7
other	team work	Criminal legislation - 7a
other	alone	Ethics - 1, IT - 4, Communication skills - 5

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Head of intake office, reception and distribution of mail	team work	Ethics, Court management , Case management - 123
Head of intake office, reception and distribution of mail	alone	ACCMIS - 4c
Head of intake office, reception and distribution of mail	team work	ACCMIS - 4c, Court book of rules - 7e
Head of intake office, reception and distribution of mail	alone	Ethics - 1, ACCMIS - 4c
Head of intake office, reception and distribution of mail	team work	Ethics - 1, ACCMIS - 4c

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Technical secretary of the president judge		ACCMIS - 4c
Technical secretary of the president judge	alone	ACCMIS -4c, Administrative legislation and Court book of rules - 7de
Technical secretary of the president judge	other	Ethics - 1, ACCMIS and other applications - 4cd, Court book of rules - 7e
Technical secretary of the president judge	alone	Basic computer skills 4a

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?

Coordinator of typist office	team work	ACCMIS - 4c
------------------------------	-----------	-------------

Link: What is your current position in the court?, How do you work?, To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?		
5. What is your current position in the court?	14. How do you work?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
Accountant	team work	ABMS - 4b, Court book of rules - 7e
Accountant	alone	ABMS - 4b
Accountant	alone	Finance and budgeting - 6

Link: 8. In which department you are working? And 24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?

8. In which department you are working?	24. To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently?
cashier	ABMS - 4b, Court Book of Rules- 7e
in all	Communication skills - 5
in all	
in all	
in all	
in all	Basic comp. skills and ACCMIS - 4ac
typist office	ACCMIS -4c, Communication skills - 5, Administrative legislation - 7d
service	
service	
enforcement	IT - 4
enforcement	implementing the existing legislation - 7
enforcement	implementing the existing legislation - 7
enforcement	Communication skills - 5

enforcement	implementing the existing legislation - 7
enforcement of sanctions	Case management - 2, ACCMIS - 4c
Enforcement and enforcement of sanctions	ACCMIS - 4c, Criminal legislation and Court book of rules - 7ae
Criminal	ACCMIS - 4b, Court book of rules 7e
Criminal	ACCMIS - 4c
Criminal	ACCMIS - 4c
Criminal	
Criminal	Criminal legislation - 7a
Criminal	ACCMIS - 4c
Criminal	Criminal, Civil, Misdemeanors-7abc
Criminal	
Criminal, Enforcement of sanctions	Case management - 2, ACCMIS - 4c
Criminal, Misdemeanors	implementing the existing legislation - 7
Criminal, Misdemeanors	implementing the existing legislation - 7
Criminal, Misdemeanors, non trial	ACCMIS -4c
Criminal, Misdemeanors, non trial, civil, court administration	ACCMIS -4c, implementing the existing legislation - 7
Criminal, Misdemeanors, civil	
Criminal, Misdemeanors, civil	ACCMIS - 4c
Criminal, civil	ACCMIS - 4c
Criminal, Misdemeanors,	ACCMIS - 4c
Criminal, Misdemeanors,	Case management - 2, IT - 4, ACCMIS -4c
Criminal, Misdemeanors,	IT - 4, Communication skills - 5, Finance and budgeting - 6, Criminal -7a
Criminal, Misdemeanors,	implementing the existing legislation - 7
book keeping	ABMS - 4b,
heritage	
Civil	Case management - 2, Court management - 3 ACCMIS - 4c
Civil	
Civil	

Civil	ACCMIS - 4c
Civil	ACCMIS - 4c
Civil	ACCMIS - 4c, Communication skills - 5
Civil	Civil законодaвство - 7b
Civil	implementing the existing legislation - 7
Civil	ACCMIS -4c, implementing the existing legislation - 7
Civil	ACCMIS -4c, implementing the existing legislation - 7
Civil	
Civil	implementing the existing legislation - 7
Civil	ACCMIS - 4c, Communication skills - 5
Civil	4,5,7ab
Civil	implementing the existing legislation - 7
Civil	implementing the existing legislation - 7
civil, non trial	implementing the existing legislation - 7
civil, non trial, miscellaneous	implementing the existing legislation - 7
civil, non trial, labor disputes	implementing the existing legislation - 7
civil, non trial, commercial, labor disp., bankruptcy	Ethics- 1, Communication skills - 5
civil, non trial, commercial, labor, bankruptcy	Ethics, implementing the existing legislation - 7
civil, non trial, miscellaneous	ACCMIS -4c, implementing the existing legislation - Criminal, Civil, Misdemeanors
civil, Payment orders	ACCMIS -4c, Communication skills - 5, Civil legislation - 7b
Payment orders	ACCMIS - 4c
translation	Ethics - 1, IT - 4, Communication skills - 5
translation	IT - 4

	Ethics - 1, Case management - 2, Court management - 3
Reception	
Reception	
Reception	
Misdemeanors	ACCMIS - 4c
Misdemeanors	
Misdemeanors	ACCMIS - 4c, Misdemeanors- 7c
Misdemeanors	ACCMIS - 4c, Misdemeanors- 7c
Misdemeanors	Case management - 2, ACCMIS - 4c
Misdemeanors	IT - 4, ACCMIS - 4c
Misdemeanors, investigation	Ethics - 1, ACCMIS and other applications - 4cd, Court book of rules - 7e
Misdemeanors, civil, non trial, miscellaneous, court administration	ABMS - 7b
labor disputes	Ethics - 1, ACCMIS - 4c
labor disputes	ACCMIS - 4c
Court police	Communication skills - 5
Court police	Communication skills - 5
Court police	
Accountant	ABMS
commercial, bankruptcy	ACCMIS - 4c
commercial	ACCMIS - 4c
commercial	ACCMIS - 4c
commercial	Ethics, ACCMIS
commercial	ACCMIS - 4c
commercial	Court book of rules 7f
commercial	implementing the existing legislation - 7
commercial, bankruptcy	implementing the existing legislation - 7

court administration	ACCMIS - 4c
court administration	
court administration	Court management - 3, ACCMIS and other applications -4cd, Finance and budgeting -6, public procurement, control, Court book of rules
court administration	ACCMIS - 4c, Administrative legislation and court book of rules -7de
court administration	
court administration	Court management - 3, ACCMIS - 4c, Finance and budgeting - 6
court administration	Basic communication skills - 4a
court administration	Court management - 3
court administration	Communication skills - 5, Finance and budgeting - 6, Court book of rules - 7e
court administration	Court management - 3, Finance and budgeting - 6, implementing the existing legislation - 7
court administration	IT - 4, Finance and budgeting - 6, Implementation of legislation - 7
court administration	Case management - 2, Court management - 3, Court book of rules and other sub-regulations - 7ef
court administration	ACCMIS - 4c
administrative disputes	ACCMIS - 4c, Civil legislation, Misdemeanors, Administrative legislation - 7bcd
administrative disputes	Misdemeanors, Administrative legislation and court book of rules - 7bce
administrative disputes	Civil and Administrative legislation - 7bd
administrative disputes	
Finances	Finance and budgeting
NA	

NA	
NA	
NA	
NA	Court management -
NA	Ethics-1, Communication skills - 5

We would point out the following key data:

**Structure of the respondents, according to the years of working experience in the court and their training needs:**

- Structure of the respondents, according to the years of working experience in the court, points out to the various needs of the newly employed and more experienced employees in the Court Administration of RM.

**Need for orientation (induction training) for the newly employed personnel and training organized continuously.**

- There is an undoubted need of the employees, in different profiles, in the courts for introduction of regular induction training for the newly employed court officers (88% of the respondents). Regardless of the years of experience and type of the working post, the determination of the respondents is undoubted that induction training is needed for the newly employed and generally speaking, the training should be continuously conducted for all.
- 78% of the respondents believe that priority should be given to the continuous, rather than induction, type of training.

**Creation of programs for training of the court employees in accordance with their working tasks defined in the systematization of the courts:**

- The current duties and working tasks of the court employees are clearly defined within the working posts and systematizations. Regardless of the working experience, the employees are familiarized in detail about their duties and they have a clear idea about their place in the institution where they do their work. Insignificant is the number of employees who believe that in practice they are assigned with additional duties which are not foreseen for that working post. Most of them mention that they perform their working tasks for a one level higher position and their professional status is for a lower working position.

**Internal and external communication and cooperation**

- More than 1/2 of the respondents work in a team, more than 1/3 of the respondents work autonomously 84% of the respondents point out that the execution of the given tasks imposes them to cooperate and communicate with other persons (colleagues, clients).
- 67% of the respondents think that there is a moderate autonomy during the execution of the working tasks and making adequate decisions (53% of the respondents have a

working experience of more than 5 years) it could be concluded that the experience considerably contributes towards certain autonomy in terms of making decisions regardless of the position in the hierarchy of the organizational structure.

### **Mandatory character of the training for the court administration**

- 86% of the respondents think that the training of the court administration should be mandatory without any doubt.

### **Conducted trainings and inclusion in the Court Administration**

- More than 1/3 or 48 respondents did not attend training in the past 5 years in RM at all.
- The largest number of the respondents stated that they attended trainings organized by the Training Academy for Judges and Public Prosecutors, the Association of Judges of RM or by USAID.
- 72% of the respondents never attended a training abroad.

### **Knowledge transfer**

- The respondents share the opinion that practical training combined with discussions (sharing of experiences) is the most adequate one for their needs. The Study visits so that they can get familiarized with different practices and experiences are also subject of their interest.

### **Location for organizing trainings**

- Regarding the location where they would like trainings to be organized, the opinions are divided, but significant part of the respondents prefers that the training is organized on the level of an appellate region.

### **Knowledge of foreign languages**

- More than half of the respondents stated that they can speak a foreign language. Five out of seven administrators speak a foreign language. The Technical Secretaries of the Presidents did not fill in this question.

### **Duration of training**

- The duration of the trainings that the respondents attended so far is identical with their opinion it terms of the fact how long should trainings really last (up to/around two days).

### **Topics for the trainings**

- ACMIS Training and implementation of the current (process and substantial) legislation are most frequently selected options by the respondents.
- The court administrators agree on the need for training from the area of finances and budget, management of the court and court cases, the implementation of the current legislation (this points to their willingness for professional development bearing in mind that they are the basics for the Legal Assistants who want to become judges – see answer to question 27, public procurement, communication skills and of course ACMIS.
- The remaining management structures in the courts need training in ACMIS, ethics, communication skills, Court Book of Rules and management of the court and the court cases.
- The category of vocational clerks basically needs professional development from the area of the current process and substantial legislation (civil, penalty, administrative, misdemeanor), but the interest is also directed towards ACMIS and communications.
- The intake officers chose ACMIS, the court book of rules, and court cases management.
- The typists are almost unanimous in the determination to be trained in ACMIS, as well as communication skills.
- The Judicial Police needs training in shooting, procedures for transporting a prisoner, relations with the public/users of court services (see the report about the field visits with

the employees and JRIP).

- The Accountants need trainings about ABMS and the novelties in the regulations about material financial work, the Court Book of Rules and generally about the Budget and finances.

#### **Trainers**

- Most of the respondents prefer a trainer to be an employee in the court administration. The willingness for familiarization of other experiences and practices is recognized in the second most frequent response – the international experts as trainers.
- Over 2/3 of the respondents do not have prior experience as trainers (78 answers), but still 1/3 of them would like to become that.

#### **Possible risks for successful implementation of the education of the judicial personnel**

- The respondents believe that the insufficient interest and motivation poses the largest risk for successful implementation of the education of the judicial personnel.

# **ANNEX 4**

9 March 2010 – The Document is restructured on 29 march 2010

## **INITIAL AND CONTINUOUS EDUCATION AND TRAINING OF THE COURT ADMINISTRATION IN MACEDONIA**

### **Designing of a framework program for professional development of the employees in the court administration**

#### **ANNEX 4**

#### **Survey Instrument Discussions on the topic “Training for the Court Administration – experiences and future needs” – organization, presentation of attitudes organized in groups, working positions, at each of the locations where a discussion has been held -**

The questionnaire (Annex 1) was chosen as a most appropriate instrument for determining of the training needs in accordance with what was assessed that in this way one could get clear and detailed data important for the realization of the objectives set from the very beginning of designing of the program, data from a large number of persons, in a relatively easy and not so expensive manner. The discussion was chosen as an additional module for the survey considering the fact that through direct contact it could be explained, if it is not sufficiently clear, some of the questions entered in the questionnaire, but the respondents are given the possibility to freely point out and share their thoughts and experiences, which would help as an information to the process as well as enriched the contents of the program.

**Discussions on the topic “Training of the court administration – experiences and future needs”** as an instrument to additionally collect information about a particular topic, were held on 5 occasions, as follows:

- For the court administration for the appellate region of Shtip on the Appellate Court in Shtip;
- For the court administration for the appellate region of Skopje in the Academy;
- For the court administration for the appellate region of Bitola in the Basic Court in Bitola;
- For the court administration for the appellate region of Gostivar in the Basic Court in Gostivar;
- For the court administration of the Administrative Court in the Administrative Court.

During the sessions, in order to be more efficient, the presentation of the standpoints was organized in groups of representatives of the court administration staff. The following sections provides the comments of each of the representatives that took the floor to present their opinion about the topics related to the training of the court administration.

Due to the specific features of the field of work the Administrative Office of Judicial Council gave its own views related to the training of the court administration underlying the specific topics for training of staff in this body. The content of the submitted document is an integral part of this document.

We would underline that due to the number of members and expertise that the members have, the Court Administration Association of RM was asked to submit their views on different topics related to the training of the court administration. Their views are also integral part of this document.

January 28<sup>th</sup>, 2010  
Appellate Region Shtip  
Appellate Court Shtip  
28 participants

Judicial assistant

1. **Type of training:** The trainings should be practical and the educators should present practical experiences related to the area/topic.  
**Educators:** Improve the quality of the educators on the Academy
2. **Areas of training:** Same education areas/topics as for the judges. The judicial assistants should get involved in the training for a particular topic together with the judges only if the number of judges participating in the training does not exhaust the total number of participants in the training.

Intake officers:

2. **Educators:** Improvement of the quality of educators appointed for ACMIS  
**Type of training:** The training for the court administration should be mandatory
3. **Areas of training:** Information technology – advanced course on ACMIS
4. **Areas of training:** Information technology – advanced and continuous training on ACMIS  
**Educators:** improvement of the quality of educators for ACMIS. The educators should be selected from the court because they understand the subject matter. The proposal is to train a person from the Academy in ACMIS so that the training could be implemented through the Academy – the training should be institutionalized.
5. **Areas of training:** Information technology – advanced course on ACMIS (particularly: maintaining registries)  
**Type of training:** Training through practical examples directly using the application (on the job).

Court police:

1. **Type of training:** There needs to be mandatory, continuous, specialized and practical training of the court police.  
**Areas of training:** It was pointed out that the court police for the appellate region Shtip have not had any training before. It was pointed out that these employees need specialized practical training in the following areas: shooting, procedures for transporting a prisoner, relations with the public/users of court services.
2. **Type of training:** It was pointed out that there is a need of mandatory, continuous, specialized and practical training for the court police.  
**Areas of training:** Maintaining of weapons, training on implementing practices in cases of natural disasters, practical implementation of practices in cases of a bomb threat.

Archive officers:

- Type of training:** It is recommended that the training should be practical and specialized for the concrete position.  
**Area :** Implementation of the regulations in the field of archiving.

**Educators:** Representatives of the archive of the Republic of Macedonia

**Participants in the training:** All members of the Commission for archiving in the court (not only the archive officer)

Court administrator:

**Areas of training:** There is a need for training on the ABMS.

**Type of training:** Practical and on the job.

January 29<sup>th</sup>, 2010.

Appellate Region Skopje

Training Academy of Judges and Public Prosecutors

35 participants

Judicial Police:

1. **Type of training:** The need for obligatory, continued, specialized and practical training is emphasized.

**Areas of training:** It is emphasized that the judicial police in the Basic Court Kumanovo has never had neither basic nor continued-advanced training in the area of court security. It is emphasized that the employees at this post need specialized practical training in the following areas: shooting (the staff member explains that the judicial policemen on the territory of RM do not have unified weapons, neither there are unified standards about the ammunition used outdoors and indoors which should be taken into account during training planning), training in use of the entire equipment installed in the court, training in use of fire extinguishers, training in plan preparation and implementation, report for court security, training in procedures for transport of detained persons, public/court service users relations. It is suggested that the staff member should review the Training Manual for the Ministry of Interior staff and to take the topics/training areas for the judicial police training from there because it is deemed appropriate.

2. **Type of training:** The court police in the Basic Court Negotino emphasizes the importance of the basic and continued, obligatory training for the court police.
3. **Areas of training:** The court police in the Supreme Court of RM ask for training in automatic weapons handling and martial arts.

Judicial assistants:

1. **Areas of training:** Same education areas/topics as the judges

**Type of training:** The possibility for training together with the judges is emphasized, and separately in the same topics as the judges.

**Areas of training:** The judicial assistants in the Supreme Court point out that the training topics/areas included in the Judicial Academy Program are also appropriate for education of the judicial assistants in the courts. Specific topics were proposed: English language, communication skills (the business communication and communication with clients were emphasized), practical courtroom training – role play. The need for greater participation of the judicial assistants in the topics/trainings organized for the judges is emphasized. The compatibility of these trainings with the ones organized for the judges is also emphasized.

Intake officers:

1. **Areas of training:** The Basic Courts Skopje 1 and 2 staff point out the need for training in the area of communication with the clients (it was suggested to pay special attention to this topic in newly employed). The need for organization of training for implementation of the Court Rules of Procedures is emphasized.

**Type of training:** The need for specially created training for the new staff in the court regardless on their post (general part) and specialized practical field training is emphasized. The advanced training level should pay more attention to the moment of unification of the practice and it is recommended that these training are given by experienced court staff. The need for continued instead of ad hoc training is emphasized.

**Educators:** Experienced court staff.

- 2. Areas of training:** The Supreme Court of RM staff through a written request submitted by a court staff representative have pointed on the need for additional training in ACMIS. The need for this type of training was acknowledged by all present parties (see Attachment A).

Staff involved the financial activities of the court:

- 1. Educators:** The Basic Court Skopje 2 staff emphasize that it is key that only expert and experienced persons, practitioners in the area are educators. They can transfer the current practice, trends and provide relevant directions which will contribute for unification of the work of the persons that cover this area of the court operations. The staff has pointed out the need to identify and assign persons from the Court Budget Council, the Public Revenue Office and the Pension and Disability Fund for educators.

**Areas of training:** It is pointed out that the training should cover the moment of practice unification; monitor the trend of changes imposed by the Public Revenue Office; training for gross salary calculation; annual accounts.

**Materials for continued education:** The magazine/issue of Macedonia Biro will contribute for increase of the efficiency of the operations in this position. This magazine shows and explains the new regulations, calculation methods, trends....

IT:

**Areas of training:** The Supreme Court of RM staff through a written request submitted by a court staff representative have emphasized the following training needs: training in operation systems; database manager; basic CISCO training; training for administration of Domino/Lotus Notes, Check Point administration, court websites administration and the part of the Supreme Court website for other court documents (see Attachment B).

**Note:** The staff of the departments in the Supreme Court of RM, after a discussion in the court on the necessary training for the court administration, has submitted a list of suggestions for training topics regarding the newly implemented ACMIS software. It can be found in Attachment 3

February 1<sup>st</sup>, 2010  
Appellate Region Bitola  
Basic Court Bitola  
24 participants

The court administrators who participated in the meeting emphasized several **training areas/topics key for all court staff:** ethics, communications (internal and external), time management, information technology trainings (beginner training in computer literacy, continued and advanced training in applications use, Excel, Power Point). The list of trainings for all court administration staff was amended with the foreign language training proposed by the Association of Court Administration.

**Suggestions by all participants:** The Academy is suggested to send the prepared training calendar in advance in order to enable the participants to plan the regular activities in the court accordingly. It is recommended, in order to save resources, to organize the training at appellate areas level.

*Judicial assistants – there is agreement for the entire appellate area on the following:*

1. **Materials for continued education:** The electronic access to the Official Gazette website will contribute for improvement of the efficiency of the work of this post since the use of the fast search tool provided in the website will enable fast finding of the necessary legal regulations. The regular distribution of opinions and decisions by the higher instances, mostly the Supreme Court, would improve the efficiency of the operations.

The participants in the meeting pointed out that due to the work type of this post, scheduled hearings, the judicial assistants are not in a position to participate in all trainings organized by the Academy and they proposed that the training materials are sent to the absent since they can be useful for them.

**Type of training:** The need for beginner training level is emphasized. Additionally, it is necessary to organize advanced level of continued training which will include practical training in the area of legal regulations implementation. In order to save the resources, it was proposed to organize the trainings at appellate area level.

**Areas of training:** Information technology (basic and specialized from the aspect of continued education for ACMIS), calculation of penalty interest, practical training from the aspect of implementation of new legislation, communication with the judge they are assigned to; ethics, preparing decisions in the privatization area.

2. The Basic Court Struga court administrator emphasizes the need for training of the judicial assistants in same topics and areas as the judges (reference to the program for training of judges, prepared and implemented by the Academy).

*Staff involved the financial activities of the court:*

1. **Type of training:** The employee of the Basic Court Resen emphasized the need for beginner training level. Additionally, it is necessary to organize advanced level of continued education that will include practical training for the existing IT applications relevant in this area. It is recommended to initiate/continue the practice: field training since it is most appropriate for introduction and continued work with the applications implemented in the judiciary.

**Areas of training:** IT applications relevant in this field.

2. **Areas of training:** The Appellate Court Bitola employee asks for specific training in modules: Fixed assets and material activities in ABMS.

*Court administrator:*

1. **Areas of training:** The Basic Court Struga court administrator emphasized the need for continued education in areas, topics in the field of court management which will enable to promote the knowledge, skills and capabilities of the court administrators. As current he cited the following: possibilities for preparing reports in ACMIS, implementation of the Court Rules of Procedures amendments, ethics, communication (internal and external), preparation of the Budget circular, implementation of the current legislation and other topics for improvement of the court management skills.
2. **Areas of training:** The court administrator of the Appellate Court Bitola emphasized the need for organization of a training in strategy development for efficient use of the court personnel, as well as the need for training of the persons in this job in budget activities (more specifically: preparation of a budget circular).

Judicial police – there is agreement for the entire appellate area on the following:

1. **Type of training:** The need for obligatory, continued, specialized and practical training for the judicial police is emphasized.

**Areas of training:** It is emphasized that these employees need special, specialized, continued and practical training in the following areas: use of weapons, use of security equipment, reaction in case of natural disaster.

**Materials for initial education:** Work rulebook (it would include the standards and principles of judicial police work, but it was pointed that such rulebook has not been prepared yet).

Translators – there is agreement for the entire appellate area on the following:

**Type of training/ Materials for initial education:** In order to save resources, it was proposed to realize the training in this phase through preparation of material, dictionary/glossary of all terms used in the Macedonian procedures, in electronic form and to send it to all translators to help the specialization of this judicial staff, improve their efficiency and unification of their work. Additionally, it was asked to include the translators in the trainings in ethics and to prepare a specialized training for this position: courtroom behavior.

Intake officers:

1. **Type of training:** The need for obligatory, continued, specialized and practical training for this post is emphasized.

**Areas of training:** ACMIS modules used by the intake officers (admittance, movement, distribution of cases in ACMIS, preparing statistical reports in ACMIS), meetings in specific topics in order to harmonize the practise.

February 3<sup>rd</sup>, 2010  
Appellate Region Gostivar  
Basic Court Gostivar  
15 participants

Typists:

1. **Areas of training:** Special attention on the trainings should be paid to the following topics: publication and making the decision anonymous, preparing ACMIS forms.

Judicial assistants:

1. **Type of training:** The need for obligatory, continued, specialized and practical training for this post is emphasized.

**Areas of training:** Work in ACMIS (modules compatible to the working tasks in this position), making the court decisions anonymous, training in new regulations.

IT:

1. **Type of training:** The need for obligatory and advanced, continued, specialized and practical training for this post is emphasized.
2. **Areas of training:** Work with ACMIS (modules compatible with the work tasks in this position).

Intake officers:

**Areas of training:** ACMIS modules used by the intake officers (admittance, movement, distribution of cases in ACMIS, preparing statistical reports in ACMIS), meetings in specific topics in order to harmonize the practise.

1. **Type of training:** The need for obligatory training for the new staff in two parts: (1) general part (which would include ethics, communication with clients, provided by the experienced court staff) and specialized part (which would include case movement, parts of the Court Rules of Procedures regarding this post) is emphasized.

Expediter:

2. **Areas of training:** Practical training in the amendments of the Law on Criminal Procedure and Civil Procedure Law in the area of work of the court expediters.

Court police:

1. **Areas of training:** It is emphasized that these employees need special, specialized, continued and practical training in the following areas: use of weapons, use of security equipment, handling with detained persons, relations with clients, foreign language.

February 11<sup>th</sup>, 2010  
Administrative Court  
Administrative Court  
(6 participants)

The participants emphasized the special position of this court and pointed out the need for additional training in the regulations applied in this court: the Law on General Administrative Procedure, the Law on Administrative Disputes, the Law on Courts and the Law on Court Service, the Court Rules of Procedures. It was emphasized that representatives of the Supreme Court of RM should be educators in the area of importance for this court.

Intake officers:

3. **Areas of training:** Information technology – ACMIS (more specific: all ACMIS modules compatible with the tasks in this job), telephone communication.

Judicial assistants:

4. **Areas of training:** The same education areas/topics as the judges in this court.

March 15 2010  
Administrative Office of the Judicial Council

Proposed training topics

12. Trainings for access to funds or donors planned for reforms in the judiciary;
13. Project management training;
14. Training for implementation of the Law for public procurement;
15. Training for implementation of the laws from the field of material-financial operations of the budget users;
16. Training from the field of labor law (rights of judges, rights of employees);
17. Training on management with the Registry of court employees in accordance with the law;

18. Trainings on topics that will emerge from the legal changes and which pertain in the competence and the operations of the administrative office of the Judicial Council – Court Budget Council;
19. Communication training with users on the implementation of the Law for free access to information of public character, transparency and public relations;
20. Training on management, leadership, communication, coordination, dealing with conflicts and similar for the leadership in the judiciary;
21. Acting upon complaints and filings and confidential cases;
22. Exchange of experience and practical training through study trips.

March 25 2010  
Court Administration Association of RM

The Court Administration Association, using as a guide the questionnaire for training needs assessment underlined the key positions:

- **Type of training:** The need for initial training for the new employees is underlined, and it has to be obligatory as well as the continuous training for all positions in the court administration. The training has to be practical and organized and guided through discussions and study trips.
- **Location:** Various appellate regions/cities in Macedonia
- **Should the training of the court administration be obligatory or voluntary?**  
The training for the court administration structure should be obligatory and continuous. Having in mind the possibilities of the Academy, the training should obtain an obligatory character in two stages:
  - first stage should start with the obligatory training for the professional associates and advisors, and the classes that will be determined as obligatory in the course of one year to be recognized as having attended the obligatory training classes. After attending all of the previously determined number of trainings in the Academy, to receive a certificate with which they can apply for the vacancy announcements for judges. This certificate should serve as an official document for acquiring the judge-candidate status, i.e. to obtain the same status as the candidates who have attended the Academy.
  - For the other employees in the courts the training in the first stage to be voluntary, i.e. not to be obligatory. The trainings should be organized for each category of employees.
  - In the second stage the trainings for these categories of employees should also be obligatory.

The obligatory trainings are a precondition for professional administration.  
The proposal, to have the obligatory training conducted in two stages is given since we believe that the Academy at the beginning will not have a possibility to organize obligatory training for all employees. Therefore, we propose to conduct the training in two stages. However, if the Academy has a possibility, the obligatory training should be organized for all categories of employees of the court administration
- **Proposed topics for training for different positions in the court administration for the period of 2010-12:**  
 Court administrators: Free access to information of public character, protection of personal data, ACCMIS and ABMS;  
Accountants: Budget circular, final balance sheets, records for basic assets, ABMS;  
Committee for public procurements: Law on Public Procurement, implementing procedures;

Administrative-technical employees: Communication with clients, public relations, ACCMIS;

Couriers: Manner of service, in accordance with Law on Civil Procedure and Law on Criminal Procedure;

IT: anonymity and web site;

Responsible clerks for preparation of reports: preparation of reports, harmonization of reports on level of all courts in RM and the manner of preparation of reports;

Professional associates: writing decisions, the professional associates to attend all the trainings on all topics organized for the judges, but those topics to be organized only for the professional associates ;

Court Police : manner of securing the court building, acting in case of court incident, weapon handling training;

Archive: archive signs, manner of archiving and deadlines for purging the archived cases;

Members of the association: changes on LCS, Court Book of Rules, studying English language, human resources, field of operations of different foundations and which projects can be prepared by the Association, international cooperation.

- **Attending training abroad in the past 5 years:** Generally No.
- **Attending training in Macedonia:** Generally yes.
- **Organizer of the training:** Mostly USAID.
- **Most appropriate duration of the training:** 2-3 days.
- **Trainers:** judges/prosecutors/attorneys, experienced court administration employees, local experts, international experts, The Court Administration Association as a form of association of the court administration has members that already have certificates for trainers and they can be successfully engaged as trainers on topics related to the court administration. Also CAA has members who are distinguished experts in their field of work. We feel that these members, although they do not have a certificate for trainers, still would be successful educators.

Due to the above stated reasons it would be good to organize train the trainers courses on how to teach the other employees, and members of the association should attend those courses. The participants would be proposed by the Association.

# **ANNEX 5**

**Proposed plan and Training Program of the Units in  
the Supreme Court of the Republic of Macedonia**

## **Annex 5**

### **Proposed plan and Training Program of the Units in the Supreme Court of the Republic of Macedonia**

1. ACMIS (Edusoft) has positive and negative sides – the judges are not trained for ACMIS and they do not verify the decisions after the case will be resolved – the case is electronically registered in the Intake Office, the decision is drafted in the Typists office and its amendment and correction is done by the Legal Assistants.
2. Additional training on ACMIS is needed through (Edusoft).
3. The 6-months reports are designed physically, and not electronically.
4. The Registry Logs are not kept; data is drawn from the computer.
5. Designing of a program for 6 months and annual report is ongoing (necessary training for that program).
6. ACMIS does not contain data when the case is expedited (data about it is added in the part with the remarks).
7. There is no data regarding duration of the procedure from the moment when the case was registered and expedited – whether from the moment the judgment was made to its expedition or until the day the judgment was made.
8. Who verifies the decision in ACMIS?
9. The reporting Judge
10. President of a Section
11. Necessary coordination in regards to ACMIS between senior court officers, programmers from the IT Center and the programmers from Edusoft, due to lack of harmonization of ACMIS with the practical part of the Typists Office.

# **ANNEX 6**

**Questionnaire regarding the needs for attending ICT  
Courses**

## Annex 6

### Questionnaire regarding the needs for attending ICT Courses

Name and Surname:

Institution:

(Choose the trainings that you would like to attend, for which you believe that they will assist you in the performance of the daily working tasks)

#### Operational System Training

- Implementing and supporting Microsoft Windows XP Professional
- Managing and maintaining a Microsoft Windows Server 2003 Environment
- Implementing a Microsoft Windows Server 2003 Network Infrastructure: Network Hosts
- Implementing, managing and maintaining a Microsoft Windows Server 2003
- Network Infrastructure: Network Services
- Planning and maintaining a Microsoft Windows Server 2003 Network Infrastructure
- Planning, implementing and maintaining a Microsoft Windows Server 2003 Active Directory Infrastructure
- Designing Security for Microsoft Networks

#### Training for Data Base Designer

- Administering a Microsoft SQL Server 2000 Database
- Programming a Microsoft SQL Server 2000 Database
- Querying Microsoft SQL Server 2000 with Transact – SQL
- Administering a Microsoft SQL Server 2005 Database
- Programming a Microsoft SQL Server 2005 Database
- Querying Microsoft SQL Server 2005 with Transact – SQL

#### Basic CISCO Training

- ICND1 Interconnecting Cisco Networking Devices Part 1
- ICND1 Interconnecting Cisco Networking Devices Part 2

#### Training for:

- Administration of Domino/Lotus Notes
- Administration of Check Point
- Administration of the web pages of the courts and the part of the web page of the Supreme Court regarding other documents of the courts